



Wildlife Disease Association Strategic Plan

2021

Mission, Values, Strategic Goals and Supporting Activities



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Glossary of Terms

Wildlife health – the physical, behavioural and social well-being of free-ranging animals at an individual, population and wider ecosystem level, and their resilience to change¹.

One Health – the interconnected and interdependent health of wildlife, humans, domestic animals and the environment.

Equitable – here defined as having properties that enable equality in outcomes. Equity is defined here as an outcomes-based, rather than input-based, measure of equality.

Knowledge mobilization – processes by which knowledge is effectively transferred to relevant audiences to achieve real-world outcomes

Photos and photo credits

Page 4: eastern chipmunk (Peri Wolff), gryffin vulture (Filippo Castellucci); page 8: gentoo penguin (Karin Lemberger), Alpine ibex (Filippo Castellucci); page 11: African lion (Karin Lemberger), greater flamingos (Filippo Castellucci); page 14: koala (Andrew Peters), whistling kite (Andrew Peters); page 17: Antarctic fur seal (Karin Lemberger), red deer (Filippo Castellucci); page 22: red-eyed tree frog (Andrew Peters), new hairy crayfish (Andrew Peters); page 25: Indo-Pacific bottlenose dolphins (Andrew Peters), red fox (Filippo Castellucci); page 32: sand goanna (Andrew Peters), American bison (Anne Justice-Allen).

Foreword

Oslo, Norway | Wagga Wagga, Australia | 19th July 2021

Dear WDA Council, WDA members,

In 2019 Council received and discussed the WDA Future Committee Report, which summarized a large range of initiatives that WDA could implement in order to help enlarge its membership and enhance benefits provided to members. Many officers and members felt it was perhaps the correct time to take a “pause” and reflect on what our Association should represent, how it should “look” in the future, and what goals and mission it should have.

In 2019 and during the 68th Annual International Conference in Lake Tahoe, CA, USA, outgoing President Debra Miller and myself as incoming President decided therefore to establish a new *ad hoc* Strategic Committee. While the goal was simple: “a new strategy for the future of our association”; we were all aware the path to get there included hard discussions, creativity, prioritization and a good deal of time and commitment from many. Nevertheless, many indeed answered this call and under the leadership of the new Vice-President Andrew Peters a strong committee with broad geographic, gender and age representations was established. Very quickly, the Committee realized that two key concepts would direct the work ahead: 1. How to we make WDA more visible and a key player within its field ? and 2. How do we increase our WDA family and make it an even more inclusive Association that is well adapted to the changing times we live in ?

Just six months after the beginning of this work COVID-19 struck. While the pandemic in different ways delayed the work of this committee, in a unique way it also showed the importance of addressing these two questions. Never as in the last 20 months has wildlife been so often in the front page of journals, in the mouth of politicians or in the concerned mind of millions, who across the planet, perhaps for the first time, have become aware of the reality of pathogens circulating between wildlife, nature, domestic animals and humans.

This report embodies two years of activity including many meetings, discussions and debates ranging from defining the core values of WDA to how we should better communicate with our members and the broader public, providing essential direction to help shape the future of our Association. There are many ideas, suggestions, and possibilities in this report! Not all can be implemented at the same time, some might need adjustment and some may not eventuate. However, every page of this document stays loyal to the spirit of the mission: WDA as a stronger association and family!

It is now up to Council and all members to give action to the many suggestions and dreams this report summarizes. Harriet Tubman, an American abolitionist and an icon of courage and freedom ahead of her times once said: “Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world.”

On behalf of WDA we would like to thank each and every “dreamer” of this *ad hoc* Strategic Committee for their hard work and tireless contributions. This great dream for our common future has begun! And we hope this report can now give all WDA members the strength, the patience and the passion to reach for the stars... to change WDA and hopefully... to change our world a little bit as well!

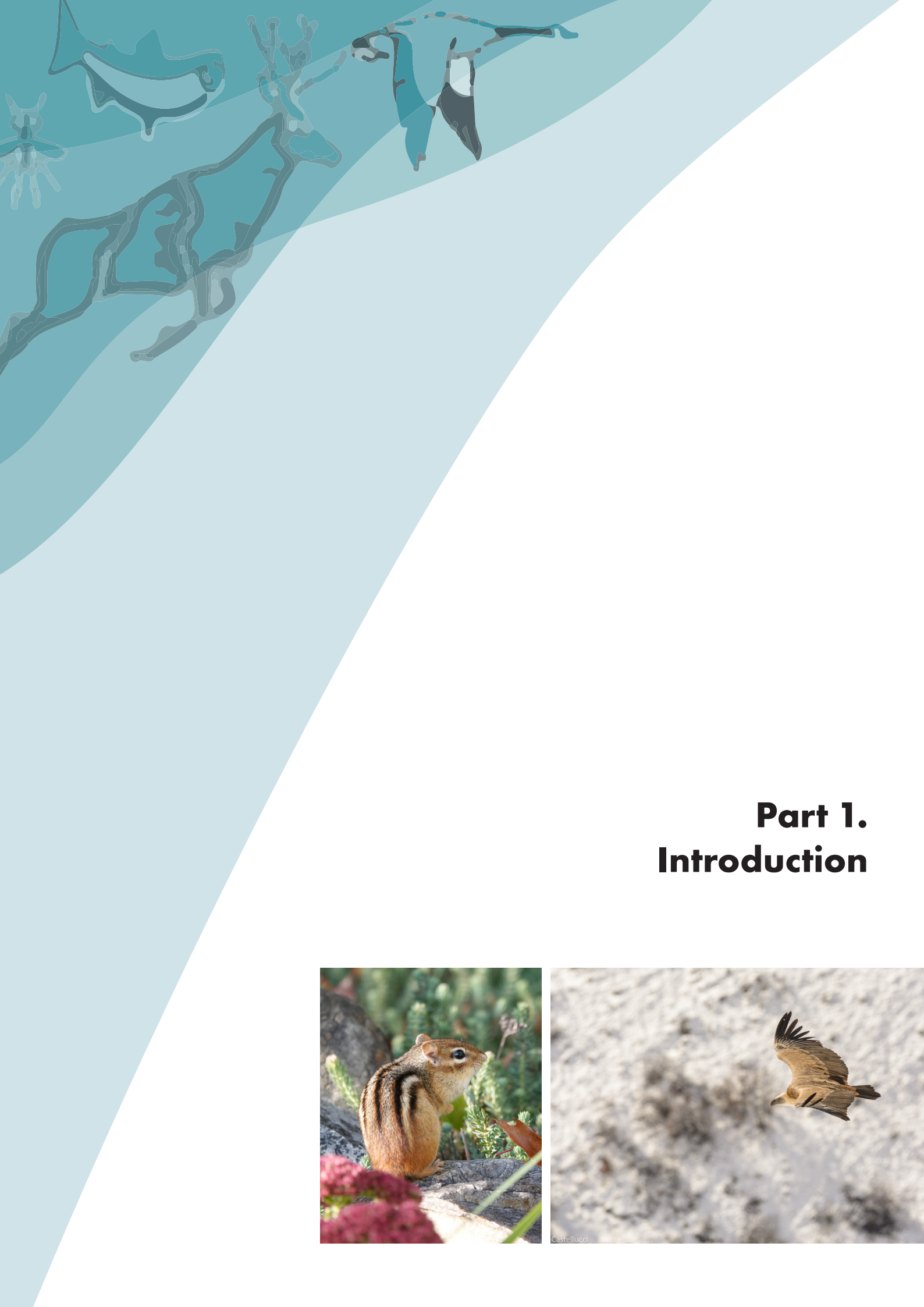


Carlos G. das Neves
WDA President



Andrew Peters
WDA Vice-President
Strategic Committee Chair





Part 1.

Introduction



History of the Wildlife Disease Association

A group of 28 US and Canadian wildlife biologists attending the 16th North American Wildlife Conference in Milwaukee Wisconsin during March of 1951 met informally for discussion, and founded an organization called the Wildlife Disease Committee. Ten of the biologists met again on 16 March 1952 at the 17th North American Wildlife Conference in Miami. At this meeting, the name of the group was changed to the Wildlife Disease Association, thus establishing an international scientific organization dedicated solely to the study and understanding of health of wild animals. The group also approved a statement of scope and purpose of the Wildlife Disease Association ("WDA") that had been developed in committee during the previous year.

A formal constitution was drafted in 1959 and approved by the members. It is essentially the same document that the association is governed by today, with relatively minor changes over the years.

The WDA Annual Conference was held in conjunction with the North American Wildlife Conference during the first 15 years of its existence. Beginning in 1966, WDA meetings were held independently or in conjunction with other societies. Most annual conferences have occurred in Canada and the United States. International conferences have been held outside of the US or Canada in England (1971), Germany (1975), Australia (1981), Sweden (1985), Germany (1990), South Africa (2001), Australia (2005), Argentina (2010), France (2012), Australia (2015), Mexico (2017) and, virtually, in Spain (2021). Beginning in 1990, no meeting was held within North America in the years when a meeting was held outside North America.

The WDA has produced a number of publications starting with the first newsletter (1951-1964), a means for distribution of WDA news and brief reports of wildlife disease investigations. In 1965, this newsletter grew into a journal for research papers, case reports, etc. and was entitled the Bulletin of the Wildlife Disease Association. Five years later, the name was changed to the Journal of Wildlife Diseases, as we know it today, and the journal has become the primary peer-reviewed publication for wildlife health issues. The Journal of Wildlife Diseases has been printed/produced by Allen Press in Lawrence, Kansas since 1983.

The WDA logo has evolved. The first image on the Bulletin of the Wildlife Disease Association included drawings of flying waterfowl, a mosquito, and test tubes. In 1970, when the journal changed names, the image included a fish instead of a mosquito. In 1983, when the journal cover was updated, a new logo was introduced that incorporated all of the old elements with 2 new ones, a deer and a microscope. We began 2001, our 50th year, with a new logo and a new look. The new logo retains most of the previous elements: a deer, flying waterfowl, fish, mosquito, and microscope, reflecting the diversity of animals and issues of interest to members of the WDA. The geographic Sections of the Association have section logos that display fauna indigenous to their areas.

The WDA constitution provides for membership subdivisions or Sections for members who have common scientific interests or share common geographical boundaries, and a number of WDA sections have been organized over the last several decades. The Australasian Section, established in 1973, was the first WDA section. Other geographic sections include the Nordic Section (est. 1987), the European Section (est. 1993), the Africa Middle-East Section (est. 2002), the Latin American Section (est. 2011) and the Asia Pacific Section (est. 2019). A Wildlife Veterinary Section was established in 1980. Each of these sections elects their own officers, holds a seat on the WDA Council and convenes meetings within their respective geographic regions.

The Council of the WDA was originally comprised of the Past President, President, Secretary, Treasurer, and six Members-at-Large, the latter with two elected annually on staggered three year terms. In 1968, the Editors of the WDA publications were added by constitutional amendment as members of Council. In 1978, elected Chairs of Sections were included as voting members of the WDA Council and, in 2001, a Council position was created for an elected student member. There are currently 21 positions on the WDA Council.

Administration of the WDA has evolved gradually. Initially the WDA business office operated from Chicago, Illinois. In 1967, the business office was relocated to Ames, and in 1993, to Allen Press in Lawrence, Kansas

where it remains. Except for the business contract with Allen Press and some editorial assistance for the Editors of the Journal of Wildlife Diseases, all activities of the WDA continued to be served for many years by volunteers. In 2003, Council contracted with a consultant as a part time Executive Manager, a position which has become ongoing.

There were 200 members in 1954 and the number of members and institutional subscribers increased by 1959 to 652 members and 116 institutional subscriptions for the Bulletin of Wildlife Diseases. In 2008, there were 1348 members and 385 institutional subscribers to the Journal of Wildlife Diseases. Currently, there are approximately 1640 members of the Association. An associate membership category was introduced in 1992 for those wishing to be members at reduced fees without receiving the Journal of Wildlife Diseases.

