

**ENHANCING THE IMPACT  
OF CONSERVATION SCIENCE  
IN EUROPE**

**The Society for Conservation Biology  
(European Section)  
Strategic Plan  
2006 – 2010**



## Introduction to Global Strategy

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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

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

## Introduction to European Section Strategy

In developing a specific strategy and workplan for the European Section we have used the global strategy and modified it by doing two things;

1. Identifying those aspects of the global strategy that have a regional focus.
2. Identifying those aspects of the strategy in which the European dimension is unique and requires a specific approach.

## Global Mission, Vision, & Values

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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.

## Global Goals & European Section Objectives

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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 European Section's decision-making and activities through 2010. Included within are illustrative activities; these activities will be prioritized and modified by the Section 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 for European Section

1. 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 meetings in European region; work to increase dissemination of research results widely through highly visible scientific, policy, and management fora and the Internet.*

2. Identify and publish/post European research priorities periodically.
3. Increase communications and collaboration among European 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 European, national, and NGO bodies that affect conservation policies and management.*

## **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 SCB 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 for the European Section

1. Improve communications and interactions between researchers and managers.

*Illustrative Activities: promote a European 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 2<sup>nd</sup> ECCB that focuses on identifying or addressing key management needs; provide an SCB Expertise Database to key biodiversity management organizations*

2. 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 for the European Section

1. Generate and enhance the interest, involvement and capacity of conservation biologists to effectively work with policy stakeholders
2. Improve the implementation of policy instruments
3. Stimulate development of conservation legislation
4. Set good example regarding environmentally friendly performance

## **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 for the European Section

1. Develop an educational strategy in the European Section. Strategies should address Europe's need for undergraduate, graduate, and continuing education capacity in conservation science.
2. Develop and launch at least one European educational initiative that addresses the region's need for undergraduate, graduate, and continuing education capacity.
3. Create continuing-education and professional-development opportunities for conservation scientists and practitioners at European meetings.

*Illustrative Activities: develop and conduct minicourses or workshops on topics of key interest.*

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

## **V. IMPACT AND REPUTATION**

### Goal Statement

**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.**

### 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 for the European Section

1. Strategically integrate European Section materials with the SCB's core identity, central messaging, and outreach efforts.

*Illustrative Activities: develop unique, but compatible, image and messaging for European section.*

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

*Illustrative Activities: diversify, coordinate, standardize, and market the 2<sup>nd</sup> ECCB; grow and capture value-added revenue from sponsorships; strengthen the SCB's identity and outreach; improve the quality of conference presentations.*

3. Partner with selected European 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 for the European Section

1. Strategically integrate European Section materials with the SCB's core identity, central messaging, and outreach efforts.

*Illustrative Activities: develop unique but compatible image and messaging for European Section.*

2. Expand and diversify European Section membership.

## EUROPEAN SECTION WORK PROGRAMME FOR 2007

The workplan items are set out in italics underneath the goals headings and objectives. Persons and Committees responsible for the work are identified in parentheses; BOD – Board of Directors, CC – Communications Committee, EC – Education Committee, MC – Membership Committee, PC – Policy Committee.

### Conservation Science

1. 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.
  - *Establish organizational structure for the 2<sup>nd</sup> European Congress of Conservation Biology (BOD)*
  - *Lobby for greater Section (all sections) representation on Editorial Board of Conservation Biology (AP)*
2. Identify and publish/post European research priorities periodically.
  - *Organize meeting to identify top 100 policy questions (AP, BOD, PC)*
  - *Highlight good sources of science for policy makers on Section webpage (CC)*
  - *Contact European Union Officials (e.g DG Env, DG Research, DG Agriculture) (AP, BOD)*
  - *Post on webpage European Research Priorities sourced from other organizations and ourselves (CC)*
  - *Send list of Section research priorities to DG Research (BOD)*
3. Increase communications and collaboration among European 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.
  - *Engage with SSWG to research obstacles to communication between research and policy - (AP)*
  - *Ask section members and other groups what obstacles exist at science-policy interface (CC)*

### Conservation Management

1. Improve communications and interactions between researchers and managers.
  - *Translation of key management documents into other languages (CC)*

- *Cross ref to Policy below*
2. Develop and disseminate best-management practices or management guidebooks.

