Fall 1988 Vol. 11, No. 3

WILDLIFE JOURNAL

Journal of the International Wildlife Rehabilitation Council



Internships in Wildlife Rehabilitation . . . Page 11

WILDLIFE HOTLINE! A Little Help From Your Friends!

Wildlife emergencies usually happen at the most inconvenient times — leaving many rehabilitators feeling isolated and helpless. Are you a rehabilitator who can't reach your veterinarian? Are you a veterinarian who can't reach your rehabilitator? The WILDLIFE HOTLINE was designed to help people in such instances by offering advice, or referring you to an expert who can. Whether it's a "strange" animal you've never seen before...or a "problem" you've never dealt with...the WILDLIFE HOTLINE is open 24 hours a day — manned by experts who care. (And the WILDLIFE HOTLINE is not limited to emergencies. It is also available for questions regarding any kind of wildlife care. Non-emergency calls should be made during regular hours; Pacific Time.)

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Need Some Help?



GUIDELINES FOR AUTHORS

The following is a guideline for articles to be submitted to the Wildlife Journal. All manuscripts submitted to the Journal are subject to review and revision by our editors.

1. Submissions should be typed and double-spaced, with 1 inch margins.
2. Full length articles run between 1500 and 2500 words.
3. Fillers and short articles run between 500 and 1500 words.
4. The writer's name and address and organization should be typed on the first page, and name and page number should appear on all consecutive pages.
5. It is the writer's obligation to obtain permission or reprint rights if submitted copy has been published elsewhere.
6. Provide a stamped, self-addressed envelope if you wish manuscript and/or photos returned.
7. We accept black and white glossy photos only, preferably 8 x 10.
8. We pay $25 for any feature article accepted; $5 for any fillers and "Handy Hints" under 500 words.

Articles should be mailed to: Editor, IWRC Journal, 1171 Kellogg St, Suisun, CA 94585.

WILDLIFE JOURNAL

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Cover photo courtesy of Dianne Pearce.

• The IWRC Journal is designed so you can use a 3-hole punch and store back issues in a binder for easy reference.

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Editorial. . .

Issues in Administration . . . .

You will find this issue of the IWRC *Wildlife Journal* a bit different. Oh, there's still material for the new and advanced wildlife rehabilitator. News for the veterinarian exists and there remains information for the biologist. However, this time we have shifted the focus from wild animal care to people care in the wildlife rehabilitation organization. Fascinating stuff for everyone in today's wildlife care profession.

Created here is an eclectic publication for the benefit of the most mundane part of the wildlife program—the administrative side. So what's this have to do with feeding a baby bird, removing a pellet from a hawk's wing or fluid therapy in a raccoon? Everything! The information provided in this issue is not that removed from the actual animal work necessary in the wildlife rehabilitation organization. Once one learns and applies the basics in business, psychology, journalism, and other disciplines, one will see the positive effects these subjects have in the wildlife program.

For any profession to really grow and develop successfully, it is best to gain additional knowledge from other fields. At first, it may seem a little difficult to imagine how business relates to wildlife care. But, when a wildlife program starts planning for the annual fund-raising event, one discovers many essential tips from those large texts occupying the bookshelves of our MBA friends. And psychology? How can that fit into the wildlife care scene? Sure, Freud and Jung were pretty wild, but how do their theories and other human behavior theories apply to the care of wild animals? One may soon find the importance of human psychology most apparent when the wildlife director is facing morale problems with the volunteers and interns. And, come on, journalism? How can that be applicable? Pleasant surprises are uncovered in the basics of writing for *Time* magazine and for the *Wall Street Journal*. They work beautifully for your group's newsletter!

We have invited many experts both inside and outside of the wildlife profession to provide pertinent information for wildlife program administrators and their assistants. We know these articles will help tremendously and we are grateful for each author's support to this unique journal. Please let the *Wildlife Journal* committee know what you think about this particular issue. We are very interested in knowing just how you feel about the information provided. In the meanwhile, may the *Wildlife Journal* help you continue the wonderful work you do for your community's wildlife.

-Sally A. Lewis-
Assistant Editor

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Direct Mail is *Not* a Four Letter Word!

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Introduction

Direct mail often conjures up nasty images in the minds of non-profits. It's that nasty thing called "fund raising" or "junk" mail. Forthcoming will be some pointers which will make even a diehard skeptic become a true direct response junkie! In these days of increasing competition for donors, it behooves any organization to implement simple strategies, at low cost, which will guarantee some degree of response.

First, any piece of literature or correspondence that an organization sends out should always be accompanied by a Business Reply Envelope (BRE) or at the very least, if you cannot afford return postage, a reply envelope. This would include an organization's newsletter as well. The psychology behind this (we have now made this a science, albeit behavioral!) is to make it as simple as possible for your donors or potential donors to get in touch with you and, ultimately, send you a contribution. This eliminates one step, and possibly two, as the donor will not have had to search for an envelope or a stamp in order to communicate with the requesting organization.

Second, any contribution received should be immediately acknowledged, unless otherwise specified by the contributor. And, here again, a BRE or return envelope should always be enclosed. If devised properly, an acknowledgement program can be self sustaining. By this I mean that the entire cost of the program will be paid for by the donations which come back in by the enclosed return envelope. If it can be accomplished, given staff priorities, acknowledgements should go out within a week of receipt. High dollar contributions should be acknowledged the same day as received, if possible. And, if your P.S. in your acknowledgement letter is similar to this: "P.S. I have enclosed a postage paid envelope for your convenience should you have any further questions." You will be genuinely surprised at the number of unsolicited donations you will receive!

Third, in any newsletters, brochures for other literature distributed, make it as easy as possible for a potential donor to get in touchwith the organization. This can be accomplished in a variety of ways to best suit the organization's needs. One, a "coupon" box can be created on your brochures. Two, at the end of the materials the phrase "For further information, contact:" and display the logo, name, address, and telephone number. Another method of asking for assistance is to use the phrase "What You Can Do To Help" and include numbered steps outlining how the potential donor can help, ending with "Send a tax-deductible donation."

Finally, institute a specific, well conceived and planned, high dollar program. In order for it to be most effective, the program should be tailored to the needs of the organization and the known inherent characteristics of your high donors. First, identify your high dollar donors—whether this means individuals who have given $50.00 and above or cumulatively a one time highest donation of $100.00—or what ever is appropriate to your organization. Any program initiated should have as its foundation the concept of regular communication with these individuals as they are the backbone of the fund raising anatomy. What is identified as "regular" communication is, again, specific to the organization. Some will consider four times per year regular while others will consider once-a-month communication necessary. Whatever you consider as regular, the notion of "special" treatment remains the same. These are the people to send your case statement to, the people you can never thank enough for their support, and possibly, the individuals you can ask specific requests of, for instance a computer for your office. In any event, it pays to consider and

treat these individuals as special because they will consider your organization as special in their future fiscal planning.