The WDA originated in the United States (US), is incorporated in and runs its business office within the US and publishes the Journal of Wildlife Diseases within the US. Understandably, the association is dependent on representation by members from the US. However, from the very early stages the association aimed to serve all who worked on the health and management of wildlife. The international scope of the WDA was reflected by having members from 15 countries and institutional subscriptions from 13 countries back in 1959. In 2006, there were members from 60 countries and institutional subscriptions from 28 countries. The Journal of Wildlife Diseases has for many decades published papers on fauna from a wide variety of countries with 39% of papers published in 2006 from 25 countries outside of the US. Beginning in 2005, the WDA made all but the most recent 18 months of the Journal available electronically free of charge. During 2006 and in conjunction with the Wildlife Conservation Society Global Health Programs, the WDA co-sponsored free distribution of all issues of the electronic Journal of Wildlife Diseases, including the most recent ones, to people in the 113 least economically developed countries of the world. These countries represent 74% of the world human population.

The first WDA website was created in 1997 and has been populated with an ever increasing amount of material. The current address of the association website is www.wildlifiedisease.org.

Shared communication at our annual meetings and through publications has been the primary focus of the association throughout its history. However, the WDA has also collectively spoken out on important issues, including some that were quite controversial and caused dissension even among its own ranks. Resolutions, first approved by WDA council and then put to the membership for vote, have been passed, published, and distributed to various agencies on a diversity of subjects, eg: concern for the spread of foot and mouth disease northward via the Darien Gap Highway in Panama, the use of non-toxic shot to reduce waterfowl mortality from lead poisoning, and a request to The Wildlife Society to support and encourage its members and others to consider the potential short and long term adverse impacts that result from transmission of some diseases to native and indigenous species of wildlife. The resolutions passed served 1) to inform the public, government, and non-government agencies of the collective opinions of scientists with specialized expertise in wildlife disease issues and 2) to further the mission of our association.

[History adapted from the WDA website]

WDA Strategic Planning Background and Process

Endowing the Journal of Wildlife Diseases was reaffirmed as WDA's highest priority at a focus group workshop in the early 2000's, and it was initially hoped that funds would come about via grants from foundations. Attempts to do this were not successful. With Dave Jessup as Executive Manager, professional advice was sought from the Monterey Bay Foundation. They recommended WDA consider using its own membership and resources to reach the goal of \$2.5 million by 2020. The idea of tying JWD Endowment to its free worldwide distributions in the 2/3rds of nations with lower per capita GDP was approved by Council as well as the target of \$2.5 million by 2020. By 2016 WDA had reached the halfway point and it became clear that WDA might indeed succeed in establishing a third solid source of revenue for WDA. It also became clear that this could change what WDA could do in the future, and that a serious planning effort was needed. In August 2016, WDA President Marcy Uhart established an *ad hoc* committee to explore WDA's future, in particular how achieving endowment of JWD might allow changes in, or the addition of new goals to the WDA mission, and new benefits for members. This committee produced the WDA Future Committee Report to Council in June 2019, a number of recommendations of which have been actioned.

After the presentation of the Future Committee reports in 2019 WDA Officers felt that given the very broad range of suggestions for future activities the time had come to review the vision, goals and working structure of the association in order not only to reflect changes taking place within the field of wildlife health and diseases, but also to recognize the fact that the geographic and professional background of the membership had been changing over time. WDA President Carlos Das Neves establish an *ad hoc* Strategic Committee on 1st September 2019. Vice-President Andrew Peters was appointed to chair this *ad hoc* committee and in addition to the WDA President, all other WDA elected Officers, the Executive Manager, the JWD editor and the chair of all WDA Sections, the committee included members of the association that represented its geographical, professional and membership category diversity. Specifically, the membership of the Strategic Committee was as follows:

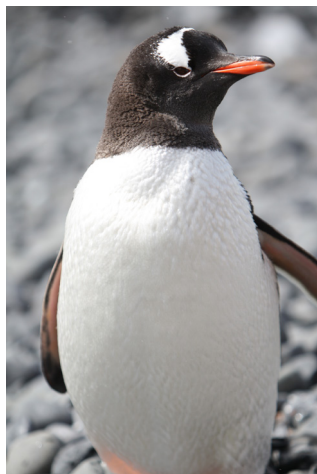
Andrew Peters	Toshio Tsubota	Anne Justice-Allen
Carlos Das Neves	Sonia Hernandez	William Karesh
Maria Forzán	Marianthi Ioannidis	Richard Kock
Michael Ziccardi	David Jessup	Alice Lau
Debra Miller	Marcela Uhart	Knut Madslien
Peri Wolff	Thierry Work	Andrea Miller
Debra Bourne	Erik Ågren	Marie Pierre-Ryser
Scott Carver	Kaylee Byers	Michelle Verant
Marja Isomursu	Andrea Chaves	Leanne Wicker
Karin Lemberger	Steven Chege	Barbara Wolfe
Eduard Roos	Chelsea Himsworth	Tokuma Yanai
Pedro Suárez	Jasmin Hufschmid	

The Strategic Committee engaged Dr Lisa Adams (Lisa Adams & Associates) as a facilitator during the strategic planning process, Simon Wright and John Pennington (Public Engagement Projects) to develop and implement a deliberative survey of WDA members and Lisa Keen (Keen Associates) to develop a communications strategy.

The Strategic Committee conducted email correspondence, video conference meetings and focus groups between September 2019 and July 2021 in developing this Strategic Plan.



Part 2. **WDA Mission**



Recommendation

That the WDA amends (adhering to WDA Constitution Article VII) the WDA Constitution, Article I, Section 2 to state the following:

The mission of the Wildlife Disease Association is to promote healthy wildlife and ecosystems, biodiversity conservation, and environmentally sustainable solutions to One Health challenges.

Background

Note: for definitions of *wildlife health* and *One Health* see the Glossary of Terms (page 2).

Article I, Section 2 of the WDA Constitution (2018) states “The mission of the Wildlife Disease Association is to acquire, disseminate, and apply knowledge of the health and diseases of wild animals in relation to their biology, conservation, and interactions with their environment, humans, and domestic animals.”

The ‘leadership and advocacy’ working group of the WDA Strategic Committee undertook a process of revising the WDA Mission in order to better reflect a position of organizational leadership within the field of wildlife health, to better represent the activities of the Association and its members and to introduce the broader promotion of wildlife health. This revised Mission was reviewed by the WDA Strategic Committee and introduced to the “WDA: Creating our Future” interactive Polis survey as a seed statement. 348 WDA members voted on the statement: “Our mission should be that ‘WDA promotes healthy wildlife and ecosystems, biodiversity conservation, and environmentally sustainable solutions to One Health challenges’”. 80% of voters agreed, 5% disagreed and 14% passed or were unsure on this statement, indicating that 75-85% of WDA members (95% CI) support the revised mission as proposed.

There may be a need to consider including a definition of One Health within Article I to ensure that the WDA Constitution can be interpreted standing alone.

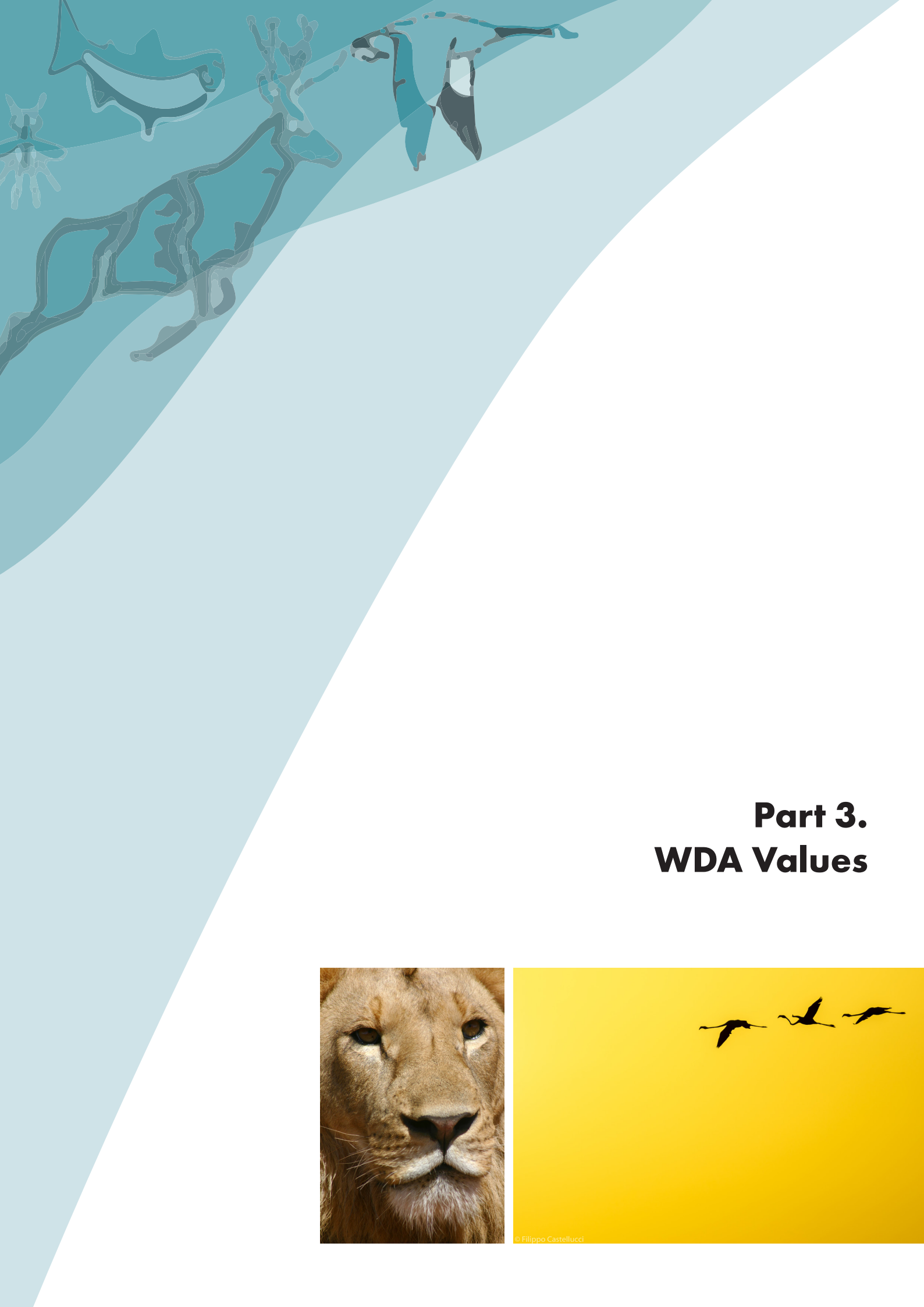
Amendment to the WDA Constitution is subject to the following constitutional conditions:

WDA constitution, Article VII. Amendments

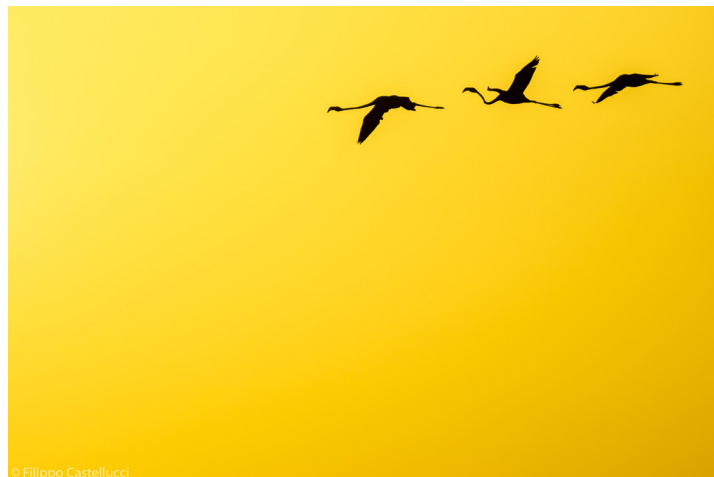
Section 1: An amendment to this Constitution may be proposed by any member, by letter addressed to the Secretary, who shall submit such proposals to the Council for consideration and vote.

Section 2: Any proposed amendment of the Constitution that a majority of the Council deems worthy of consideration shall be submitted to the Association for vote by ballot.

