

ENHANCING THE IMPACT OF CONSERVATION SCIENCE

**The Society for Conservation Biology
Strategic Plan
2006 – 2010**



Introduction

The Society for Conservation Biology (SCB) is a global community of professional conservation scientists and practitioners.

The SCB has grown tremendously since it was founded in 1985. Implementation of the goals identified by the Board of Governors in 1999 led to remarkable success with three major strategic initiatives: the establishment of the executive office (EO) in Washington DC, the creation of a new journal focused on conservation practitioners (*Conservation in Practice*), and the evolution of SCB into an international society.

The SCB Board of Governor has now developed a new strategic plan to build on our recent success by creating a common vision of the kind of international organization we want to be, revising our goals to reflect current opportunities and constraints, and identifying the key objectives we need to pursue to reach our revised goals. The strategic context on which the plan was developed draws on the organization's past successes and challenges, particularly the result of its global expansion during the last five years. Our recent efforts to internationalize have greatly expanded our reach and taxed our limited staff capacity. The plan also reflects the SCB understands of the needs of its current members and projections of future trends and needs in conservation science.

Expanding the Impact of Conservation Science is an outline for building the next generation of publications, programs, and services that will deliver added value to a growing and diverse body of conservation scientists and practitioners around the world. The plan provides strategic direction and high-level parameters to guide the SCB's work over the next five years. The EO, committees, and sections will develop specific implementation plans (work plans) that address the activities required to achieve our goals and objectives.

The following goals and objectives are parameters that will guide programmatic development and build the capacity necessary to maximize the SCB's impact while maintaining financial stability and organizational growth in the coming five years. Appendix 1 provides a description of the factors affecting the strategic planning effort, such as strategic drivers and assumptions. Appendix 2 identifies the members of the SCB Strategic Planning Committee.

SCB now has over 9000 members in 120 countries around the world. Together this community of conservation professionals is working to advance the science and practice of conserving the Earth's biological diversity. By achieving the goals and objectives articulated in this plan we believe we will enhance the impact of conservation science in pursuit of our mission.

SCB Board of Governors
Approved July 15, 2005
Brasilia

Mission, Vision, & Values

The integrity and effectiveness of every organization rests on its mission, vision for the future, and organizational values.

Mission

The mission of the Society of Conservation Biology is to advance the science and practice of conserving the Earth's biological diversity.

Vision

Our vision for the future takes a global perspective both in how we want the world to be and how we, as a professional society, want to be. In this vision, we see a world where people understand, value, and conserve the diversity of life on Earth and SCB as an effective, internationally respected organization of conservation professionals that is the leading voice for the study and conservation of Earth's biodiversity.

Organizational Values

The SCB and its members share the following common values.

1. The natural diversity of organisms, ecological complexity, and evolutionary processes have value and are necessary to support all species including our own.
2. Human-caused extinctions and the degradation, destruction, or loss of functionality of natural ecosystems are undesirable.
3. Maintaining and restoring biodiversity is the responsibility of all people and governments.
4. The sciences, especially conservation sciences, perform a critical role in understanding how the natural world operates and how human societies and actions can both positively and negatively affect the natural world.
5. Science should inform policy and management decisions that affect biodiversity.

Goals & Objectives

The strategic goals of SCB encompass four program areas (conservation science, conservation management, conservation policy, and conservation education) and two organizational areas (impact & reputation and organizational capacity). These goals are guideposts for the success of this five-year plan and for the long-term success of the SCB. They will focus the SCB's efforts to improve the quantity and quality of conservation research and enhance the use of that science in management, education, and policy. To accomplish this, the SCB must also improve its organizational effectiveness, financial strength, and ability to effect change. The accompanying objectives will guide the SCB's decision-making and activities through 2010. Included within are illustrative activities; these activities will be prioritized and modified by the SCB during the implementation phase. The initiation of new activities will be undertaken only when funding for those activities has been secured.

PROGRAM GOALS

The SCB's six goals are:

- 1. Conservation Science:** The scientific research and knowledge needed to understand and conserve biological diversity is identified, funded, completed, disseminated and applied to research, management and policy.
- 2. Conservation Management:** Conservation practitioners and managers are provided the scientific information and recommendations needed to conserve biological diversity at all scales.
- 3. Policy:** Policy decisions of major international conventions, governments, organizations, and foundations, are effectively informed and improved by the highest quality scientific counsel, analysis, and recommendations so as to advance the conservation of biological diversity.
- 4. Education:** Education, training, and capacity building programs are identified, strengthened, and developed to inform the public, education leaders, and support current and future generations of conservation scientists and practitioners.
- 5. Impact and reputation:** The SCB is recognized as the world's leading authority in conservation science and its membership, publications and conferences deliver high quality, integrated and effective products.
- 6. Organizational Capacity:** The SCB builds and maintains the organizational capacity necessary to operate our programs, provide products and services and run an effective organization.