Conclusion

These are but four simple techniques out of many which can be implemented easily, whether your non-profit is small or large, has a staff of one or a staff of thousands. In summary:

Here's What Can Be Done To Raise More Funds:

1. *Enclose a BRE* or Return envelope with all literature and correspondence;
2. *Immediately acknowledge contributions* and enclose a BRE or return envelope;
3. *Use a coupon box* or other means to make it easy to get in touch with the organization; and,
4. *Initiate a high dollar donor program.*

Finally, it cannot be overemphasized, the key to success will be in using techniques which make it as easy as possible for people to get in touch with your organization.

Book Review

Corporate Pathfinders

Harold J. Leavitt
Penguin Books, New York, New York
1986, 229 pp., $7.95

Corporate Pathfinders is a book that discusses issues in American management. What does that have to do with wildlife rehabilitation? Not much to the private rehabilitator handling a few animals at home. However, to the inshelter or outshelter organizations where there are staff, and/or volunteers, issues in how to manage the human resources abound. Wildlife care organizations, a relatively new social institution, are only just beginning to deal with the people issues within their group. This book is handy because it gives useful background history on management in America, current issues, and some valuable ideas on how to meet today's challenges in leadership.

While we usually don't think of wildlife care organizations as corporate America, we do share concerns as we grapple with cost efficiency, problem solving, revenue raising, and personnel issues. Leadership is crucial in all of these topics. *Corporate Pathfinders* delineates a model for identifying and developing good leadership within an organization. Unlike many management books, it is easy to read, interesting, and to the point. It stimulates questions and points the way to some possible answers. Most of all, I found it easy to see how it could be applied to non-profit organizations such as wildlife care organizations or humane societies. It is very practical book that is well worth the investment to buy, read, and share at work!

Jan White
Editor, *Wildlife Journal*

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Be There!

Let Me Tell You A Story

Paul Glassner
The San Francisco SPCA
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Introduction

Hey, wait a sec! Aren't you a wildlife rehabber? You don't have time to read this article! You don't have time. You don't have money. Most of the time you have the motivation but not the energy. Often you don't know if you have the motivation, but you keep going anyway.

You're a rehabber. You need support. Financial support, emotional support. You need help. You'd love to put out press releases, a newsletter, brochures. But who has time for all this stuff? Besides the writing, there's all the other gobbledygook that goes with it — typesetting, graphics, photos, design, layout, dealing with a printer. Who needs the hassle?

What you need is some sleep, for Pete's sake. But you also need more volunteers. And you need to tell the community what you're doing. You need some clout so the media will pay attention to you. You need to look good so community groups and foundations will send some money your way. You need cash.

Well, I'm here to tell you that you can probably get these things — money, publicity, volunteers — just by telling stories. By doing what? Long stories? Hardly. How does one double-spaced typewritten page sound? Sure, you can do that. Why stories? Because everyone in your potential audience, from TV personalities to stockbrokers to Porcelain Doll-of-the-Month Club members, loves to hear a good story. By telling stories, you will get the most mileage for the least effort. So stay tuned, I'm about to give you a formula for producing a dirt-cheap printed piece that will serve as your press release, your newsletter, and your brochure. That's right, one publicity piece that's good for everyone. I call it quick, dirty and effective public relations.

Ready for the magic formula? OK, here it is. Tell one good story a month, type it up (double-spaced on one page), copy it, and mail it. It's got to be neat and readable. Put your facility's name, address, contact person, and phone number on the page. If you have a logo, show it. If you have to shorten the story so it's attractive on the page, shorten the story. Make copies on brightly colored paper. Send it out to your members and prospects, to the media, to businesses, to everyone you can afford to send it to. That's it in a nutshell. Now let's take a closer look at how to do it.

What to Say

Tell the story of one animal. Does it mean anything to you that the nation's debt is over 50 billion dollars? Of course not. Who can understand such an abstraction? (Clearly, not the people supposedly in charge of the national debt!) Well, it doesn't mean much to your reader that the Acme Wildlife Center, your center, saved 574 horn-billed grebes last year. (The horn-billed grebe is a new species, created just for this article.) Such statistics are useless, meaningless, and irrelevant to most readers. But if you tell the story of Big Bill, a horned-billed grebe who was found floundering in the surf with a broken leg, and how you splinted that leg, fed Big Bill for four weeks, gave him a fenced off area where he could practice walking, and then watched him take off into the wild blue yonder, your reader can understand that.

"But I'm no good at telling stories," I hear you mumbling. Bulltinkle! You tell stories all the time. Maybe they're only a paragraph long, maybe just two sentences, but they are stories. Even if all you do is tell someone else what you did today, you're telling a story.

Don't believe me? Tell you what, next time you're recounting your day for someone, ask that person to take notes, or have a tape recorder running. Talk to your friend, or, if you don't have a friend handy, talk to a machine. But talk. Be expansive. Throw in all the details you can. Talk about individual animals.

With Big Bill (to take a random example), one day you say, "took the splint off, bone looks OK but not great." A week later you say, "he's limping some, but he's using the leg more, and he's eating

better". A few days later you say, "better do some physical therapy for two weeks to get proper function of the leg, maybe even swim therapy". Eventually, he uses the leg appropriately and you are able to return him to the wild. There's your story.

Halfway There

This is a story? Yeah, in fact, it's a story halfway to publication, because half the job of writing a piece is finding the right story and researching it.

Of course, there's an easier way to find good stories than trying to remember every animal your center has treated. You probably keep records on your animal patients. Once a week, set aside a half hour to go through the records. Pick out the success stories and tell yourself, out loud, the good ones. If nothing else, this is a great way for you to pull back a little bit from what you do every day, to get some perspective. In my experience, people who work directly with animals miss wonderful stories that are right under their noses because they're too close to the day-to-day, hour-by-hour routine to see what fantastic work they do.

OK, you have a basic story,now you're going to fix it up. First, give your animal a name. Yes, it's OK to be that unprofessional. Anybody remember Humphrey, the wayward whale, who wandered through San Francisco's Golden Gate and swam 50 miles up a fresh water river? You probably remember him because Humphrey made the front page of everything from the *California Marine Mammal Center News* to *The New York Times*. How far do you think he would have gotten — in the press, that is — if he'd been known as LW-419 (that is, Lost Whale #419)? You know it's silly to give names to wild animals, but the people you're trying to reach just can't identify with "LW-419" the way they can identify with "Humphrey".