Section 3: Any amendment that shall have been proposed and approved for ballot as herein provided shall be adopted if approved by a two-thirds majority of those responding to the ballot within 90 days.



Part 3. **WDA Values**



Recommendation

That the WDA approves a statement of values of the Wildlife Disease Association as follows:

The Wildlife Disease Association holds these values in common:

- That the conservation of biological diversity is of benefit and essential to human societies now and in the future;*
- That the health of wild animals, humans and domestic animals are interconnected and interdependent within a shared environment ('One Health');*
- That wildlife health is a global challenge transcending cultural and political boundaries and demanding international integration and cooperation of the scientific community, stakeholders and society;*
- That knowledge of wildlife health is best achieved through rigorous science, recognition of other accumulated forms of knowledge (e.g. traditional, experiential, professional), and open and respectful debate;*
- That our Association is most effective by being multidisciplinary, diverse, inclusive, fair and equitable;*
- That communicating the science of our members and values of our Association through advocacy and outreach is integral to achieving our mission;*
- That the future of our community and accomplishment of our mission depends on the fostering of student and early career learning and professional development;*
- That our Association should conduct its business according to principles of environmental sustainability.*

That the WDA Council directs the publication of the statement of values on the WDA website.

Note: for definitions of *wildlife health*, *One Health* and *equitable* see the Glossary of Terms (page 2).

All organizations have and are defined by values. WDA is no exception, and the Association's contemporary values are a product of history, experience and its membership. Historically the values of the Association have been implicit, rather than explicit. The 2019 WDA Futures Committee Report recognized that the Association had core values and, for the first time, explicitly stated some of those values. The report also made the following recommendation: *Retain and reinforce basic WDA values and goals. This may or may not have any financial consequences, but it has significant cultural and identity significance and is strongly supported by WDA membership.*

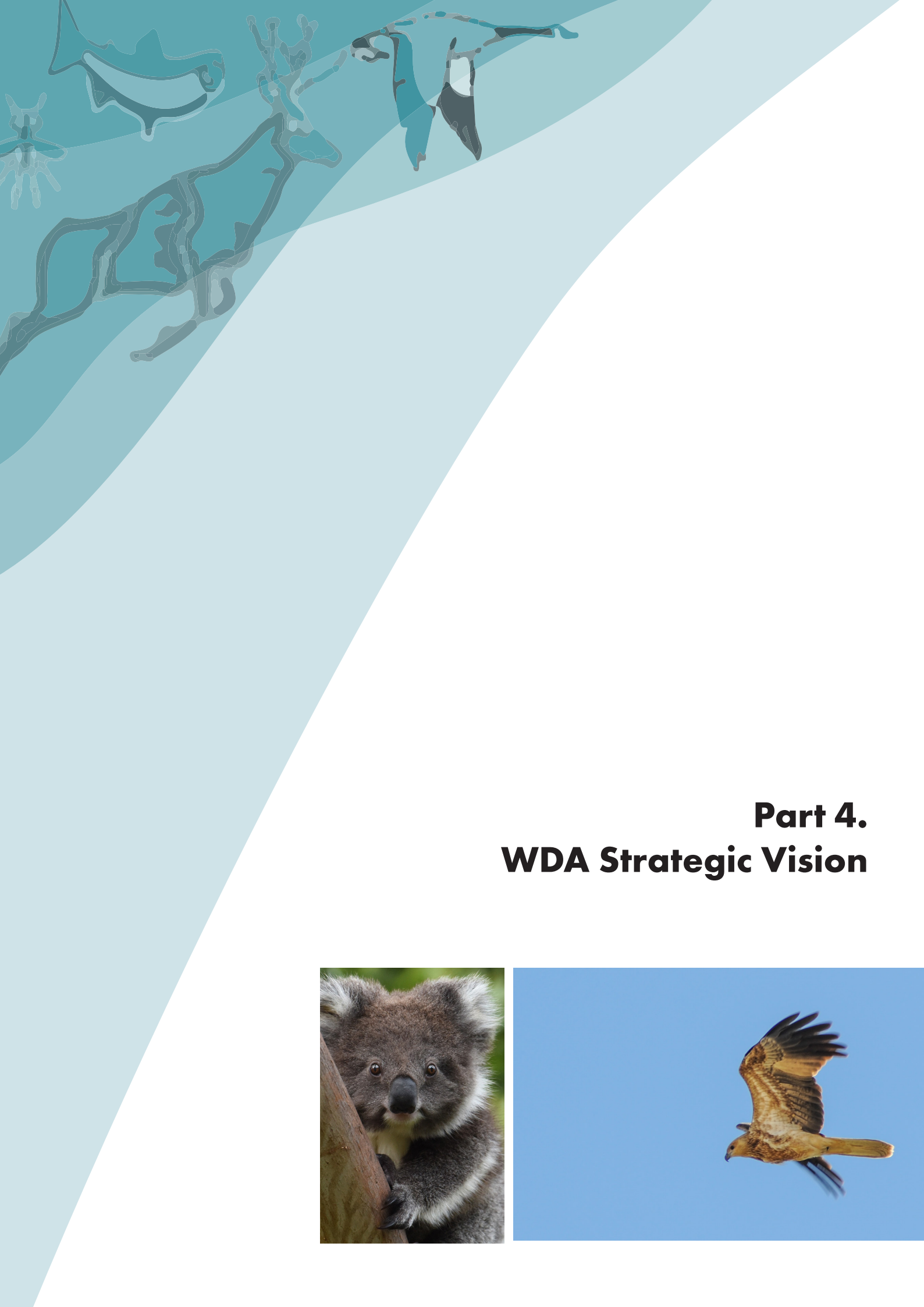
Advocacy is the expression of support for a particular position, cause or policy. Positions that are the subject of scientific advocacy can range from support for the use of the scientific process and empirical evidence in knowledge creation and decision-making through to support for a specific policy position on a narrow topic. All advocacy is contingent on the values of the advocate. A key recommendation for scientific advocacy, and by definition any engagement in public discourse, is the open and explicit definition of the values that underpin that advocacy. This is to ensure that positions taken by scientists and scientific organizations are differentiated clearly from knowledge created through the scientific process. The former is informed by values, the latter in theory not.

The WDA Strategic Committee developed a set of proposed WDA values based on values created by the WDA Australasian geographic Section. These were reviewed and refined by the Strategic Committee and were introduced to the "WDA: Creating our Future" interactive Polis survey as seed statements.

The response of survey participants (and 95% probable range of membership agreement) to those value seed statements was as follows:

- The conservation of biological diversity is of intrinsic and utilitarian benefit to human societies now and in the future: 93% agreed, 1% disagree, 5% passed/unsure (n=340), 88-98% membership agreement (95% CI).
- The health of wild animals, humans and domestic animals are interconnected and interdependent ('One Health'): 97% agreed, 0% disagreed, 2% passed/unsure (n=346), 92-99% membership agreement (95% CI).
- Wildlife health is a global challenge transcending cultural and political boundaries: 95% agreed, 0% disagreed, 3% passed/unsure (n=343), 90-99% membership agreement (95% CI).
- Wildlife health demands international integration and cooperation of the scientific community: 97% agreed, 0% disagreed, 2% passed/unsure (n=346), 92-99% membership agreement (95% CI).
- Knowledge of wildlife health is best achieved through rigorous science, recognition of sociocultural knowledge and respectful debate: 91% agreed, 2% disagreed, 5% passed/unsure (n=348), 86-96% membership agreement (95% CI).
- Our association is most effective by being multidisciplinary, diverse, inclusive, fair and free from bullying and harassment of any kind: 95% agreed, 0% disagreed, 3% passed/unsure (n=342), 90-99% membership agreement (95% CI).
- Communicating the science and values of our members through advocacy and outreach is integral to achieving our mission: 87% agreed, 2% disagreed, 9% passed/unsure (n=341), 82-92% membership agreement (95% CI).
- The future of our community and accomplishment of our mission depends on the fostering of student and early career learning and professional development: 91% agreed, 2% disagreed, 6% passed/unsure (n=346), 86-96% membership agreement (95% CI).
- The Association should conduct its business according to principles of environmental sustainability: 91% agreed, 3% disagreed, 4% passed/unsure (n=343), 86-96% membership agreement (95% CI).

In response to these results, the statement of values was refined to that presented here.



Part 4.

WDA Strategic Vision



Recommendation

That WDA approves and promotes the WDA Strategic Vision and Objectives as follows:

The strategic vision of the Wildlife Disease Association is to grow our impact and to grow our family through the pursuit of the following strategic objectives:

Objective 1 - To establish the Wildlife Disease Association as a leading international scientific organization representing wildlife health science.

Objective 2 - To establish wildlife and ecosystem health as priority global assets in conservation and One Health.

Objective 3 - To create wildlife health scientific knowledge through facilitating research and supporting professional education and training.

Objective 4 - To mobilize and translate wildlife health science into real world outcomes benefiting conservation, ecosystems, human health and the health of domestic animals.

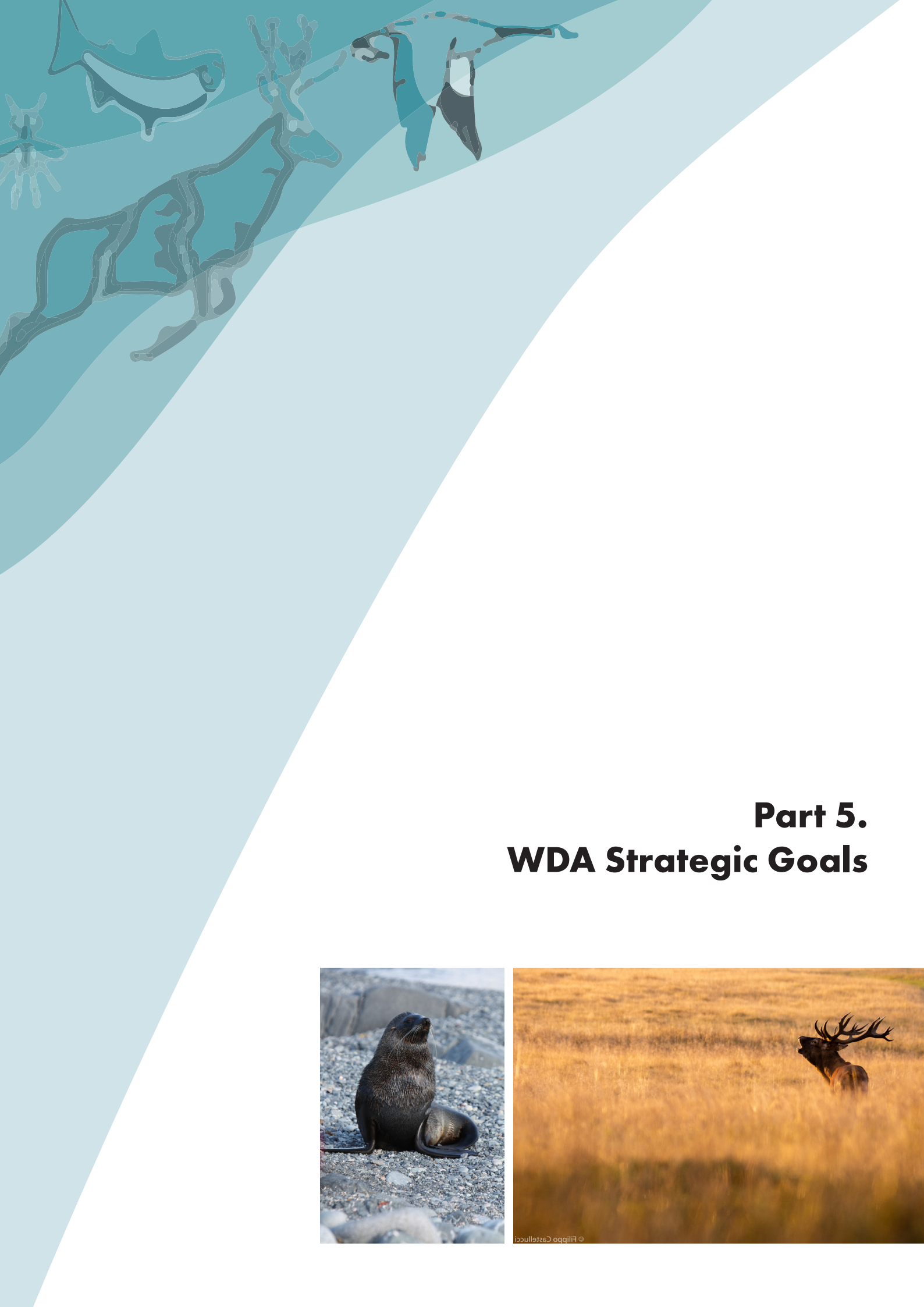
Objective 5 - To strengthen and promote the value proposition of Wildlife Disease Association membership.