Each goal has specific objectives and illustrative activities.

I. CONSERVATION SCIENCE

Goal Statement

The scientific research and knowledge needed to understand and conserve biodiversity is identified, funded, completed, disseminated, and applied to research, management, and policy.

Rationale and Strategic Impact

The SCB's members form a global community of natural and social scientists and practitioners who believe that the application of science to management and policy is an essential part of effective conservation. More information and greater understanding are necessary if we are to halt the loss of biodiversity and sustain the complex evolutionary and ecological processes of our world. The SCB must ensure that the science needed to manage biodiversity effectively at the local, national, and global scales is conducted. Moreover the dissemination of its results must be clear, understandable, and widely available to conservation practitioners and policy decision makers. By translating and

providing scientific results to policy makers the SCB strategically converts scientific information into tangible, effective policy decisions and management actions.

Objectives

1. Prepare a “publications strategy” based on a market analysis that identifies the needs and financial viability of the SCB’s family of publications including existing publications (*Conservation Biology* and *Conservation in Practice*), affiliated publications, and any new publications.
2. Expand the SCB’s dissemination of research results and findings at selected, high-visibility international and national scientific, policy, and management conferences, symposia, and meetings.

Illustrative Activities: support the use of the expertise database; hold annual meetings in every geographic region, hold sectional meetings in every region; work to increase dissemination of research results widely through highly visible scientific, policy, and management fora and the Internet.

3. Identify and publish/post global research priorities periodically.
4. Increase communications and collaboration among researchers, managers and policy makers to ensure key policy and management institutions, governments, and legislative bodies have the scientific information needed to accomplish shared conservation goals.

Illustrative Activities: develop a research agenda linked to policy and conservation management priorities and disseminate to targeted international, national, and NGO bodies that affect conservation policies and management

5. Evaluate the mechanisms for review and dissemination of best available scientific evidence to inform practice and policy decisions, linking our goals in science, management and policy areas.

II. CONSERVATION MANAGEMENT

Goal Statement

Conservation practitioners and managers are provided the scientific information and recommendations needed to conserve biological diversity at all scales.

Rationale and Strategic Impact

The science needed to manage biological diversity effectively at the local, national, and global scales needs to be clear, understandable, and widely available to conservation practitioners, managers, and policy makers. Informed managers make better decisions that, in turn, result in a better understanding and more effective conservation of biological diversity. Toward this end, the SSB should play a greater role in translating scientific results to management, identifying or developing best management practices for key management actions, and providing responsive services to managers when they need

science to inform their actions. By strategically converting scientific information into tangible, effective information that can be used for management actions, the SCB will strengthen conservation practices on the ground.

Objectives

1. Enhance the integration of research results into management decisions.

Illustrative Activities: a section in Conservation Biology that addresses management or policy implications of research results; consider the introduction of new journals; hold at least one management-oriented symposium at each annual meeting that brings the SCB, government agencies, NGOs, and research organizations together to discuss research and management priorities

2. Improve communications and interactions between researchers and managers.

Illustrative Activities: promote a conservation summit that brings SCB, government agencies, international organizations, legislative bodies, NGOs, and research organizations together to discuss key management-oriented research needs; sponsor at least one management-oriented symposium at each annual meeting that focuses on identifying or addressing key management needs; provide an SCB Expertise Database to key biodiversity management organizations

3. Develop and disseminate best-management practices or management guidebooks.

III. POLICY

Goal Statement

Policy decisions of major international conventions, governments, organizations, and foundations are effectively informed and improved by the highest quality scientific counsel, analysis, and recommendations so as to advance the conservation of biological diversity.

Rationale and Strategic Impact

Resolution of most conservation issues will benefit from the application of scientific expertise and firm support from the SCB. We must seek opportunities to apply science to global and national policies affecting biodiversity. Our mission and values require that the SCB engage actively in policy to ensure that the highest quality scientific information is applied to conservation/biodiversity issues. To ensure good science informs and influences policy toward the conservation of the Earth's biodiversity, the values and expertise of the SCB must be recognized and actively sought by the public, policy makers, and key conservation institutions as a result of our expertise on the most relevant national, regional, and international conservation issues. In the next five years, the SCB will enhance its credibility and ability to advance the conservation of biological diversity and use of sound science in conservation-related decision making and policy.