Second, tell your story with details. You might not think to mention it, but while rehabber Jake Smith was trying to put a splint on Big Bill's broken leg, the bird bit Jake on the back of the hand. There was so much blood that Jake had to delay the splinting for half an hour while he treated and wrapped his injury. When Jake got back to his job, Big Bill saw him coming and let out a loud "CHEE-rop!" which is the sound horn-billed grebes make when they're upset. (To a reader this is a helluva lot more interesting than "after a short difficulty, a skilled wildlife rehabilitator applied a splint to the bird's injured leg".) Don't hesitate to use first names. Describe incidents in detail. Tie in to a reader's senses of sight and hearing and touch. This is vivid writing.

Third, after you've told the story, ask your reader for money. Say, "Putting Big Bill back on his feet cost $217. That's pretty cheap these days for a four-week hospital stay. But there's no Medicare for horn-billed grebes. Big Bill's get - well money didn't come from nature. It came from friends of the Acme Wildlife Center, people who believe in animals and in the work we're doing. Join us. We're making a difference for the animals of Acme County."

So What?

Let's look at what we have here. What I've written in this article so far about Bill comes to 240 words or so. (A "word" is five spaces, whether occupied by a letter or punctuation or a space.) A one-page press release is about 250 words. So Big Bill's story is long enough (see, that didn't take long). You're 80% done.

Next , a little editing. You want the "lead" (usually the first paragraph, often just the first sentence) to tell who, what, where, when and why — and to intrigue the reader so he or she will keep reading. In Bill's case, I think the biting incident is dramatic, so let's make that part of the lead:

"Big Bill, a horn billed-grebe found floundering in the surf with a broken leg, was treated, rehabilitated, and released by volunteers at the Acme Wildlife Center last month — but not before biting the hand that healed him."

Pulitzer Prize material? No, but we're on our way to writing a story that will appeal to the media (because they're always looking for good stories), to our supporters and volunteers (because they want to know their money and time are doing good things), and to prospective supporters (because after reading the first sentence, they'll be curious, and some of them may actually send donations if you're smart enough to send a contribution envelope along for their convenience!)

What Not to Say

It's possible to make a "valiant struggle for life" story out of a patient that didn't make it, but I suggest you stay away from that at least until you've established total credibility and recognition with the media, and established a strong member and funding base. In other words, forget it.

Other no-no's: Don't tell readers how overworked you are. Don't tell them that a good part of your day is spent cleaning up bird droppings. Don't tell them that humankind is "the intruder". Tell them of your triumphs, show them the *good* you're doing. Give them something to be proud of!

Sea Lion's Share of a Whale of Job

Denize Springer
California Marine Mammal Center
Golden Gate Nat'l. Recreation Area
Sausalito, California

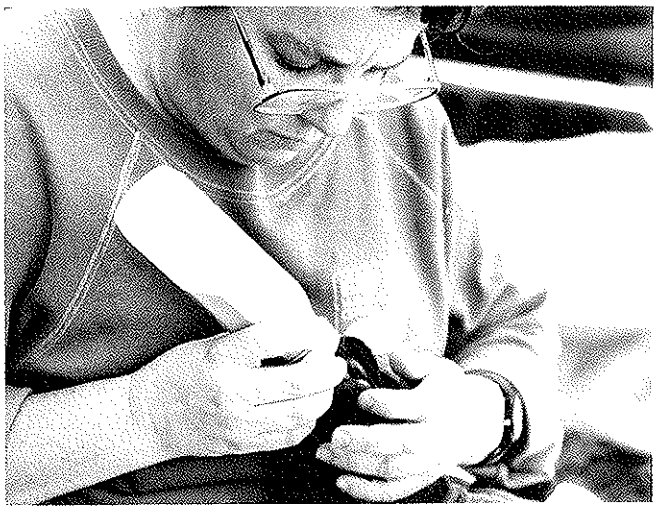
Introduction

At any given moment, 24 hours a day, 365 days a year, at least 6 to 12 volunteers are carrying out the important work of the California Marine Mammal Center (CMMC). Licensed in 1975, to rescue, rehabilitate and release injured and or/sick marine mammals, CMMC has grown from a cluster of wire fencing and old, used bath tubs to a facility consisting of large caged pens — each with its own pool, and several buildings including a well equipped hospital, a book store and an emergency vehicle garage. Peigin Barrett, CMMC's Executive Director and formerly a volunteer, often tells people that the Center once looked more like a large salvage yard than an animal treatment center. Most of what the Center has accomplished can be attributed to hours of volunteer time and effort. "Without our volunteers, the Center would not be in operation. CMMC volunteers are the lifeblood of the Center."

Volunteer Recruitment

Ask any CMMC volunteer why they devote 40 to 60 hours each month to the Center and you'll hear that; "it allows me to share what I do best," "I come here and I can direct my energy away from my personal concerns," "I learn new things," "I've found really good friends here," "I've made a personal contribution towards a healthier environment and I feel great about it."

The staff for CMMC's first seven years was 100% volunteer. In 1988, CMMC volunteers (over 350) made up 95% of the Center's work force and take on almost every job in all areas of the Center's operations. While some organizations restrict volunteers to the lower support levels, maintaining that volunteers might not be able to produce at the same level as paid staff, management positions at CMMC are held by both paid and volunteer staff. The major departments that are headed up by CMMC volunteers are: facilities, reception, public relations, volunteer management and recruitment, data processing, animal placement, training, motor pool, medical supplies, general supplies, photography and graphics, newsletter and gift shop. Volunteers also coordinate major fund raising activities and represent the Center at community meetings and events. Volunteer input is included in formulating CMMC management policy. The Center prides itself on providing volunteers with challenges and listening to their feedback.



California sea lion, "Tuesday" being bottle fed.

Many CMMC animal care volunteers perform regular duties in other areas in addition to their weekly commitment to their animal care crew. It is also important to note that 98% of CMMC's volunteer staff have full-time jobs in addition to their work at the Center. Each month the Center's Volunteer Coordinator organizes and hosts an orientation meeting for prospective volunteers. Publicized by local media, the two hour meeting attracts people from diverse backgrounds, representing many Northern California communities. Most of the participants at these meetings are animal care orientated and have come with the intention of volunteering on one of fourteen animal care crews. During the orientation presentation, which consists of a slide show, a talk given by the coordinator or another volunteer and a question and answer period, it is stressed that previous experience is not a requirement. A long term commitment, willingness to learn and availability of time are the most important things one can bring to the organization. The amount of time and work schedule of each volunteer is worked out between the volunteer and their immediate supervisor. All of the animal care supervisors are volunteers themselves.