Objective 6 - To grow Wildlife Disease Association membership and increase its international and disciplinary diversity.

Objective 7 - To increase the accessibility and equity of participation in the Wildlife Disease Association.

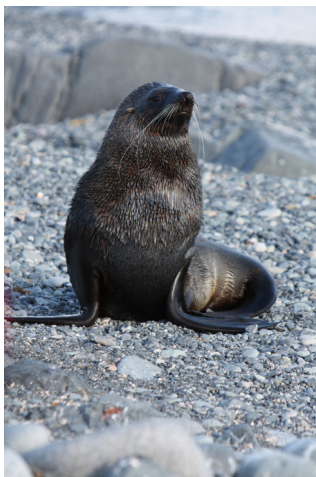
Note: for definitions of *wildlife health*, *One Health* and *knowledge mobilization* see the glossary (page 2).

A survey was undertaken of the WDA Strategic Committee to characterise their views, and their opinion on the views of WDA members, regarding WDA's future. The results of this survey and of the 2019 WDA Futures Committee Report were considered thematically and a strategic vision was developed that encompassed the seven dominant themes and objectives. This vision was to grow WDA's impact and to grow WDA's family (or membership). The Strategic Committee then reviewed and refined the thematic objectives that were developed to those presented here.



Part 5.

WDA Strategic Goals



Recommendation

That WDA approves and promotes the WDA Strategic Goals as follows:

The strategic goals (SG) of the Wildlife Disease Association are:

- SG 1: To increase our presence and input in the organizations, agencies and other bodies relevant within our field.*
- SG 2: To strengthen & coordinate the role of sections as regional advocates for wildlife health.*
- SG 3: To empower our members for wildlife health advocacy and leadership.*
- SG 4: To create a sustainable funding source for wildlife health research and training.*
- SG 5: To create a competitive grants program for funding research in wildlife health, welfare and conservation.*
- SG 6: To enhance the capacity of our members to advance wildlife health by providing them with the tools to effectively create and mobilize wildlife health knowledge.*
- SG 7: To engage and share the work of the Association and its members with stakeholders and the public.*
- SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the Association.*
- SG 9: To attract and promote disciplinary, experiential, sociocultural and geographic diversity in our membership.*
- SG 10: To grow our membership, through improved recruitment and retention of members.*
- SG 11: To identify and remove barriers for low and middle income country member participation in our Association.*
- SG 12: To strengthen the value of membership to people from low and middle income countries.*

Note: for definitions of *wildlife health* and *knowledge mobilization* see the glossary (page 2).

The WDA Strategic Committee formed working groups associated with the strategic objectives, to define strategic goals that support WDA's Strategic Vision. These working groups were 'leadership and advocacy' (objectives 1 and 2), 'knowledge creation and mobilization' (objectives 3 and 4), membership value (objectives 5 and 6) and diversity and inclusivity (objectives 6 and 7). The strategic goals were recognised as typically supporting multiple objectives, even when developed primarily to support a single objective. The purpose of these strategic goals is to provide explicit direction to WDA for how to prioritise its activities to support the Strategic Vision. The strategic goals are explained in further detail below.

SG 1: To increase our presence and input in the organizations, agencies and other bodies relevant within our field.

Wildlife health is an emerging priority for international, national and regional organisations, agencies and other bodies, especially those with responsibility for conservation, agriculture and public health. The WDA, as a long-standing international association representing wildlife health scientists and professionals, has the collective knowledge, experience and wisdom to make a valuable contribution to these bodies and to ensure that wildlife health is considered in a holistic sense within a One Health framework. Our aim is to improve recognition of WDA and its value by these bodies and to increase our input into their decision-making, such as through the inclusion of WDA members in relevant decision-making processes, advisory groups etc.

SG 2: To strengthen & coordinate the role of sections as regional advocates for wildlife health.

Wildlife health issues often have a strong regional and local context, even where the broader issue is global in scope. WDA's business and operations at a regional scale are principally handled by the Association's Geographic Sections. Our aim is to empower the Sections to advocate for wildlife health at a regional scale and to bring the Sections together to develop regionally-informed approaches to advocacy for international wildlife health issues.

SG 3: To empower our members for wildlife health advocacy and leadership.

The strength of the WDA is its members. These members represent an exceptional breadth of knowledge and experience in wildlife health science and management around the world. Our aim is to provide our members with the tools they need to become advocates for wildlife health and wildlife health leaders for their communities.

SG 4: To create a sustainable funding source for wildlife health research and training.

Funding for wildlife health research and training is strongest for areas relating to human health or agriculture, while wildlife health research and training for conservation and welfare has relatively few funding opportunities. Our aim is to establish an ongoing, substantive funding source to support wildlife health research and training related primarily to conservation and welfare.

SG 5: To create a competitive grants program for funding research in wildlife health, welfare and conservation.

There are few substantive international grants programs supporting wildlife health research for conservation and welfare. Our aim is to develop an ongoing, competitive and accessible grants program supporting solutions-focused research on wildlife health challenges relating to conservation and welfare.

SG 6: To enhance the capacity of our members to advance wildlife health by providing them with the tools to effectively create and mobilize wildlife health knowledge.

WDA members create and hold an exceptional breadth of knowledge and skills regarding wildlife health. Our aim is to enhance the capacity of our members to advance wildlife health by providing them with the tools to effectively create and mobilize wildlife health knowledge.

SG 7: To engage and share the work of the association and its members with stakeholders and the public.

Engagement of the public in wildlife health, as drivers and agents of change, will require trusted sources of knowledge. Representing a broad community of wildlife health scientists and professionals, WDA is well positioned to become an important source of informed, relevant knowledge for the public. Our aim is to effectively engage with the public in wildlife health and to use that engagement as a channel for knowledge exchange.

SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.

The WDA has been instrumental in the dissemination of wildlife health knowledge since 1951. Our aim is to build on this history by providing all of our members with the best possible opportunity to participate in the sharing of wildlife health knowledge through the association's publications and forums.

SG 9: To attract and promote disciplinary, experiential, sociocultural and geographic diversity in our membership.

Wildlife health is often complex, with interrelated ecological, social and economic aspects. Values relating to wildlife health are socioculturally and geographically diverse. WDA will be most effective at promoting the health of wildlife with a community of members representing this diversity of knowledge and values. WDA also recognises the critical importance of fostering professional development to ensure the future's leaders are ready for emerging wildlife health challenges. Our aim is to build a membership that is truly representative of the diversity needed to improve global wildlife health.

SG 10: To grow our membership, through improved recruitment and retention of members.

Our aim is to make WDA the representative body for all wildlife health scientists, professionals and students. This will be achieved most effectively by strengthening the value proposition of membership and making membership accessible to all those working in the field of wildlife health.

SG 11: To identify and remove barriers for low and middle income country member participation in our association.

Wildlife health scientists, professionals and students in low and middle income countries (LMIC) are instrumental in promoting global wildlife health but face unique barriers to participation in the international wildlife health community. Our aim is to ensure that the WDA achieves equity in access to participation in our association by removing the unique barriers faced by LMIC wildlife health scientists, professionals and students. 69-81% (95% CI) of WDA members agree with the following statement "If the WDA wants to grow its membership in Low and Middle income Countries, it will need to re-think its fee structure to accommodate individuals from these countries," and 79-91% (95% CI) agree that the "WDA should offer alternative membership payment methods that are more accessible to people in low and middle income countries and do not have excessive additional fees"

SG 12: To strengthen the value of membership to people from low and middle income countries.

LMIC wildlife health scientists, professionals and students are instrumental in promoting global wildlife health but have a unique set of professional needs and priorities. By meeting these needs and priorities, WDA will enhance the promotion of wildlife health in LMIC and create a more impactful and integrated international wildlife health community. Our aim is to bring LMIC wildlife health scientists, professionals and students into the Association and the international wildlife health community by strengthening the value proposition of membership to this community.

Definition of 'low and middle income countries'

Low and middle income countries are defined as countries with low or low middle income economies as calculated by the World Bank Atlas method. In 2020, this includes the following:

Afghanistan, Guinea-Bissau, Sierra Leone, Burkina Faso, Haiti, Somalia, Burundi, Dem. People's Rep. Korea, South Sudan, Central African Republic, Liberia, Sudan, Chad, Madagascar, Syrian Arab Republic, Congo, Dem. Rep, Malawi, Tajikistan, Eritrea, Mali, Togo, Ethiopia, Mozambique, Uganda, The Gambia, Niger, Rep. Yemen, Guinea, Rwanda, Angola, Honduras, Papua New Guinea, Algeria, India, Philippines, Bangladesh, Kenya, São Tomé and Príncipe, Benin, Kiribati, Senegal, Bhutan, Kyrgyz Republic, Solomon Islands, Bolivia, Lao PDR, Sri Lanka, Cabo Verde, Lesotho, Tanzania, Cambodia, Mauritania, Timor-Leste, Cameroon, Federal States of Micronesia, Tunisia, Comoros, Moldova, Ukraine, Rep. Congo, Mongolia, Uzbekistan, Côte d'Ivoire, Morocco, Vanuatu, Djibouti, Myanmar, Vietnam, Arab Rep. Egypt, Nepal, West Bank and Gaza, El Salvador, Nicaragua, Zambia, Eswatini, Nigeria, Zimbabwe, Ghana, Pakistan



Part 6.

WDA Strategic Activities



Recommendation

That WDA implements the following strategic activities:

Leadership and advocacy

- 1.1 Develop an ambassadorship program that will be responsible for identifying key wildlife health issues and that coordinates WDA's presence and input in major key international and regional organizations.*
- 1.2 Update the website and outreach statements in line with the revised mission statement*
- 1.3 Develop or improve accessibility to promotional materials to broadcast WDA and its mission*

Knowledge creation

- 2.1 Establish a fundraising development committee or subcommittee*
- 2.2 Acquire fundraising expertise (hired or trained)*
- 2.3 Establish a research grants committee or subcommittee that solicits, reviews, awards and manages grants for research*
- 2.4 Establish a research training programs committee or subcommittee with international and student representation*
- 2.5 Develop online resources for members on writing for publication*

Knowledge mobilization

- 3.1 Publish a special feature in JWD for knowledge mobilization focused manuscripts*
- 3.2 Hold a 3MT (3-minute thesis) competition for students at WDA 2022*
- 3.3 Hold knowledge mobilization training at WDA 2022*
- 3.4 Create annotated/guided knowledge mobilization templates and post to WDA website*
- 3.5 Add knowledge mobilization sections to JWD/WDA websites*
- 3.6 Increase WDA presence on social media*
- 3.7 Develop JWD social media presence*
- 3.8 Enable remote/asynchronous participation in WDA conferences*