Objectives

1. Establish procedures and appropriate staffing for SCB and its section to address policy issues by 2006.
2. Fund a policy position in the executive office by 2007.
3. Produce and implement a plan for influencing priority policy issues by 2007. The plan should specify appropriate action and desired outcomes at both the global and regional levels.
4. Improve the dissemination of policy-related research findings and position statements.

Illustrative Activities: identify the SCB's priority policy issues; actively solicit opportunities to provide rigorous objective analyses; disseminate policy position statements to targeted international and national policy-making institutions; conduct at least one policy workshop at each annual meeting and invite key policy makers to attend

5. Develop and build partnerships with targeted organizations, governments, and legislative bodies to increase the use of science in policy decisions.
6. Coordinate, facilitate, and/or execute at least one SCS-initiated project that focuses SCB resources on providing a science-based solution to a selected, high-priority policy issue.

IV. EDUCATION

Goal Statement

Education, training, and capacity-building programs are identified, strengthened, and developed to inform the public, educate leaders, and support current and future generations of conservation scientists and practitioners.

Rationale and Strategic Impact

Education is at the core of the SCB mission. The SCB has always recognized the importance of education to conservation for inspiring future generations, creating a scientifically literate public, maintaining professional skills through advanced degrees and continuing education, and enriching both personal and professional lives through increased appreciation of nature. The priority for this strategic plan is to focus on university-level and continuing education.

Objectives

1. Develop an educational strategy in each section. Strategies should address that region's need for undergraduate, graduate, and continuing education capacity in conservation science.
2. Develop and launch at least one sectional educational initiative that addresses that region's need for undergraduate, graduate, and continuing education capacity.

3. Create continuing-education and professional-development opportunities for conservation scientists and practitioners at annual meetings.

Illustrative Activities: develop and conduct annual meeting minicourses or workshops on topics of key interest; encourage existing fellowship programs to include conservation science as part of their focus

4. Develop and build partnerships with selected organizations to enhance educational opportunities.

V. IMPACT AND REPUTATION

Goal Statement

The SCS is recognized as the world's leading authority in conservation science and its membership, publications, and conferences deliver high-quality, integrated, and effective products.

Rationale and Strategic Impact

To be effective, the SCB and its members must be recognized as important by key decision makers, potential partners, and the public. At the most basic level, powerful constituencies, interest groups, and institutions should look to us as a source of sound information that will help them solve problems in a way that serves our values. Effectiveness with important constituencies in part hinges on our ability to work well with the media and targeted constituencies. The extent to which the SCB's programs, products, and services contribute in an integrated fashion to shared goals and objectives will be key to building visibility in the media, attracting new members, and enhancing the organization's programmatic effectiveness over the next five years.

Objectives and Recommended Activities

1. Develop a strong identity, messaging, and promotional activities that will strengthen the SCB's visibility and reputation. Develop the means to maintain and reinforce the society's identity and messaging across global, regional, and local programs.

Illustrative Activities: clarify the SCB's identity and develop a compelling message; develop and maintain an attractive suite of membership benefits; create a consistent look for the SCB's identity and transmit our message across the SCB's entire product line and membership outreach efforts; identify and establish a presence at high-profile venues to increase the SCB's visibility with important constituencies; expand the SCB's awards program to outstanding achievement in conservation; develop a consistent and centrally managed media communications plan, with media communications, talking points, and other materials that ensure consistent messages

2. Strategically integrate section and chapter materials with the SCB's core identity, central messaging, and outreach efforts.

Illustrative Activities: develop unique, but compatible, image and messaging for sections; develop roles and responsibilities for SCB sections and chapters that guide their participation in policy, operations, and fundraising activities.

3. Broaden and strategically integrate the SCB's publications, conferences, workshops, and meetings.

Illustrative Activities: diversify, coordinate, standardize, and market the annual and section meetings; grow and capture value-added revenue from sponsorships; strengthen the SCB's identity and outreach; improve the quality of conference presentations; delegate the selection of regional venues and annual meetings to the SCB's Conference Committee and Executive Office

4. Partner with selected organizations to improve the SCB's impact and visibility.

Illustrative Activities: identify a list of priority partnerships; develop a process for overseeing and coordinating partnership development

VI. ORGANIZATIONAL CAPACITY

Goal Statement

The SCB builds and maintains the organizational capacity necessary to operate our programs, provide products and services, and run an effective organization.