Program Structure & Volunteer Tasks

There are fourteen animal care shifts, two for each day — a day shift and a night shift. As the center operates continuously, the responsibilities and commitment of the volunteer staff is enormous. Depending upon the number of animals being treated and the number of volunteers on each shift, one volunteer's time at the center can be anywhere between six and twelve hours per shift. As most of the animals treated at the facility are premature pup and yearlings, round the clock feedings are required during the winter/spring pupping season.

Volunteer tasks are varied and depend on teamwork. Feedings are usually the most time consuming part of an animal care crew's shift. There are basically four kinds of feedings. Tube feeding is initiated when the animals are too young or too ill to eat on their own. A formula, primarily composed of ground herring and whipping cream, is prepared each shift by the volunteer crew. Then a plastic tube is placed down the throat of the animal, and the formula is poured down the tube through a funnel. This is not a painful process for the animal, although, depending on the size of the patient, the process usually isn't completed without the help of more than one volunteer. In very special cases, for example, a pup born in captivity who's mother has died or is too ill to nurse, bottle feedings are necessary.

"Fish School" is probably the most entertaining kind of feeding. As the center fully intends to release all rehabilitated animals back into the wild, it is crucial that all patients know how to compete for food. First, the animal must know, or be taught, how to consume an entire fish. In "Fish School" each student is encouraged into the pool by enticing portion of Atlantic Herring and then must retrieve and eat it in the water. It is mandatory that each student graduate "Fish School" with the idea that their sustenance is to be found in the water.

Once the graduate is put into a pen, with others of its species, it must learn to compete with the others for food thrown into their pools by volunteers. This method is called "free feeding". Volunteers observe and record each animal's skill in competing for, and consuming their food. Maintaining and posting feeding records are an important part of the animal care volunteer's job.

In between all the feedings, as many as six times a day, temperatures are taken, weights are taken on a regular basis (the weight of an animal figures prominently in its release), pens are cleaned, pools are drained and filled, and food and formula is prepared. Minor medical procedures, such as blood tests, are done by volunteers under the supervision of the Center's veterinarian, or the Director of Animal Care or the Director's assistants. Often, major surgical procedures are performed at the Center by the veterinarian, or visiting specialists who volunteer their time and skill.



Fiberglass pool (approx. 500 lbs.) turned upright, is cleaned by volunteers.

Volunteers are able to assist and/or observe such procedures.

The two most dramatic examples of such occasion are also very recent. In April of 1988, Dr. Kelly MacDonald, a local ophthalmologist and CMMC board member, performed cataract surgery on a female elephant seal. The first cesarian birth of a California sea lion at CMMC was performed outdoors in a pen one afternoon by the Center's veterinarian assisted by volunteers. The mother had been recently brought to the center seizuring. Unfortunately, the mother did not respond to treatment. Her health began to deteriorate quickly, and she was not expected to live long. The pup, dubbed "Tuesday," is currently confined to CMMC's critical care unit where she is thriving on elephant seal formula and taking swimming lessons from her enthusiastic "volunteer moms and dads."

As 'Tuesday" was born approximately three weeks premature, and even though she appears to be perfectly healthy, it is not known yet if there will be complications due to her early arrival. Several CMMC volunteers are determined to see that everything that needs to be done is done to insure her survival. Round the clock volunteer care and observation has been taken on be several volunteers in addition to their regular shifts and duties.

Many CMMC volunteers are also "on call" for the emergency rescue crews. A great many CMMC volunteers apply their experience and enthusiasm in more than one area of work at the Center. Most volunteers contend that they're "willing to go where there is the most need".

The volunteers of the facilities crew that gathers on Wednesdays are finishing up the garage and building a necropsy room. The crew's supervisor is also the Tuesday night shift supervisor. He is also responsible, along with the Staff Facilities Manager, for the procurement of building supplies and equipment. The assistant supervisor on the Sunday day crew is also, on a volunteer basis, Public Relations Director for the Center - a position that keeps her busy as any full time staffer. Members of the volunteer book store staff, animal care crews, volunteer office staff, facilities crew, docents and information hut staff traditionally work along with paid staff on the Blue Whale sized responsibility of the yearly Beastie Bargain Bonanza rummage sale. From late March through June of each year, these people spend endless hours hauling, storing, organizing and pricing all of the goods for this event that raises over $10,000 annually for the Center.

Of tremendous help to the overall CMMC operation is the volunteer staff of the Information Hut. The Information Hut is a small building just outside the hospital grounds that is equipped with little else but a typewriter and a very busy switchboard. Along with the Center's Docents, the Information Hut staff answers the daily barrage of questions from CMMC's 50,000 yearly visitors - often while answering and routing rescue calls.

At CMMC there is no Director of Development, yet the awesome responsibility of raising funds is not left entirely in the hands of the Center's Executive Director. CMMC volunteers have a history of helping to raise funds and attracting in-kind donations. Drugs and pharmaceutical supplies from local medical merchants were solicited by volunteers who had medical backgrounds. Local corporations have recognized the volunteer efforts of their employees that are CMMC volunteers by awarding cash gifts to the Center. The generous discount on a new rescue truck was due in large part to the tenacity of one CMMC volunteer's appeals to a local dealership.

Often, as with most non-profit organizations, it is easy to overlook the efforts of another group of volunteers that aren't regularly seen on the premises. CMMC's various Boards, the Community Advisory Board, the Scientific Board and the Governing Board are each made up of dedicated and concerned individuals who help the Executive Director with many important decisions regarding budgeting, fund raising, organization and the future plans for the center as well as offering professional advice in their respective areas of expertise. As most of the people on these Boards are prominent members of the community and/or senior officers of important organizations or businesses, the valuable time they devote to the Center is utilized carefully and very much appreciated by the management and volunteer staff at CMMC.

Summary

Well over 1500 seals and seal lions have been cared for by CMMC volunteers and staff since the organization's inception in 1975. The Center has flourished because it has attracted the kind of dedicated volunteers that are willing to do whatever is needed to get the job done. Whatever each volunteer does for the Center, all agree that the number one event, the number one thrill about giving up valuable time, is to witness the release of a fully recovered animal on its way back to its natural habitat. "Some of the animals will look back to the beach or boat" at those cared for it "as if to say thank you." "Some animals don't look back at all." Being healthy now, and resuming its life in the wild, it has "already forgotten about pens, pools and Fish School," and that is, in fact, the goal of the California Marine Mammal Center, and the fondest wish of it's dedicated volunteer staff. *Photos by Jane Oka.*

How to Get Media Coverage

Carol Gage
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Fortunately for animal protection organizations, the time has never been more right for drawing public and news media attention to pertinent issues affecting animals, both wild and domestic. The animal advocacy movement has become a vocal and visible one in the 1980's, and rarely does an issue of any significance to animals or their habitat go without news coverage, where getting coverage—print, radio, television, or all three—is a priority.