Value to members

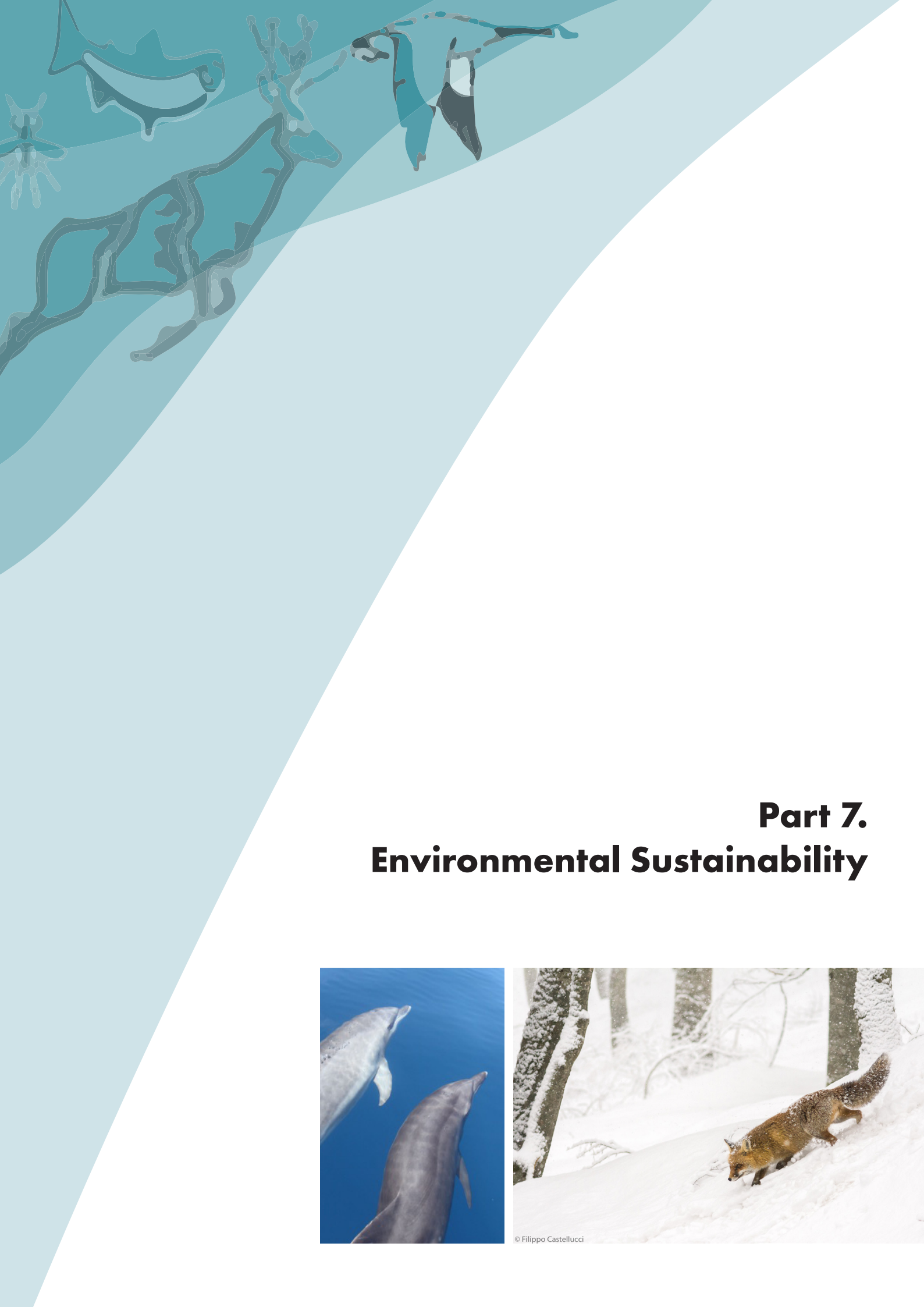
- 4.1 Review JWD author page charges for 2022 and beyond*
- 4.2 Increase recruitment and retention of individual members through membership committee questioning and polling of non-retained former members*
- 4.3 Identify key values to students and early career professionals through professional polling in order to increase membership and active participation of students and early career professionals in the WDA*

Diversity and inclusion

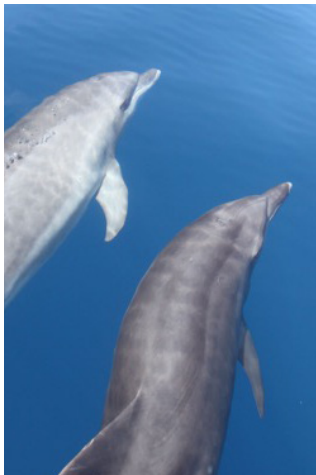
- 5.1 Create a taskforce to investigate and develop solutions for barriers and the value proposition to LMIC membership in WDA*

Background

The WDA Strategic Committee working groups deliberated and used the 2019 Futures Committee Report as the basis for the development of strategic activities that WDA could action to progress towards achievement of the strategic goals. These activities are not prioritised, nor exclusive to other activities that WDA does or could action, but are presented as 'first phase' activities that could be initiated without substantial further deliberation or consultation. The strategic activities are operationally expanded upon in Appendix I.



Part 7. **Environmental Sustainability**



Recommendation

That WDA approves the following:

WDA Council recognizes WDA's ethical responsibility to actively participate in the transition to an environmentally sustainable society and aims to create processes for decision making in WDA business that promote environmental sustainability.

That WDA approves the following:

Action 1: To make a statement of sustainability in WDA's values (see page 12) that "The Association should conduct its business according to principles of environmental sustainability".

Action 2: To amend the WDA Bylaws as follows:

Article III, Section 1. The Executive Manager shall implement policy and action plans as established by Council and ensure that the business of the Association is conducted in an efficient, effective and environmentally sustainable manner.

Article V, Section 8. It is the responsibility of the Association President and Treasurer to inform the managers of WDA's invested finances of the association's desire to invest in environmentally sustainable options.

Action 3: To embed language supporting sustainability into the terms of reference of all WDA Committees. This could include a statement as follows: "A goal of this Committee is to conduct its business and activities in an environmentally sustainable manner and to contribute to improved environmental sustainability of the WDA."

Action 4: To recommend that WDA Committees, and Sections, include in their reports to Council how environmental sustainability has been considered in their activities.

Action 5: To recommend to the relevant committee that WDA Small Grant guidelines stipulate that applicants for WDA Small Grants are to include in their application, where relevant, a section on how environmental sustainability was taken into account by the applicant.

Background

As an organisation promoting the health of wildlife and recognizing the significance of anthropogenic drivers of global wildlife declines, WDA has an ethical responsibility to reduce the environmental impact of its business and undertakings and to pragmatically aim for environmental sustainability.

Many WDA members appear to consider environmental sustainability as a key value of WDA and as an important objective for the association. 343 WDA members voted on the statement “The Association should conduct its business according to principles of environmental sustainability” in the June 2021 WDA: Creating our Future interactive Polis survey, with 91% (95CI=86-96%) agreeing, 3% (95CI=1-8%) disagreeing and 4% (95CI=1-9%) passing or unsure (Figure 1).

The European Section of WDA has developed a Sustainability Committee that provides recommendations to EWDA/NORDIC which aim “to reduce the environmental impact of the EWDA as far as possible, while maintaining EWDA’s overall mission, and so contribute to the transition to a more sustainable human society.” The EWDA Sustainability Committee has contributed to the development of this strategy.

There are different definitions for environmental sustainability but broadly these apply a ‘least harm’ approach to activities with regards to their lasting impact on the environment.

“The Association should conduct its business according to principles of environmental sustainability.”

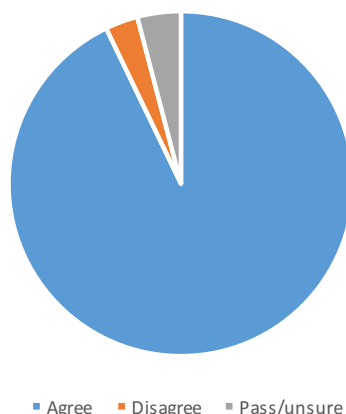
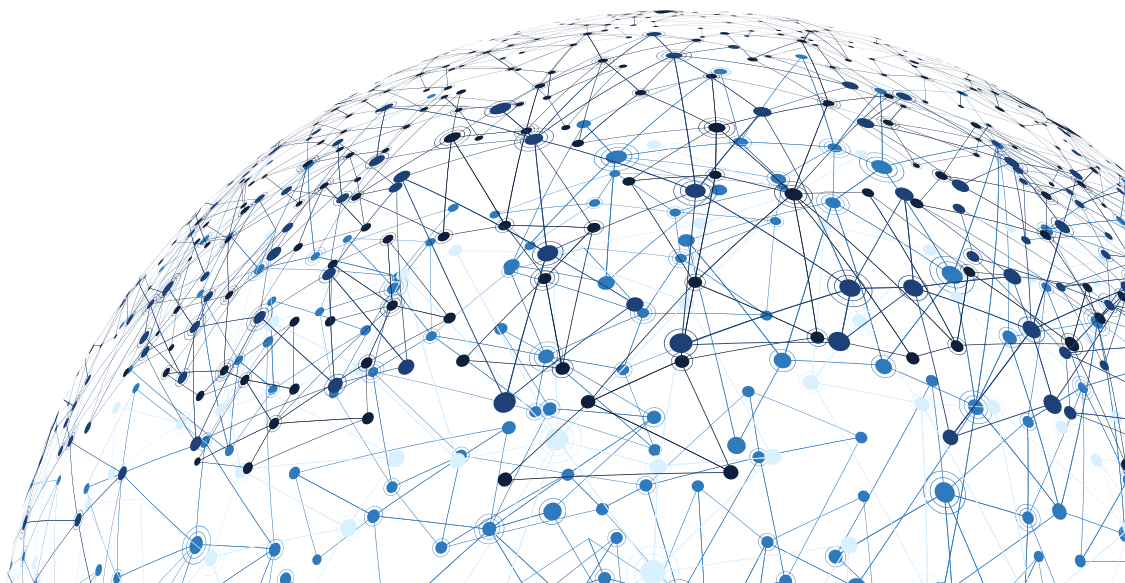


Figure 1. Interim results from WDA: Creating our Future Polis interactive survey (n=343).



Part 8.

WDA Communications



Recommendation

That WDA further develop the scope and impact of its communications through the utilization of professional services.

That WDA accepts the WDA Communications Strategy (see Appendix II) and acts on the recommendations outlined in the executive summary of the WDA Communications Strategy below.

WDA Communications Strategy Executive Summary

This Strategy presents a suite of integrated recommendations to strengthen WDA's:

- *presence and global voice*
- *advocacy for wildlife health and knowledge mobilisation (including to organizations, governments and to the public)*
- *outreach and knowledge transfer to key stakeholder agencies and the public*
- *ability to fundraise*
- *communication with its members (existing, new and prospective) to promote membership value and inclusivity and to grow membership and member diversity*

It recognizes and recommends ways to connect and harmonise the various communications of members, stakeholders, geographic sections, ambassadors and the executive, to support and strengthen the impact of their external communications.

In commissioning and implementing this strategy, the WDA seeks to:

- *establish the WDA as a leading international scientific organization representing wildlife health science*
- *establish wildlife and ecosystem health as priority global assets in conservation and One Health*
- *create wildlife health science knowledge through facilitating research and supporting professional education and training*
- *mobilize and translate wildlife health science and knowledge into real world outcomes benefiting conservation and environmentally sustainable solutions to One Health challenges*
- *strengthen and promote the value proposition of WDA membership*
- *grow WDA membership and increase its international and disciplinary diversity*
- *increase the accessibility and equity of participation in the WDA.*

Summary of recommendations

Principles for communications

WDA's communications need to meet the strategic intent of the organisation and effectively use its resources. The four principles are aimed at achieving WDA's strategic goals to grow its impact and its family while capitalizing on WDA's greatest asset – its members.

Principle 1. Unlock member insights and resources

Principle 2. Harvest and share content and audiences

Principle 3. Unify global communications

Principle 4. Master the art of storytelling

WDA presence and global voice

1. Audit and synergize communications across the WDA
2. Establish processes for harvesting content from Sections for WDA international communications

Advocacy for wildlife health and knowledge mobilisation

1. Establish processes to work with Sections to identify a) key global and regional wildlife health issues, and b) key opportunities for advocacy.
2. Engage key motivated members within student chapters and Sections in WDA communications.
3. Provide ongoing communications skills training for WDA members.
4. Identify the key partnerships and memberships for WDA that are of strategic value in mainstreaming wildlife health.
5. Establish an ambassador program to maintain a presence in key forums.

Outreach and knowledge transfer to key stakeholder agencies and the public

1. Establish processes, including grant opportunities, by which effective science communicators and members with fluency in emerging media channels within WDA can work together, can apply their skills for WDA and can transfer their knowledge and skills to other members.
2. Establish processes for repurposing and extending scientific content published through WDA for multiple purposes (e.g. lay summaries, posts, news releases).
3. Create an effective public-facing website.
4. Identify key spokespeople and experts, in close articulation with the ambassador program, and direct international media to these members.
5. Connect, harmonise and cross-link communications and audiences.