Rationale and Strategic Impact

To realize its programmatic goals, the SCB must have adequate capacity and a strong infrastructure. This means an organization that has a clear sense of direction and purpose with solid and growing funding sources, an adequate operating reserve, committed and skilled staff, sound business practices, and an effective Board of Governors.

Objectives and Recommended Activities

1. Align staff, management, and governance with the SCB's priority research, management, policy, and education goals.

Illustrative Activities: increase the programmatic capacity of the executive office in fundraising, informing policy, marketing, and building revenue-generating programs; define roles and responsibilities for members of the Board of Governors, board committees, and executive office, including job descriptions, responsibility for committee service, development, and communications; realign the board's committees with priority goals and strategies in research, policy, management, and education

2. Strategically integrate section and chapter materials with the SCB's core identity, central messaging, and outreach efforts.

Illustrative Activities: develop unique but compatible image and messaging for sections; develop roles and responsibilities for SCB sections and chapters that guide their participation in policy, operations, and fundraising activities

3. Expand and diversify the SCB's sources of revenue and increase total annual revenue and expand and diversify the SCB's membership.

Illustrative Activities: prepare and implement a development/fundraising plan; diversify revenue from all programs (publications, conferences, and membership)

4. Expand and diversify membership.

Illustrative Activities: diversify membership from non-U.S. countries and students; identify membership benefits and support sections in increasing membership

5. Enhance the capacity and functioning of all sections.

Illustrative Activities: sections and the executive office work together to develop plans to help fund regional sections and support capacity building within the sections

6. Partner with selected organizations to leverage programmatic and administrative capacity.

Illustrative Activities: identify partner organizations with shared missions to leverage capacity to accomplish the SCB mission and develop processes to manage these partnerships.

7. Initiate 2011-2015 strategic planning cycle.

Implementation

Although the SCB 2006-2010 Strategic Plan outlines the broad steps the SCB will take over the next five years to enhance the impact of conservation science, it does not fully complete our planning efforts. Two key additional tasks need to be undertaken and completed. The first is to prepare a publications strategy and the second is to complete the appropriate "implementation" plans.

The publications strategy is needed in order to make informed decisions in the publications arena. Publications are among the most important activities currently undertaken by the SCB. There are a large number of critical questions that could not be answered through the strategic-plan process that must be answered for the SCB to utilize publications most effectively to disseminate research, generate revenue, and enhance our reputation and impact. The impact of the SCB's publications cuts across all our strategic goals. Consequently, this strategy should be prepared by a broadly based, ad hoc group to ensure that the SCB obtains the maximum benefit from these activities. A publications strategy should be prepared by 2006, and it should be based on a market analysis. This will inform committees to develop a more detailed implementation plan.

Implementation plans are needed to translate the strategic plan into concrete activities that the SCB can undertake. Specifically, implementation plans should be developed for the areas listed below. The SCB will annually review progress toward goals, objectives, and activities.

1. Marketing plan for the SCB's products and services (prepared by EO, with a contractor)
2. Membership development plan (prepared by Membership Committee)
3. Media relations and management plan (prepared by EO)
4. Global and regional conference plan (prepared by Conference Committee)
5. Development and fundraising plan (prepared by EO)
6. Implementation monitoring plan to track progress in implementing the SCB 2006-2010 Strategic Plan (prepared by EO)
7. Executive office operational plan (i.e., business plan) to include revenue and expense targets for programs, staffing timeline, and structural costs to guide decision making and implementation of the strategic plan (prepared by EO)
8. Policy plan for influencing priority policy issues (prepared by the policy committee)
9. Section plans – Each section will develop its own work plan to implement activities consistent with this plan and appropriate to the section's needs.

Appendix 1: Strategic Context of SCB 2006-2010 Strategic Plan

Enhancing the Impact of Conservation Science was developed in light of existing realities and projected trends – factors that may impact the SCB’s work over the next five years. The following factors form the strategic context in which the SCB will pursue the goals, objectives, and recommended activities outlined in this plan.