But while the news media are generally attentive to the issues that affect animals of all types, so are they limited by space, air time and professional responsibility to covering only those things that have the most news value and picture potential for their respective viewing and reading audiences.

This is where the skills of the organization's media coordinator come in. By knowing how the media works and becoming a reliable source of information, the media coordinator can provide working journalists with the types of leads, story ideas, background information and picture possibilities needed to generate good, accurate stories that work for all concerned: the organization, the news people, and, most importantly, the animals.

To do this, the news coordinator needs to keep the media abreast of the most important aspects of the organization's activities, as well as the efforts of its personnel, through a regular stream of news releases and, if possible, newsletters.

Key members of the news media—those most sympathetic to the organization's mission and activities—are potential allies. These can include columnists, city and regional editors, feature writers, beat reporters, even the calendar editors. Anyone who processes story ideas and handles news-gathering tasks on a regular basis is a prospective conduit for the organization's news and information.

While preparing information, the organization's media coordinator should write news releases with the news person's job in mind. In other words, what do reporters need to turn an organization's news release into a story for the newspaper or a segment on the nightly news?

First, they need an angle, news peg or "hook" upon which to base the story. This "hook" can be determined by several things: impact (how and how many does the news affect?), emotion, uniqueness (one-of-a-kind situation to the organization or area?), proximity (how does the story idea affect the immediate area?), timeliness (is it happening now or very soon?) and currency (is there some type of trend involved?).

All news releases or related information sent to news-gathering organizations should be written with that angle right at the beginning. All pertinent days, dates, times and contact people should be included, along with some background information as it relates to the story idea, photos (if available) and any other useful data. News releases should never be longer than a page and a half, and should be neatly typed, double-spaced and, above all, accurate.

If a newspaper, magazine or television station decides the story idea is worth pursuing, the media coordinator may be called upon to act as a spokesperson for the organization or designate someone who can be quoted in print and on the air. Either way, the person should be knowledgeable, articulate and, where television is involved, well-groomed.

Once the story has been covered, the media coordinator will want to keep the news people involved aware of any further developments which might generate follow-up pieces, as well as fresh ideas for new stories. The news media are always looking for good stories, good visuals and colorful, quotable sources. The combination of all three will virtually guarantee coverage for the organization, its people and its work on behalf of the animals and their environment.

Internship Programs: An Overview

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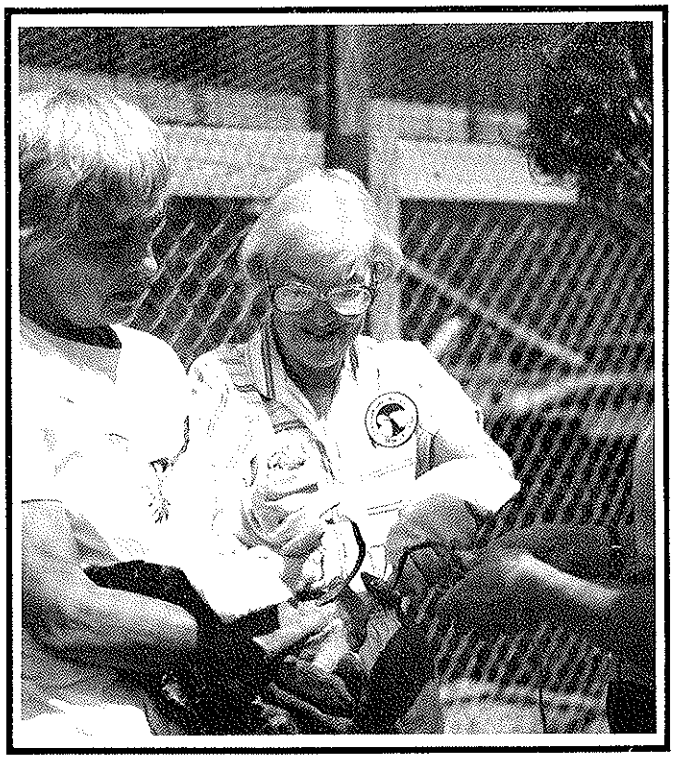
Introduction

Wildlife rehabilitation internships provide a valuable work experience for individuals who are desirous of working one-on-one with wildlife. In addition, well planned internships can be designed to meet the needs of students who are studying veterinary medicine, biology, wildlife management, environmental education or other animal related subjects. They can benefit wildlife centers by providing consistency in day-to-day care with trained, enthusiastic, and committed young people. Where written projects are required, centers benefit by the publishing of the work of the student staff. In summary, a well structured and properly administered internship program can provide high-caliber staffing at little or no cost.

Internships provide students with an opportunity to examine wildlife career opportunities closely. It offers them a chance to develop friendships in the field and to increase opportunities for networking. With a stipend, they provide students with much needed earnings. Good internships provide a positive and supportive atmosphere which encourages participants to use creative and independent thought processes to meet professional challenges. Training given is usually on-the-job, but various organizations also put their interns through some formal classroom training along with their volunteers. The interns, in turn, bring a fresh perspective, contagious vitality, and a thirst for knowledge to the organization.

Who are the Interns?

Interns range from high school and college students to displaced homemakers or participants in adult education training programs. In some cases, recovering or disabled adults can be trained and work as they recover from various mental health problems or physical disabilities. Obviously, participants must be screened carefully to see that both the intern and the organization are served. While CETA (Comprehensive Employment and Training Act) programs have been discontinued under the Reagan administration, its successor, PIC (Private Industry Council) funds have been used to fund wildlife internships. Displaced homemakers have benefitted through a program called New Ventures in Maryland.



Senior Intern Erlene Gay from New Ventures (center) jesses an Osprey with the assistance of Dr. Jennifer Ramelmeier (right) and Supervisor Ginny Karp (left).

How can we Sell Internships to Grantors?

For America's youth who pursue scientific and technical careers, opportunities for exposure to actual hands-on wildlife field work during their education is limited. As a result, many young professionals manipulate data without ever having been exposed to the living creatures and environment from which the data were collected. Thus, the influence of humanizing values such as "quality of life," and "reverence for life" become lost in the quest for scientific data. However, this awareness comes quickly when youths are exposed to professional role models and functioning workplaces in this field as occurs in the course of internships in which science-oriented students serve directly with a mentor-professional involved in hands-on wildlife rehabilitation work.

Today there are more internships in wildlife rehabilitation or nature interpretation than there have ever been. However, there is more interest than ever before as well. Students in their evaluations of such internships stated that they have gained a broader view of related careers, a new appreciated of environmental concerns, and a heightened sensitivity to the impact of the environment on wildlife.