Ability to fundraise

1. Strengthen WDA's brand.
2. Create a ready-to-use 'pitch'.
3. Identify strategic funding partners consistent with WDA's values.
4. Investigate and identify key grant providers and crowd-sourcing mechanisms.

Communicate effectively with WDA members to promote membership value and inclusivity (internal communications)

1. Create a 'Welcome package' to help engage and orient new members.
2. Strongly promote the membership services provided in the new website.
3. Create an online WDA forum with an automated translation capability.
4. Establish processes to identify and promote news articles to which members have contributed, request permissions and republish through WDA.

WDA's brand and identity

1. Create Brand Guidelines for application across the entirety of WDA.
2. Review and consider harmonising naming of Sections.
3. Consider a full brand update.

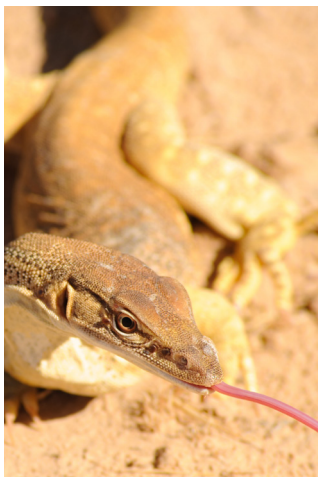
Background

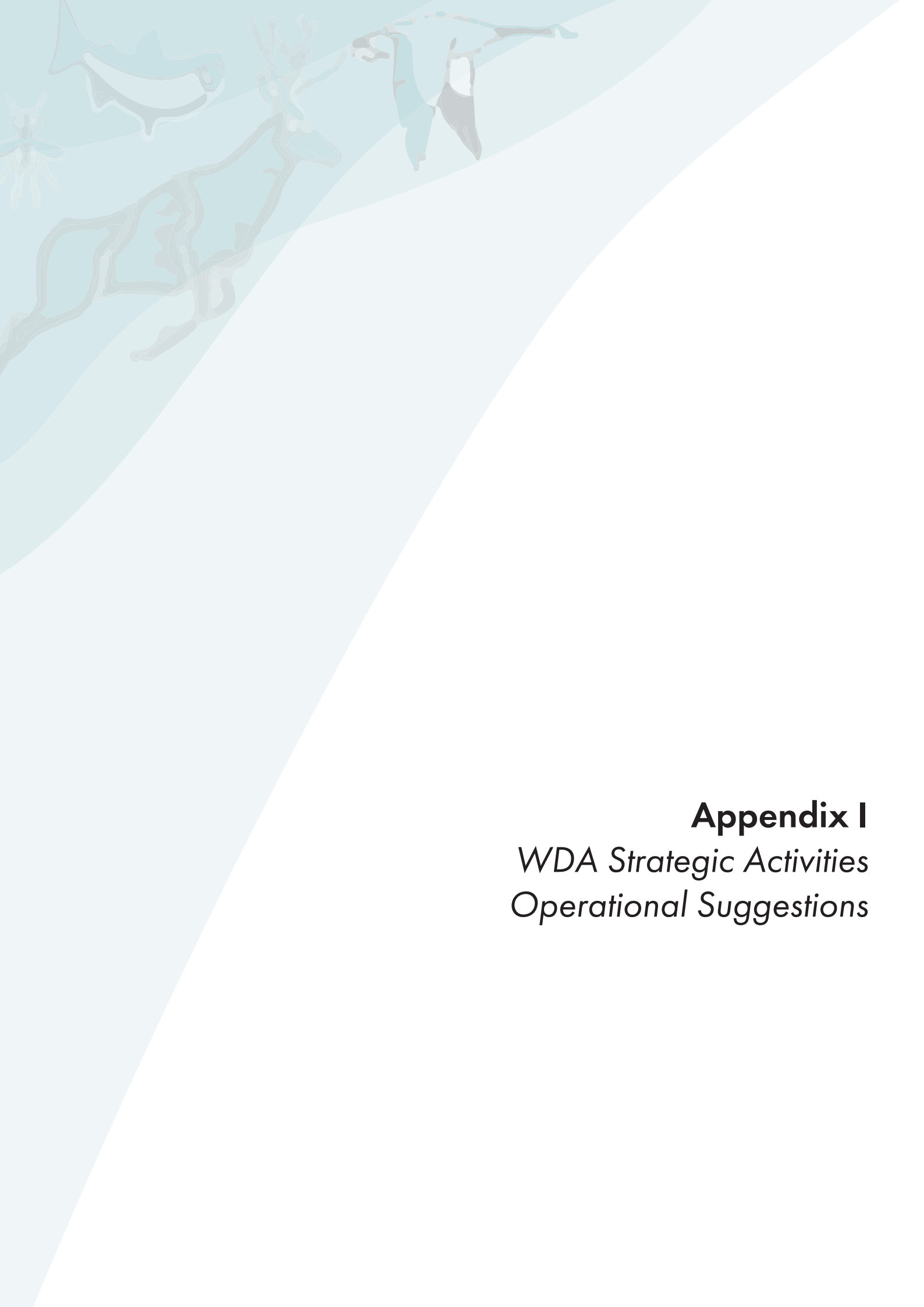
During the deliberations of the WDA Strategic Committee, it was recognised that effective communications were instrumental in achieving all of the strategic goals. It was also recognised that WDA's existing communications approach developed organically and in response to emerging needs and opportunities and the rise and decline of different technologies. The WDA Strategic Committee contracted an independent communications consultant with experience working with the wildlife health sector, Lisa Keen (Keen Associates), to develop a communications strategy that aligned with the mission, values, strategic vision, strategic objectives and strategic goals that were developed through the strategic planning process. Methods used in the development of the communications strategy are described further in Appendix II. The WDA Strategic Committee reviewed the communications strategy submitted by Keen Associates and an executive summary of the recommendations in that strategy is presented here. The full strategy is in Appendix II.



Part 9.

Appendices





Appendix I

WDA Strategic Activities
Operational Suggestions

Proposed Strategic Activity 1.1

Activity title: Developing an ambassadorship program

Activity supports these Strategic Goals:

SG 1: To increase our presence and input in the organisations, agencies and other bodies relevant within our field.

Activity summary: Initial membership and terms of reference will be developed for an ambassadorship program that identifies key issues and opportunities and promotes wildlife health and WDA to the key organisations, agencies and other bodies relevant within wildlife health.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Identify and invite inaugural members to ambassadorship program	November 2021	Past President	\$0	N/A
Meeting of inaugural ambassadors and development of ToR for presentation to Council	January to April 2022	Past President	\$0	Zoom facilities
Council to consider and approve or request amendment on ToR	May 2022	WDA Council	\$0	N/A
Commencement and promotion of official WDA Ambassadors program	June 2022	President	\$0	WDA Comms channels

Proposed Strategic Activity 1.2

Activity title: Website and outreach statement alignment with revised mission

Activity supports these Strategic Goals:

SG 1: To increase our presence and input in the organisations, agencies and other bodies relevant within our field.

SG 2: To strengthen & coordinate the role of sections as regional advocates for wildlife health.

SG 3: To empower our members for wildlife health advocacy and leadership.

Activity summary: The WDA Strategic Plan phase 1 proposes a revised mission for WDA. If and when this mission becomes incorporated into the Association's constitution, all references to the mission in WDA's website and outreach materials will need to be amended accordingly, and references to WDA's purpose will need to recognise the new mission.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Incorporation of revised WDA Mission into WDA Constitution according to Constitutional amendment conditions	August 2021 - March 2022	WDA Council	\$0	WDA Comms channels, AP polling
Amendment of WDA website	April to June 2022	WDA Executive Manager	\$0	AP website development support
Amendment of WDA outreach materials	January to June 2022	WDA Executive Manager	US\$1000 (printing costs where relevant)	N/A

Supporting information:

Revised mission as at 9 June 2021:

“WDA promotes healthy wildlife and ecosystems, biodiversity conservation, and environmentally sustainable solutions to One Health challenges”

Proposed Strategic Activity 1.3

Activity title: Develop and improve accessibility to promotional materials to broadcast WDA and its mission

Activity supports these Strategic Goals:

- SG 1: To increase our presence and input in the organisations, agencies and other bodies relevant within our field.
SG 2: To strengthen & coordinate the role of sections as regional advocates for wildlife health.
SG 3: To empower our members for wildlife health advocacy and leadership.

Activity summary: Promotional materials will be developed and made accessible to WDA members to support WDA's increased presence and the promotion of wildlife health as per the Association's mission. This task will be assigned to a Committee and funding is recommended to enable the creation of high quality materials.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Identification of key promotional materials, opportunities for dissemination and accessibility to members.	August 2021 to December 2021	WDA Vice President; WDA Committee	\$0	WDA Executive Manager and Communications support
Creation of promotional materials	January 2022 to June 2022	WDA Committee chair	US\$5,000	WDA Executive Manager and Communications support
Placement, dissemination and promotion of new promotional materials	July 2022	WDA Executive Manager	\$0	AP website development support
Review of uptake of new promotional materials	December 2022	WDA Committee chair	\$0	WDA Executive Manager and Communications support

Proposed Strategic Activity 2.1

Activity title: Establish a fundraising development committee

Activity supports these Strategic Goals:

- SG 4: To create a sustainable funding source for wildlife health research and training.
- SG 5: To create a competitive grants program for funding research in wildlife health, welfare and conservation.
- SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.
- SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.

Activity summary: The ability to significantly fund research and knowledge mobilization activities is contingent on the development of effective fundraising. It is proposed that a fundraising development committee (or subcommittee) is developed to strategize, recommend to WDA Council and action WDA's fundraising activity.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Formation of fundraising development committee or subcommittee	January to March 2022	WDA Council	\$0	
Establish milestones for fundraising development committee or subcommittee	March-June 2022	Relevant Committee; WDA VP	\$0	

Proposed Strategic Activity 2.2

Activity title: Acquire fundraising expertise (hired or trained)

Activity supports these Strategic Goals:

SG 4: To create a sustainable funding source for wildlife health research and training.

Activity summary: Effective fundraising requires expertise and experience. It is proposed that the WDA fundraising development committee (see Activity 2.1) hire and/or receive training in fundraising methods.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
WDA fundraising development committee or subcommittee and executive officers contract a fundraising expert or receive training in fundraising methods.	August - December 2022	Relevant Committee	US\$10,000	

Proposed Strategic Activity 2.3

Activity title: Establish a research grants committee that solicits, reviews, awards and manages grants for research

Activity supports these Strategic Goals:

- SG 5: To create a competitive grants program for funding research in wildlife health, welfare and conservation.
SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.
SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.

Activity summary: Establish WDA's organizational structure and processes for research grants with the creation of a research grants committee or subcommittee.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Formation of research grants committee or subcommittee	January to March 2022	WDA Council	\$0	
Establish milestones for research grants committee or subcommittee	March-June 2022	Relevant Committee; WDA VP	\$0	

Proposed Strategic Activity 2.4

Activity title: Establish a research training programs committee with international and student representation

Activity supports these Strategic Goals:

- SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.
- SG 9: To attract and promote disciplinary, experiential, sociocultural and geographic diversity in our membership.

Activity summary: Establish WDA's organizational structure and processes relating to research training programs with the creation of a research training committee or subcommittee.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Formation of research training committee or subcommittee	January to March 2022	WDA Council	\$0	
Establish milestones for research training committee or subcommittee	March-June 2022	Relevant Committee; WDA VP	\$0	

Proposed Strategic Activity 2.5

Activity title: Develop online resources for members on writing for publication

Activity supports these Strategic Goals:

- SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.
- SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.