- Strategic Drivers: external trends and events that may directly affect the SCB’s products and services and, consequently, influence programmatic expansion and operational stability
- Organizational Strengths & Weaknesses: internal capabilities that may either constrain or promote programmatic growth and operations
- Strategic Assumptions: perceptions or beliefs the SCB holds that will shape strategy and decision-making
- Financial Data and Projections: costs of maintaining and expanding programmatic activities

We have attempted to consider how these factors might influence the SCB’s work, demand for its products and services, and the field of conservation science as a whole.

Strategic Drivers

The SCB is poised to become the nexus – a catalyst even – for unprecedented access to cutting-edge conservation science information and best practices worldwide; to advance the field of conservation science rigorously and set standards for professional development; to deliver science to the public policy arena and improve the effect of policy decisions on the protection of biodiversity around the globe. The challenge for the SCB is to understand what opportunities and constraints it faces, to seize opportunities that will promote growth and effectiveness, and to remove obstacles that stand in the way of achieving its goals and objectives.

Trends Affecting the Field of Conservation Biology

- The global economy, regional market trends, and economic policies and partnerships (e.g. NAFTA and the European Union) will have both positive and negative impacts on funding, governmental support, and public awareness of conservation issues (or threats and solutions). We anticipate increased demand for greater scientific advocacy.
- As the number of organizations working to influence public policy grows, there will be a need for an effective and focused voice to advocate science.
- Conservation scientists and practitioners are a diverse and geographically distributed community who benefit from exchanging information and networking with colleagues and experts.
- Unforeseen world events, such as large-scale terrorism or natural catastrophes such as the 26 December 2004 tsunami, will impact conservation of biodiversity, directly through their environmental consequences and resulting economic loss and indirectly through changes in charitable giving trends, and institutional capacity to respond to multiple challenges.

Trends Affecting Professional Societies

- There will be continued interest in professional development opportunities, advancement, and representation of the profession as a whole. Growing competition among membership organizations will fuel selectivity.
- The trend in declining subscription rates to scientific journals could reduce the SCB's subscription revenue by as much as 4-5% annually.
- Technological changes, including greater access to scientific information and research electronically, and increased use of the Internet to access such resources may place downward pressure on traditional subscriptions (e.g., on-line consortia access) and hard-copy publications. Open access could have a much larger impact on the revenue from peer-reviewed journals, in particular, that contain articles written from publicly funded research projects.
- Growing competition for funds and university budgetary constraints will fuel demand for new sources of research funding.
- The last five years have witnessed a downward trend in charitable giving in the United States. Although giving is slowly on the upswing (excluding significant charitable contributions for the victims of 9/11 or the tsunami), the U.S. economy will drive trends in public, major donor, and foundation giving. This is particularly significant for an expanding global organization in which philanthropic values and history lag behind those of the United States in some regions where outlying programs look to U.S. contributions to sustain their work.

Information Needs of Conservation Scientists and Practitioners

- The urgency of saving biodiversity will drive the need for high-integrity scientific information and expertise, cutting edge research, and emerging best practices.
- There is a growing need for translating science into best practices.
- Diverse needs for scientific data and best practices across geographic regions will increase demand for new publications and venues in which to publish, present, and disseminate a broader spectrum of scientific information and research.
- As more information becomes readily available through resources such as the Internet, interest will grow in finding selected venues for information that are highly reputable and maintain high standards of academic integrity and scientific rigor.

Demand for Society Products & Services

In 2004 the SCB's institutional assessment indicated, among those members interviewed, growing interest in the SCB expanding its role to

- ensure science is being incorporated into policy and decision making internationally, nationally, and locally;
- create new, more diverse vehicles for publishing a variety of work being done outside North America;
- enhance the visibility and representation of conservation science and research worldwide;
- provide better access to qualified information, better means for exchanging information, venues for meeting and learning from leading experts in the field, and more opportunities for collaborating on projects; and
- secure more funding for academic programs and research and create more opportunities for professional development.

Selected findings from the SCB's 2004 membership survey tell us the following about specific needs and interests across the 1,614 members who replied (19% of the membership):

- 65% of members, down from 82% in 2000, cite *Conservation Biology* as a very important reason for membership; 29% cite *Conservation in Practice* as a very important reason;
- less than 10% cite other SCB publications as a very important reason for membership;
- 82% of members state that staying informed in the conservation field is a very important reason for membership;
- 40% believe the annual meeting is a very important or somewhat important reason for membership;
- 80% think SCB should play a stronger advocacy role in national, regional, and global policy;
- 87% believe promoting and strengthening the discipline of conservation biology is very important;
- 59% think producing a magazine for conservation practitioners is very important;
- 64% think maintaining a Web site is very important and 90% think the SCB should definitely or probably increase visibility and use of the expertise database;
- 65% think sponsoring research projects on policy, legal, and regulatory matters is very important;
- 88% think publishing *Conservation Biology* is very important; and
- 95% think the SCB should definitely or probably increase international membership and involvement.