Internship Program Design

While each center has a program designed to fit into the needs there, those considering setting up such a program may wish to consult with an existing program to see how it is designed. At the Chesapeake Wildlife Sanctuary in Bowie, Maryland, applications are accepted throughout the year. Internships begin and end depending on the schedule of the participant and fall within the following months: January to May (winter/spring session); June to August (summer session); and September to December (fall session). The minimum length of an internship is four weeks. Interns work a minimum of four hours during each scheduled day. Shifts run from 7 am to 1 pm, noon to five pm, or 4 pm to 9 pm. Hours of operation may be shortened during the winter months. Like most larger wildlife care centers, Chesapeake Wildlife Sanctuary is open seven day a week.

Stipended interns must work a minimum of 20 hours per week. Interns who live on site must work some evening and week-end shifts, and be available for late-night admissions. It is important not to ask interns to work more hours that previously agreed to. They should be scheduled for no more than forty hours a week. If they volunteer time over and above that, thank them. It should not be expected nor demanded. Tired interns do not give the same work performance that they would otherwise give. They make more mistakes, have shorter tempers, and are less efficient. Humane treatment of human beings is an essential part of any work-learning program. The goal of such programs includes drawing more serious people into the field, not burning them out as fast as possible, only to discard them like disposable resources.

During the summer session of 1988, high school interns received $100 per week for a minimum of four weeks, college interns were paid $1500 for a minimum of 10 weeks. Stipend payments were made in thirds. One payment after the first three weeks; one payment at the mid-point; and one payment at the final review meeting. Intern stipend funds are kept in a separate and restricted account.

Offering a living residence is a definite attraction, especially if you have little funds to offer or are asking for volunteer interns. The residence can be a simple room with kitchen privileges but must have the basics such as sleeping quarters and a bathroom. Privacy is vital for the wildlife intern who will be working long hard hours. When off-duty, privacy is cherished and should be respected.

College intern participants are required to complete an approved project and must submit a written document of a caliber suitable for publication in the *Wildlife Journal* or presentation at a conference. Projects involve in-depth research into wildlife subjects and/or supervisory responsibilities in an administrative area. Unpaid positions are available year-round; stipends are also generally available year-round, but are contingent upon the availability of grant awards to the Chesapeake Wildlife Sanctuary for this purpose.

Those setting up a program need to design appropriate training and supervision. Internship programs are not cheap replacements for a wildlife center director or program coordinator. The intern is supervised and trained by such people. They need proper orientation, written training materials, operations manual, and regular interactions with a supervisor who can answer their questions, show them how to perform procedures, and help them develop confidence and manual skills in wildlife rehabilitation. A variety of administrative systems can be used to assist interns. At Chesapeake Wildlife Sanctuary, we have a computer generated "Day book" to instruct interns, staff, and volunteers regarding the prescribed care, feeding, sanitation and medication regimens of all animals at the center on a given day. The more systems in place when the

interns arrive, the easier it will be to administer the program.

Timetable for Internship Planning

Using the Chesapeake Wildlife Sanctuary Internship Program as an example, the following timetable has been utilized. This information can be adapted to other organizations as is appropriate.

Six months Prior to the Internship Program:

* Prepare job descriptions for the internship positions.

* Update the volunteer orientation manual.

* Prepare press kits to send internship recruitment contacts. (We include a listing of former interns and their respective schools or agencies with comments about our program, a poster and press release describing our internship program, a general brochure about our organization, a sample internship application and other current literature or press coverage about our program.)

*Prepare and submit grant applications to secure funding to cover the projected interns for the upcoming session.

Two Months Prior to the Internship Program:

*Interview and make tentative selections of prospective interns based on teacher recommendations, evidence of interest in school, grade level in school, application essay, life goals and objectives. Notify applicants regarding their selection.

*Negotiate and execute agreements between intern and mentors.

*Make sure necessary funds for the program is in place if stipends are being offered.

Implementing the Internship

*Hold the internship orientation meeting to discuss expectations, questions, and available projects.

*Two weeks into the internship, meet with each intern to determine his/her project and to clarify the individual's goals for the internship.

*At the mid-point hold a meeting to review the application essays individually with each intern to re-assess progress toward the stated program goals.

*Schedule an intern farewell party. Solicit local businesses to sponsor the cost of food, decorations, gifts, etc. Send invitations for the party.

*Distribute final internship review questionnaires. Final projects are due at the final review meeting.

*Prepare written evaluation for the student (some will need school evaluations as well). Interns often later want letters of recommendation, so written performance notes are helpful when memory fades. Ask for student input regarding the program so that appropriate suggestions can be incorporated into the next internship program.

Internship reviews with questionnaires are a vital part of the on-going monitoring of the progress of our intern participants. The final review essay is a valuable tool in assessing the benefits of the internship for each individual. The positive and active comments from the essays can be used with recruitment documents. These comments are especially helpful when preparing reports to internship funding sources. The comments from the interns help bring the internship concept to life to potential funding sources and to present funding sources in follow-up reports which detail the use of their funds. This does, however necessitate that interns be allotted time to do things other than animal care.

Conclusion

Examine your mission and design your internship program to help carry out the mission of the organization. You may like to receive copies of the internship and operational documents including sample "Day book" pages, our volunteers orientation manual, volunteer/intern recruitment and monitoring documents and our grant proposal for intern support. Please send $10.00 to cover printing and handling costs to the Chesapeake Wildlife Sanctuary, Dept. IWRC, 17308 Queen Anne Bridge Road, Bowie, Maryland 20716. We welcome you to take our information and use it as appropriate for your program. We also will send a copy of the diskettes which has our mailing list of internship recruitment contacts in North America. It is on IBM-PC format on Label Express software which allows you to print lists, rolodex cards and mailing labels. Include an additional $2.00 for the diskettes.

We want to acknowledge the following individuals and organizations for sharing their ideas on internship programs which helped in the formulation of many systems utilized for this program: Jan White of the Suisun Marsh Natural History Assoc., Peigin Barrett at the California Marine Mammal Center, Leslie Wilkoff and Peg Rosenberry at the Human Environmental Center in Washington, D.C., John Boruff at the Support Center of Washington D.C., Ed Clark & Stuart Porter at the Wildlife Center of Virginia, Rick Horton at the new England Wildlife Center, Lynne Frink at Tri-State Bird Rescue and Rehabilitation, Sue Parker for data entry and editing of this article, and the German Orphan home Foundation for intern stipends and good advice.

For the New Rehabber:

Newsletter Production

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Newsletters are probably the single most important vehicle that the wildlife rehabilitator has for education and fundraising. A professional-looking newsletter can also enhance a wildlife organization's reputation and credibility.