Activity summary: The development of accessible online resources on writing for publication for WDA members is likely to provide membership value (especially to student and early career professional members) and improve the quantity and quality of wildlife health related scientific output from the WDA membership.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Establish the resources to be developed, budget, and authoring and hosting strategy for those resources	August - December 2021	JWD Editor-in-Chief; relevant committee	\$0	
Create online resources for members on writing for publication	January to June 2022	Relevant committee	US\$10,000	
Deploy online resources and evaluate efficacy and effectiveness	July 2022 to June 2023	JWD Editor-in-Chief; WDA Executive Manager	US\$500	AP website support

Monitoring and evaluation:

- 1) Establish publication metrics before and after use of the developed resources;
- 2) Quantitative and qualitative review of membership perception of the developed resources.

Proposed Strategic Activities 3.1 to 3.8

Activity title: Enhancing mobilization and translation of knowledge about wildlife health and conservation

Activity supports these Strategic Goals:

Primary:

SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.

SG 7: To engage and share the work of the association and its members with the public.

SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.

SG 11: To identify and remove barriers for low- and middle- income country member participation in our association.

SG 12: To strengthen the value proposition for membership from low- and middle- income countries.

Secondary:

SG 1: To increase our presence and input in the organisations, agencies and other bodies relevant within our field.

SG 2: To strengthen & coordinate the role of sections as regional advocates for wildlife health.

SG 3: To empower our members for wildlife health advocacy and leadership.

SG 9: To attract and promote disciplinary, experiential, sociocultural and geographic diversity in our membership.

SG 10: To grow our membership, through improved recruitment and retention of members.

Activity summary: Knowledge mobilization is an umbrella term encompassing a wide range of activities relating to the production and use of research results, including knowledge synthesis, dissemination, transfer, exchange, and co-creation or co-production by researchers and knowledge users. It is essential to increasing the impact of the WDA and its members and to increasing the value of the organization for its members (and therefore to growing our family). The first phase of activities for Knowledge Mobilization will focus on finding innovative new ways to incorporate knowledge mobilization into the WDA annual conference and the Journal of Wildlife Diseases, as well as developing inward- (i.e. for members) and outward- (i.e. for stakeholders) facing knowledge mobilization resources for the WDA website.

Actions [related activity indicated in brackets]:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Publish a special feature in JWD for knowledge mobilization focused manuscripts	October 2021 or January 2022 for in print (online earlier)	JWD editor/editorial board (Byers & Himsworth to write initial article(s))	NA	NA
Hold a 3MT (3-minute thesis) competition for students at WDA 2022	August 2022	Committee TBD (e.g., Awards?)	\$250 prize	
Hold knowledge mobilization training at WDA 2022	August 2022	Himsworth and Byers	Facilitator travel/ registration	

Create annotated/guided knowledge mobilization templates and post to WDA website	September 2021	Himsworth and Byers	\$500/template	
Add knowledge mobilization sections to JWD/WDA websites (e.g. short lay summaries of articles)	September 2021	JWD editor, editorial board and WDA council; article authors	NA	Webpage design support
Increase JWD and WDA presence on social media	Immediate	Student interns; Adviser for interns	\$5,200 annually	
Enable remote/asynchronous participation in WDA conferences	August 2022	WDA annual meeting organization committee	?? (video conferencing software and tech support)	

Monitoring and Evaluation:

- 1) Number of downloads for knowledge mobilization templates
- 2) Number of hits (and annual increase), as well as average time spent, for JWD and WDA knowledge mobilization pages
- 3) % of presentations at WDA 2022 (and subsequent annual increase) available for live viewing or on-demand
- 4) Participation in the WDA 2022 conference (total numbers attending via in-person and remote options, if available).
- 5) Participation in WDA 2022 conference 3-minute thesis, knowledge mobilization workshop, and remote conference platforms including post-event evaluations by participants
- 6) Citations of JWD knowledge mobilization-related manuscripts
- 7) Number of posts to social media and related amplification metrics (e.g., followers, likes, re-tweets, etc.).
- 8) % of members who report using WDA knowledge mobilization resources and member satisfaction with WDA knowledge mobilization activities based on a survey
- 9) % of WDA members who report an increase in their impact (e.g., being cited in the media, doing outreach activities, etc.) because of WDA training and resources.

Proposed Strategic Activity 4.1

Activity title: Review JWD author page charges for 2022 and beyond

Activity supports these Strategic Goals:

- SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.
- SG 7: To engage and share the work of the association and its members with the public.
- SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.
- SG 11: To identify and remove barriers for low- and middle- income country member participation in our association.
- SG 12: To strengthen the value proposition for membership from low- and middle- income countries.

Activity summary:

The Editorial Board under the direction of the Editor will review and propose member and non-member page charges for 2022 and beyond.

- Particular points of discussion will include authors from LMIC and the editor's discretionary budget for selected articles
- Work with Treasurer and Budget Committee to assure compatibility with other WDA financial priorities.

Timeline:

- Preliminary discussion at May council meeting with final action item presented at the August /September council meeting.
- Changes to author page charge fees will be incorporated into 2022 membership renewal materials starting October 1, 2021

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
The Editorial Board will review and propose member and non-member page charges for 2022 and beyond	Action item presented at the August /September council meeting Changes to author page charges incorporated into 2022 membership renewal October 1, 2022	JWD Editorial board Ex Man WDA Treasurer Budget Committee	Discretionary budget for authors from LMI countries TBD	Consult with sustaining members and other NGOs concerning support of them sponsoring author page charges for specific articles for LMI countries

Proposed Strategic Activity 4.2

Activity title: Increase recruitment and retention of individual members through membership committee questioning and polling of non-retained former members

Activity supports these Strategic Goals:

- SG 5: To create a competitive grants program for funding research in wildlife health, welfare and conservation.
- SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.
- SG 7: To engage and share the work of the association and its members with the public.
- SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.
- SG 9: To attract and promote disciplinary, experiential, sociocultural and geographic diversity in our membership.
- SG 10: To grow our membership, through improved recruitment and retention of members.
- SG 11: To identify and remove barriers for low- and middle- income country member participation in our association.
- SG 12: To strengthen the value proposition for membership from low- and middle- income countries

Activity summary:

Contact members to determine reasons for not renewing

- Develop check list of potential answers to capture data
- Feasibility and attractiveness of automatic renewal for membership
- Find a means to scale dues and collect them from countries where costs, dollar denomination, email accounts and use of credit cards is an obstacle.

Metric

- Understand who we lose and why we lose them (career or academic stages or focus, geographic location, low diversity of members and topics)
- Yearly member retention will be = to or > than 80%

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Contact members to determine reasons for not renewing	June - August 2022	Membership Committee / Ex Man	Check with AP if there is extra charge to conduct survey for member retention or loss.	Allen Press Survey monkey collation of results

Proposed Strategic Activity 4.3

Activity title: Identify key values to students and early career professionals through professional polling in order to increase membership and active participation of students and early career professionals in the WDA

Activity supports these Strategic Goals:

- SG 5: To create a competitive grants program for funding research in wildlife health, welfare and conservation.
- SG 6: To empower our members with the knowledge, skills, resources, and opportunities to undertake wildlife health research and management and to effectively communicate their research, work and knowledge.
- SG 7: To engage and share the work of the association and its members with the public.
- SG 8: To improve member access to, and the benefits from, the publication of high quality scientific articles in the Journal of Wildlife Diseases and other forums of the association.
- SG 9: To attract and promote disciplinary, experiential, sociocultural and geographic diversity in our membership.
- SG 10: To grow our membership, through improved recruitment and retention of members.
- SG 11: To identify and remove barriers for low- and middle- income country member participation in our association.
- SG 12: To strengthen the value proposition for membership from low- and middle- income countries

Activity summary:

Utilize professional polling agency to identify key values to student and early career membership recruitment, retention and engagement

- Define different needs of undergraduate, postgraduate, veterinary and non-veterinary students as well as early career professionals (ECPs)
- Target past WDA student award winners, active committee members, etc.
- Stepwise membership rates including buffer periods for after graduation
- Mentoring program for appropriate groups
- Consider membership waiver / discount for students / ECPs in leadership positions
- Increase promotion of 'sponsor at student member'
- Incorporate students / ECPs into all committees / working groups

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Utilize professional polling agency to identify key values to student and early career membership recruitment, retention and engagement	October and November 2021	SAC, Student Chapters and Ex Man	US \$3,000 Zoom calls set up in house	Involve professional to assist in question development and running focus groups and capturing and summarizing findings

Proposed Strategic Activity 5.1

Activity title: Create a taskforce to investigate and develop solutions for barriers and the value proposition to LMIC membership in WDA

Activity supports these Strategic Goals:

- SG 9: To attract and promote disciplinary, experiential, sociocultural and geographic diversity in our membership.
SG 10: To grow our membership, through improved recruitment and retention of members.
SG 11: To identify and remove barriers for low- and middle- income country member participation in our association.
SG 12: To strengthen the value proposition for membership from low- and middle- income countries.

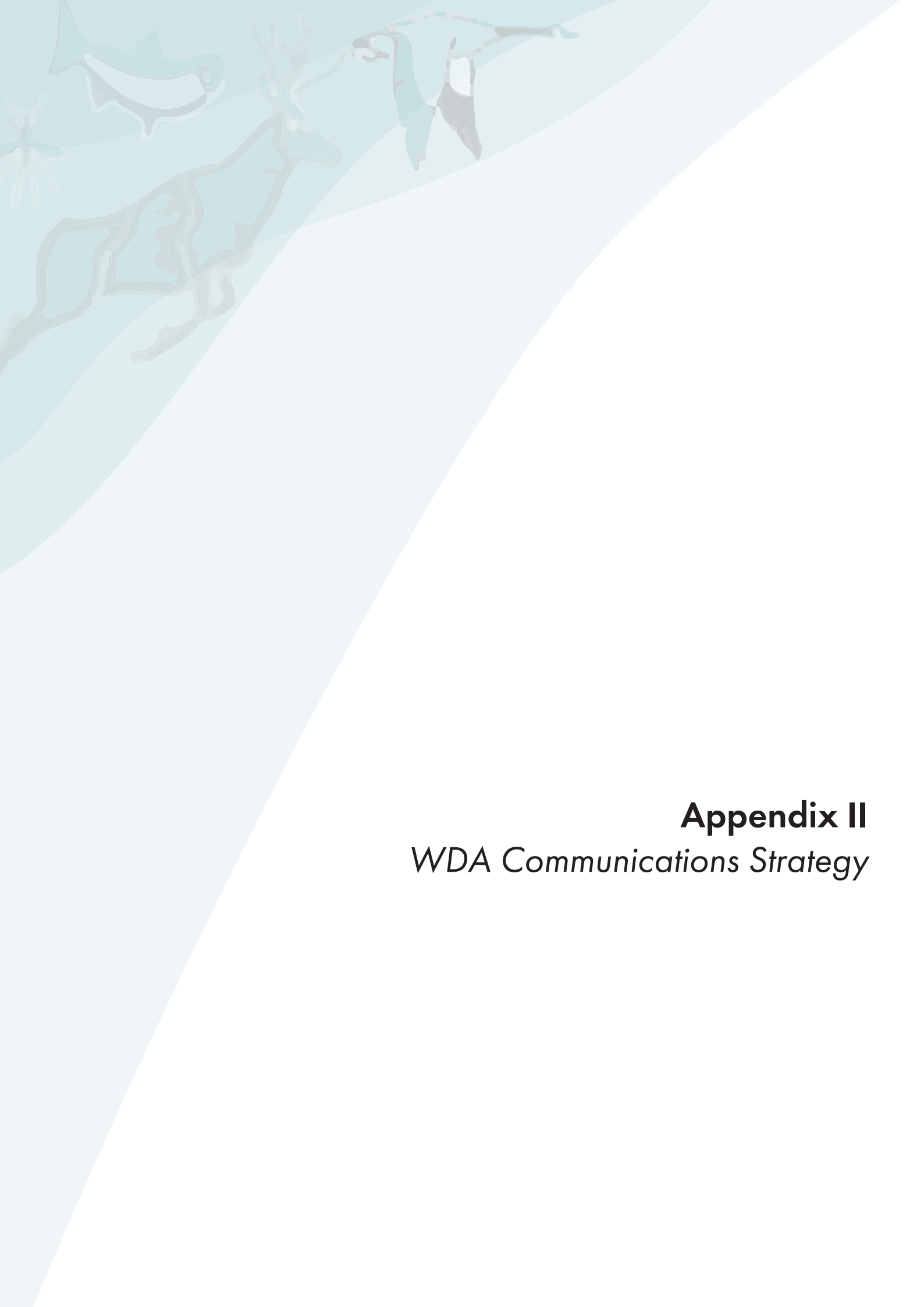
Activity summary: Low and middle income country (LMIC) membership in WDA is hindered by barriers to becoming a member (e.g. high relative cost of membership, inaccessible membership payment options) and a low value proposition to LMIC wildlife health students and professionals (e.g. JWD access is already free in LMIC, conference attendance is typically unaffordable). The objective of this activity is to accurately identify the barriers to and value proposition for LMIC wildlife health student and professional membership in WDA, and to develop strategies and solutions to overcome those barriers and provide compelling value. The activity includes the establishment of an *ad hoc* LMIC Membership taskforce with the attached terms of reference, timeline and budget.