The SCB's challenge will be to meet an increasingly diverse set of needs in ways that deliver value to an increasingly diverse and distributed, audience without diluting the organization's focus, allocation of funding, or ability to deliver high-quality products and services. The risk lies in overdiversification that diminishes the SCB's reputation and recognition, decreases effectiveness, or exceeds sustainable capacity.

Organizational Strengths & Weaknesses

Strengths

- The SCB has laid a foundation for organizational growth: it has built a solid reputation among members and supporters in North America, and it is becoming more widely recognized outside North America, where the SCB particularly wants an increased presence.
- The SCB's implementation of a global structure during the last five years has led to a more diverse, international membership and has created the need to serve a wider set of interests and local needs in the international conservation-science community.
- Following five years of organizational growth, the SCB is, by and large, a programmatically and financially sound organization.

Weaknesses

- The SCB is well regarded among existing members and supporters in North America. Although its reputation is growing, it has yet to develop widespread recognition and demand for its products and services outside North America.
- Existing sources of revenue for the SCB's publications are not sufficient to sustain new programs and services.

- The SCB lacks alternative sources of funding to support program growth or cushion a shortfall in existing revenue sources.
- In the past, the SCB has been unsuccessful in obtaining funding to develop and implement a policy program despite growing support from membership.
- Demand and diverse needs for new products, programs, and services have already begun to tax the SCB's existing staff and resources.

Strategic Assumptions

The SCB adheres to a number of tenets regarding the role it should serve for the conservation science community.

1. The SCB believes that disseminating conservation-science research results widely and to a variety of audiences (researchers, land managers, policymakers, and the public) creates a better-informed public resulting in better public decisions and better protection for biodiversity. The dissemination of information improves the quality of research, enhances professional development, and increases the impact of conservation science on policy and land management.
2. The SCB would like to expand the membership of conservation professionals throughout the world because a larger membership is more effective at communicating, expanding professional development opportunities, maintaining the society's financial viability, and accomplishing our mission.
3. By being directly and visibly involved in policy recommendations, the SCB believes resulting policies will be more informed and better benefit both human society and the Earth's biodiversity.
4. Biodiversity loss is seldom caused by private or government actions that directly seek to destroy species. Instead, the loss of biodiversity is usually a by-product of actions intended to accomplish a public good or to generate economic growth or return. The SCB believes that by articulating the true impacts of biodiversity loss, society can better understand the pros and cons of proposed actions and will then choose to give greater consideration to the value of biodiversity conservation relative to other outcomes.
5. A financially strong society is critical to pursue new activities that further our goals, maintain effective programs, expand member benefits, and increase the SCB's impact.
6. Striving for the financial independence of all SCB programs is beneficial because it allows us to explore new programs and focus resources on other high-value programs that may require long-term subsidies. Marginally independent programs should strive to be financial contributors for the same reason.
7. The SCB will have to be selective in the new programs or activities it undertakes. Its products, programs, and services must demonstrate a high degree of value to remain competitive in a crowded market, and they will have to be highly leveraged in order to expand with limited resources.

**Enhancing the Impact of Conservation Science
Society for Conservation Biology
Strategic Plan: 2006-2010**

Appendix 2: The Strategic Planning Committee

Loyal Mehrhoff, Committee Chair, past Board of Governors, Government Agency Representative

Luigi Boitani, President, European Section

Autumn-Lynn Harrison, SCB staff

David Johns, Treasurer SCB

Devra Kleiman; Board of Governors Botanical/Zoological Gardens Representative

Reed Noss, Past President SCB

John Robinson, President-elect SCB

Jon Paul Rodriguez, President, Austral and Neotropical America Section

Kathryn Saterson, Secretary SCB

Alan Thornhill, Executive Director SCB

Deborah Jensen (ex-officio), President SCB

Technical Consultant: Ann Dederer, Innovative Solutions LLC, 1340 Meadow Avenue
Boulder, Colorado, U.S.A.

All strategic planning documents are on file in the SCB Executive Offices.