When to Publish

Quarterly or bi-annual newsletters are the most practical option since most rehabilitators do not have time to publish a newsletter more frequently. In terms of profitability, December is the most important time to send out a newsletter. Not only are people in a benevolent mood but they are also looking for last minute tax deductions. On the other hand, April, after tax payments are due, is likely to be the least profitable time. The months just following Christmas are lean for many people and are generally not targeted for gift giving.

Distribution

Some of the people to include on a mailing list are members, people who have brought in animals or contributed money, and anyone you want to educate or influence. Sending newsletters to the local media is a good way to generate publicity. To raise public awareness, newsletters can be distributed to libraries, veterinary hospitals, restaurants, etc. This visibility can help recruit new supporters.

Public services such as the police departments, fire departments, and animal control need to know about the services offered and should be on the mailing lists so that they are well informed and can make appropriate referrals. They will often distribute the publication around from desk to desk and the mailing is well worth the time as public servants can often see ways to assist your organization that you may not have thought about.

Content

In addition to stories about wildlife patients and what is happening at the clinic or within the organization, use educational articles that will add substance to the newsletters. Humane solutions to wildlife nuisance problems (i.e., raccoons raiding the koi pond), preventing wildlife injuries (i.e., cat maulings of birds), and local wildlife issues are a few examples of interesting educational articles.

Some sort of plea for money, either a direct appeal for a special project or just a mention of the organizations dependence on donations will help trigger contributions. An addressed envelope enclosed in the newsletter will make it easier for people to donate.

Ideally, newsletter composition should have various authors so that the writing style does not become stale. There is a tendency for the newsletter editor to become the only author and while it is

better than no newsletter, it is not the best approach. Volunteers are often willing to write articles when they know that they will be used and that assistance in editing or typing is available. Their enthusiastic approach can often be a refreshing change.

Production

One of the most important, and often overlooked, aspects of newsletter publishing is how it looks. If the newsletter doesn't look interesting, people simply will not read it. Some common mistakes made with newsletter are:

***Pages are Cluttered**: Leave plenty of white space on the page. Generous margins and adequate room for headlines will make a page more aesthetically pleasing . Rather than crowd the copy, add more pages.

***Too Much Copy:** Long articles should be broken up with subheadings (or enlarged quotes if appropriate). This simple technique will make a page appear more readable.

***Wrong Type style:** Standard type styles, such as those found in newspapers, magazines and books, should be selected. Elaborate type styles, such as script, should be avoided because they are difficult to read.

***Poor Reproduction:** The newsletter print should not be light and faded nor dark and smudged. Even newsletters printed on a photo-copy machine can look presentable provided a good quality machine is used and not run to the point that it overheats.

***Lack of Graphics:** Photographs and drawings really make the newsletter interesting and should be used extensively, (one or two per page as a rule of thumb).

The production aspect of the newsletter publishing can seem intimidating to the novice. However, it is actually a simple process.

Format

Deciding what format to use should be the first step. Conventional sized pages such as 8 1/2" x 11" or 4 1/4" x 5 1/2" is less costly than irregular sized paper. The number of columns per page and width of columns must be determined before typesetting can begin. Typesetting will give the best quality copy but is expensive. Laser printers used with a computer is the next step in quality and price, but is still more expensive than typing. A good quality typewriter (one that has a memory, can justify margins, has different type wheels) is an inexpensive method that most organizations can afford. A film ribbon (not carbon) is a must. Once copy is typed using a typewriter, the original can be reduced on a copy machine (to approximately 70-80% of the original size) to give it more of a typeset look. When using this method be sure to remember that the smaller sized copy will make smaller columns and you will want to compensate in determining your column size in the original copy. All copies should be dark and clean since the newsletter will be a third-generation copy. Headlines can be typeset or press-typed. Press type (a page of letters that are pressed onto paper) are available at art supply stores. They are time consuming but economical and easy to acquire. Typesetting of headlines is not that expensive because there is not much copy to prepare.

Before layout is begun, make sure that the copy has been proofread by someone other that the writer. Nothing makes a publication look more unprofessional and sloppy than typing and spelling errors.

Layout

Photographs need to be turned into stats (screened prints with dots) which cost $5-10 each depending on size and where you get them done. Check with your printer first to see which screen reproduces best on their equipment (80 line, 100 line, etc.) For illustrations, a PMT (done at the same place you get your stats made) provides top quality, but a good quality xerox works fine. Enlargement or reduction sizes will need to be known at the time you have stats made (i.e., photo reduced to 85% of original).

With a $3.00 item called a proportion wheel (art supply store) it is easy to figure out what size reduction or enlargements are needed. You can figure it mathematically or by trial and error on a copy machine with reduction/enlargement capabilities. Other layout material needed are non-reproducible blue graphed layout paper (some printers will give you this), rubber cement or wax-roller (for gluing), X-acto™ knife (cutting), ruler, and non-reproducible blue editing pencil.

A mock-up copy should be made before any cutting and pasting takes place. Simply measure copy, photographs, etc. and decide what should go where on a given page. When laying out, think aesthetically. Where does the photograph look best? Is the raccoon looking off the page leading your eye off the page or is it looking in and leading your eye onto the page? The best way to get a feel for layout design is to look at other newsletters, or

magazines. As you're planning the layout, look at pages that will appear next to each other. When using double page layout board remember that consecutive pages do not share the actual same piece of paper except at the middle spread. Consulting with your printer will help answer any specific questions regarding the layout of the newsletter.

Printing

Before you select a printer, get several bids. They will need to know size of the newsletter, how many pages, how many copies, how many ink colors (black ink is one color), what type and color of paper. Find out how long it will take them to do the job. Print more copies than you think you'll need because it is nice to have extra newsletters on hand to give to people who come in contact with your organization. Additionally, it is more cost effective than doing a second press run. Costs can be cut by folding, stapling and collating the newsletter with volunteer help.

The Send Off

The post office will provide the necessary information on bulk mailing for non-profit organizations. If possible, keep your mailing list on a computer that can print labels sorted by zip code. Otherwise type your mailing list and photocopy pages of your list onto mailing labels. Throw a volunteer mailing party, bundle up your newsletters, take them to the post office, then start planning the next issue.

Continued from pg. 6

Focus on the happy-ever-after stories that come out of your wildlife center.

The content of daily newspapers leads you to believe otherwise, but people *are* attracted to good news. In the words of Peter Jacobi, journalism professor at Indiana University, "People *listen* to positive news. They automatically turn off gloom and doom". If you want people to be associated with your wildlife efforts — to volunteer, to publicize you, to send money — you'd better tell them the good you are doing.