## **Policy**

1. Generate and enhance the interest, involvement and capacity of conservation biologists to effectively work with policy stakeholders

- *Explore and suggest mechanisms for increasing communication/cooperation between scientists, practitioners and policy maker (PC)*
- *Accompany preparation of next ECCB and assure the adequate integration of policy issues and Use influence 2<sup>nd</sup> ECCB to generate interest from wider conservation community (PC)*
- *Integrate policy topics into planned Summerschool (PC, EC)*
- *Write and publish articles about science and policy (PC) - Linné editorial (PSG)*
- *Contribute news to SCB newsletter (via secretary of section) (PC, ON)*
- *Check newsletters for potential contributions (PC)*
- *Develop idea of study on conservation policy /practice involvement of academics*

2. Improve the implementation of policy instruments

- *Support the BOD regarding contacts with policy stakeholders (e.g., follow up of meeting with DG Environment) (PC, AP, Cross ref 1.2)*
- *Continue and develop further case study collection on good/bad practice examples*
  - *Natura 2000 implementation (feedback to ECCB workshop participants, submit new questionnaire etc.)*
  - *Start collection of cases referring to traffic infrastructure impacts (aiming at draft of resolution) (PC)*

3. Stimulate development of conservation legislation

- *Realize a first appraisal to legislation on sustainable harvesting/wildlife hunting / regulations (PC, KK)*
- *Realize a first appraisal to trade of potentially invasive species (PC, BL)*

4. Set good example regarding environmentally friendly performance

- *Guidelines for best practice of SCB-ES meetings (e.g. carbon-neutral meetings) (PC)*

## Education

1. Develop an educational strategy in the European Section. Strategies should address Europe's need for undergraduate, graduate, and continuing education capacity in conservation science.
- *Develop Education strategy (EC)*
2. Develop and launch at least one European educational initiative that addresses the region's need for undergraduate, graduate, and continuing education capacity.
- *Run one SCB-ES summer school during 2007 (EC)*
3. Create continuing-education and professional-development opportunities for conservation scientists and practitioners at European meetings.
- *Raise with EU problem of educating large numbers who will work in environmental sector – cross ref 3.4 & 1.1)*
4. Develop and build partnerships with selected European organizations to enhance educational opportunities.

## Impact & Reputation

1. Strategically integrate European Section materials with the SCB's core identity, central messaging, and outreach efforts.
- *. Work with BOG to clarify (AP, BOG)*
2. Broaden and strategically integrate the SCB's publications, conferences, workshops, and meetings.
- *Maximize benefits and minimize threats of 2<sup>nd</sup> ECCB to global SCB activities. (Cross ref 1.1)*
3. Partner with selected European organizations to improve the SCB's impact and visibility.
- *Develop relationship with European Platform for Biodiversity Research Strategy (EPBRS) through input to their meetings in Germany & Portugal (BOD, AP)*
  - *Plan to attend IUCN Barcelona meeting – Plan to attend CBD COP meeting in Germany (AP)*

## Organizational Capacity

1. Strategically integrate European Section materials with the SCB's core identity, central messaging, and outreach efforts.
  - *Produce new Section materials integrated with SCB' core identity (BOD, MC, CC)*
2. Expand and diversify European Section membership and representation.
  - *Promote benefits of ES membership across Europe. (MC, Cross Ref to 1.1)*
  - *Develop strategy for membership retention and outreach (MC)*
  - *Contact SCB-ES members, provide information on Section and solicit views on important issues. (BOD, PC)*
  - *Offer membership incentives to organizing countries of ECCB (BOG)*
  - *Explore funding possibilities for EU FP7 (BOD)*