Hit the Presses!

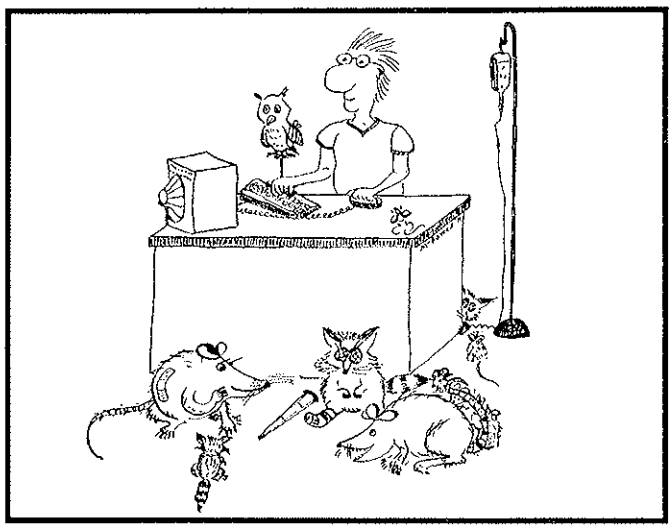
Now the nitty-gritty. Before you type up a final, have someone else — preferably someone outside the wildlife rehab realm — read your story. This is critical because the "outsider" doesn't know the in's and out's of your business and that person will catch anything that isn't perfectly clear. Your grammar, spelling and punctuation must be perfect. If that means giving the draft to a third or fourth person for inspection, and an extra day or two before publication, do it. Dangling modifiers aren't a leading cause of death, but having one in your message can amount to public relations suicide if media people can't stop laughing at what you've written.

On a white 8 1/2 X 11" page, type your masterpiece double-spaced, 60 to 65 characters per line, in pica style (translation: 10 characters to the inch or 10 pitch type), not elite (12 characters to the inch, or 12 pitch type). Leave one-inch margins on either side, and keep top and bottom margins at least 1/2" tall. Type your organization's name, address, contact person, and phone number in the upper right corner. Place your logo anywhere on the outside of the page that looks comfortable.

These are not arbitrary rules; they make your story easy to read. Don't squeeze as much as you can onto the page; if the sheet doesn't look good as a whole, readers *won't* read it. Beside, shorter is sweeter.

And let me give you one more excellent reason not to bend these rules: Media people are absolutely deluged with written material. They can't handle it all, so they look for any excuse to reduce their reading load. In shuffling through the in-box, they immediately discard any piece of paper that doesn't sooth their sore eyes. So no matter how good your story reads, media people won't even finish the first paragraph if it doesn't look good. I'll put it to you this way: the groups that make the papers always put out excellent press releases. If you want to compete with those groups, you'd better put your best foot forward. Enough said.

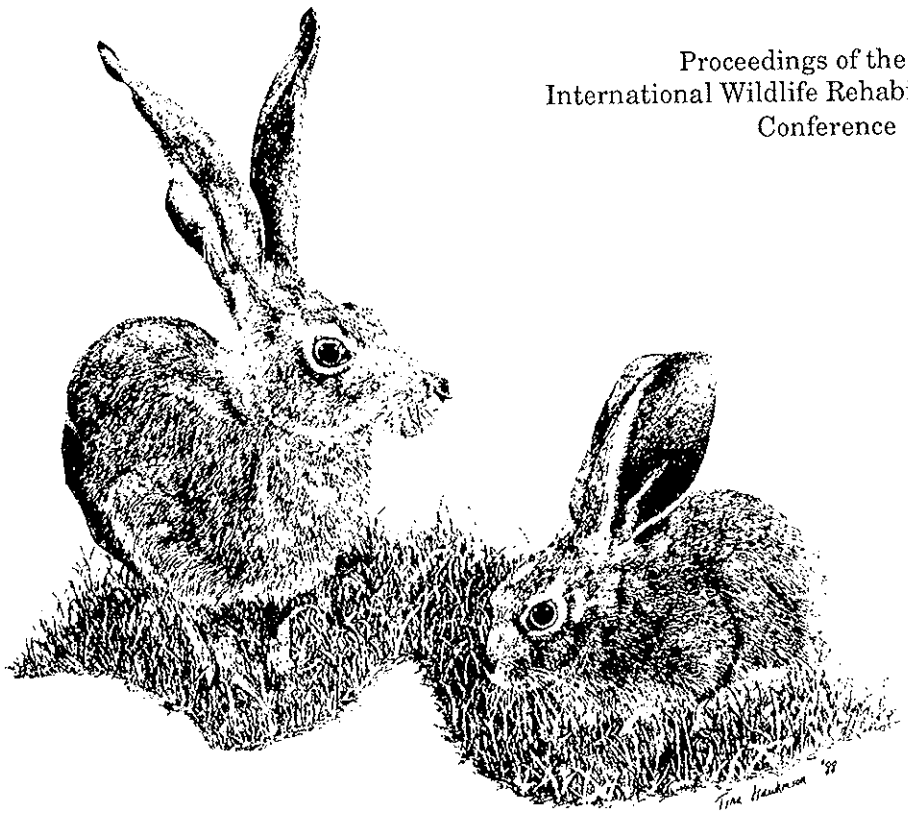
OK, we're ready to go to the copy shop. Say, did I ever tell you the story about Gertie, the red-tufted goolanod? She had a fourteen-foot wingspan and one day she ate our Clinic Director for lunch . .



"Pssst . . He gets his best newsletter story ideas from me

IWRC Presents

Lessons of the Past - Pathways to the Future



Proceedings of the 1988
International Wildlife Rehabilitation Council
Conference

Papers cover the following topics: Release of One-eyed, One-footed & Otherwise Physically Impaired Raptors by Pat Redig, D.V.M., Aspergillosis, Diagnosis, Treatment, & Prevention by Douglas Yearout, D.V.M., Avian Orthopedics: Practical Applications for Rehabilitation by Russell Tucker, D.V.M., Hand-rearing Infant Tree Squirrels, Injury & Illness in Tree Squirrels by P.C. Hanes, Raising Orphaned Flying Squirrels by Jeanne Wasserman, Deformities in San Jan Islands' Deer by Jessica Porter, D.V.M. & Athena McEntyre, Raising Orphaned Beavers by Jo Ann & John Hicks, Application of Data from Research on Wild Populations to the Rehabilitation of Harbor Seals by Julie Knight, Natural History & Captive Care of Turkey Vultures by Kirstine Thorne, Tourism & Wildlife Rehabilitation in Peru by Paul Beaver, Ph. D., and New In-vitro Techniques for Testing Oil & Dispersant Toxicity to Seabirds & Sea Mammals.

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