Actions:

Action	Timeline	Who is responsible?	Estimated budget	Other resourcing requirements
Establish LMIC Membership taskforce	November 2021	WDA Vice President	US\$1000	Recruitment drive through Sections
LMIC Membership taskforce to report to WDA Council	July 2022	LMIC Membership taskforce chair	N/A	N/A

Monitoring and Evaluation:

- 1) Baseline number, percentage and distribution of WDA LMIC members
- 2) Identification of target LMIC with significant (>10) number of wildlife health professionals and students
- 3) Reassess 1) and 2) 12 months following implementation of LMIC membership taskforce recommendations



Appendix II

WDA Communications Strategy

Wildlife Disease Association Communications Strategy

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Reviewed and edited by the WDA Strategic Committee

7 July 2021

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1. Overview

This strategy presents a suite of integrated recommendations to strengthen WDA's:

1. Presence and global voice
2. Advocacy for wildlife health and knowledge mobilisation (including to organisations, governments and to the public)
3. Outreach and knowledge transfer to key stakeholder agencies and the public
4. Ability to fundraise
5. Communication with its members to promote membership value and inclusivity.

It also recognizes and recommends ways to connect and harmonise the various communications of members, stakeholders, geographic sections, ambassadors and the executive, to support and strengthen the impact of their external communications.

Overall principles for WDA communications are to:

- Unlock member insights and resources
- Harvest/share content and audiences
- Unify global communications
- Master the art of storytelling in science communications.

2. Background and Scope

This strategy provides insights and guidance to the Wildlife Disease Association (WDA) for its internal and external communications channels and activities.

It also provides recommendations and pathways for the WDA to empower its global and regional advocacy for wildlife health and conservation over coming years.

In commissioning and implementing this strategy, the WDA seeks to:

- establish the WDA as a leading international scientific organization representing wildlife health science
- establish wildlife and ecosystem health as priority global assets in conservation and One Health
- create wildlife health science knowledge through facilitating research and supporting professional education and training
- mobilize and translate wildlife health science and knowledge into real world outcomes benefiting conservation and environmentally sustainable solutions to One Health challenges
- strengthen and promote the value proposition of WDA membership
- grow WDA membership and increase its international and disciplinary diversity
- increase the accessibility and equity of participation in the WDA.

The strategy includes:

- a detailed review of current communications channels (internal and external) and recommendations for future amplification of voice and audience
- concepts and recommendations for using existing personnel, channels and resources to super-charge WDA's reach and relevance
- a simple branding exercise to harmonise WDA's many and disparate entities, and to harness the collective global activities and achievements under a single and resonating brand
- presentation of a possible communications concept to strongly promote a time-limited internal campaign of outreach and advocacy activities, focused on several hot topics relating to wildlife health, by all levels of WDA from the executive and Council to Sections and members.

2.1. In preparation:

Lisa Keen (Keen Associates) in consultation with Lisa Adams undertook the following preparation to research and formulate this strategy:

- a briefing with the 'Leadership and Advocacy' Working Group
- review of WDA's online communications resources and channels
- review of WDA Strategic Committee's planning documents
- focus group sessions with the 'Growing our Family' Working Group and the 'Creating and Mobilising Knowledge' Working Group
- guidance and feedback from the Strategic Committee in response to questions posed.

2.2. Breadth of communications

WDA's communications are broad indeed. They span:

The Executive
Geographic sections
Wildlife Veterinary section
Student chapters
Committees (including grants and awards)
Specialist groups
Members
Partner organisations
International agencies for wildlife, health, agriculture etc.
Non-government organisations

There is significant scope for WDA to play a more proactive role in leading and disseminating wildlife health information.

In commissioning this communications strategy, WDA wants to transform what are currently passive, transactional and/or reactive communications to active, aspirational and compelling communications across its many channels and forums.

It is crucial that wildlife health is elevated into mainstream conservation and public health decision-making to deliver more efficient and sustainable conservation actions, better science and more holistic outcomes benefiting human and environmental health.

2.3. Focus of this strategy

This strategy presents a suite of recommendations to assist WDA to improve its:

1. presence and global voice
2. advocacy for wildlife health and knowledge mobilisation (including to organisations, governments and to the public)
3. outreach and knowledge transfer to key stakeholder agencies and the public
4. ability to fundraise
5. communication with its members (existing, new and prospective) to promote membership value and inclusivity and to grow membership and member diversity.

It also recognises and recommends ways to connect and harmonise the various communications of members, stakeholders, geographic sections, ambassadors and the WDA executive, to support and strengthen the impact of their external communications.

More visible, accessible and compelling communications is also likely to help recruit new members and/or lower barriers to participation in WDA.

2.4. Principles for communications

Overall principles for WDA communications (see Box 1):

Principle 1. Unlock member insights and resources

Principle 2. Harvest and share content and audiences

Principle 3. Unify global communications

Principle 4. Master the art of storytelling

Box 1. Guiding principles for WDA communications

WDA's communications need to meet the strategic intent of the organisation and effectively use its resources. The four principles are aimed at achieving WDA's strategic goals to grow its impact and its family while capitalizing on WDA's greatest asset = it's members.

Principle 1. Unlock member insights and resources

As an organization supported primarily by voluntary member contributions but including a significant proportion of global wildlife health expertise, WDA's communications will be most effective and impactful by harnessing the knowledge, connections and communication capacity of its members.

Principle 2. Harvest and share content and audiences

Large scale communication content generation is resource intensive and beyond the current financial capacity of WDA. WDA members already have access to, generate and share wildlife health related content to various audiences, and drawing on this activity in a coordinated and strategic manner will provide WDA with greater depth in both content and audiences.

Principle 3. Unify global communications

WDA currently has diverse and disconnected communications across Sections and channels. This leads to a loss of opportunity for brand reinforcement, compelling messaging and member engagement. Unification of these communications at global and regional scales while retaining their unique audiences and content will lead to more effective communication by WDA as a whole.

Principle 4. Master the art of storytelling

Communication is an art, and effective communication takes experience and often training. WDA can capitalize on the communication potential of its members by providing members with the skills to communicate effectively.

3. Concepts and recommendations

3.1. WDA presence and global voice

3.1.1. Context

WDA is a 1,500-strong international scientific organization representing wildlife health science.

It is a volunteer-based organization with the weight of its activities, operations and profile residing in US/Canada and the Geographic Sections (Africa & Middle East; Asia Pacific; Australasia; European; Latin America; Nordic), the Veterinary Section and Student Chapters).

The Geographic sections have their own newsletters, communications channels, social media channels and, in the case of Europe and Africa & Middle East, their own websites.

The parent body of WDA is based in the USA and has two paid employees (Executive Manager; Journal of Wildlife Diseases Editor).

3.1.2. Aims

To establish WDA's presence and global voice, it will need to:

- Unify and/or harmonize the currently disparate geographic and member communications channels
- Identify and adopt a global voice that is active, compelling and original
- Agree to key global messaging (messages and/or messaging strategies) and implement these across all WDA communications with commitment and discipline
- Establish a clear brand presence and hierarchy and implement it globally (see 5. WDA's brand and identity).

3.1.3. Concepts for implementation:

Undertake an audit of communications channels to get a top-down view.

Send a simple survey to the Geographic Sections and Committees to ascertain their main communications channels (e.g. newsletters, news updates/emails).

- What are they publishing/posting?
- When are they publishing/posting?
- What user metrics are they gathering?
- Numbers of subscribers, likes, followers, click-through rates, time on pages/posts etc. to understand what is working best.

Decide how to share/harvest information and audience from the Sections.

Geographic Sections send their top two news or newsletter stories to WDA HQ from each edition to make the parent WDA newsletter truly global and more engaging.

Certain high-value content to be reserved only for the WDA parent website (but promoted everywhere). Information about aspects of your operations like grants will only be made available from the WDA parent website, so that when the regions are promoting the grants across their communications, all the links and content about those grants point back to the parent website where the content is exclusively hosted.

3.1 WDA presence and global voice

Key recommended actions

1. Audit and synergise communications across the WDA
2. Establish processes for harvesting content from Sections for WDA international communications

3.2. Advocacy for wildlife health and knowledge mobilisation

3.2.1. Context

The focus group sessions with the WDA Strategic Committee conducted in April 2021 included a ‘thought piece’ (see Appendix II) that outlined an approach to strongly promote a time-limited internal campaign of outreach and advocacy activities, focused on several hot topics relating to wildlife health (global key threatening processes), by all levels of WDA from the Executive and Council to Sections to Members. The proposed benefit of this approach is to motivate, empower and align the membership and to achieve better advocacy for wildlife health through the voices of those members.

The focus group participants had mixed reactions to this concept, although most agreed they “liked or loved it”.

The ‘thought piece’ was presented as just that, so it remains to be seen if this approach is one that might be considered for actual implementation. However, it is a recipe for advocacy and many of the ideas it expounds can be utilized to assist WDA to commence its advocacy journey.

3.2.2. Aims

WDA’s proposed strategic goals include a new focus on advocacy for wildlife health and on knowledge mobilization. Both of these areas require effective externally-directed communications. The aims of this communication strategy are to:

- Unify WDA communications towards shared priority issues
- Promote and empower communication by groups within WDA around locally relevant issues.

3.2.3. Concepts for implementation:

Identify up to three global wildlife health issues that WDA believes it:

- should have a strong stance on
- can field impeccable expertise into chosen opportunities to influence government interface, policy development and public discourse and lead public knowledge
- can unify and inspire focus across regions, sections and members.

Identify the most important global experts and forums to approach and/or become part of and develop practical, time-specified strategies to form meaningful connections.

For instance, identify crucial regional or international opportunities – the US President’s climate summit, key UN and WHO reviews into which WDA wishes to focus its effort.

Aside from direct advocacy, there also needs to be social and educational opportunities that form part of the campaigning brief.

The WDA parent body frequently quizzes itself about the value it provides to members, but one of the most powerful things it can do is to harness and empower the expertise, networks and insights of its membership:

“Ask not what your country can do for you – ask what you can do for your country,” JFK

- Work with geographic Sections to identify key regional opportunities, contacts and forums and delegate Section Chairs to develop simple strategies to “get your place at the table”.
- Empower student chapters and groups within geographic Sections to raise awareness on key issues amongst their networks. Ask them to inform/advise on WDA’s social media channels on the best ways to communicate and engage with the widest audiences, including developing effective ‘sticky’ posts, ‘click-bait’ messaging etc.
- Include a section/series of tips on ‘social media for beginners’ (developed by the student or communication committees?) in every WDA parent newsletter. What works best? What to avoid? How to optimise posts? Provide examples of successful messaging.
- Identify ‘stories of success’ to highlight as case studies that WDA members are involved in to show how wildlife health science and knowledge can be applied in collaborative approaches to One Health challenges. Share these stories broadly across WDA communication channels to inspire and provide tangible examples for others to follow.

3.2.4. Mainstreaming wildlife health

The focus groups and strategic planning to date identified a need to elevate wildlife health into mainstream conservation and public health decision-making to deliver more efficient, sustainable conservation actions, better science and more holistic outcomes benefiting human and environmental health.

Members identified key international agencies to achieve relationships with and influence policy and decision-making as IUCN, the IUCN Wildlife Health Group, IPBES, WHO, OIE. WDA Parent organisation managers should round out that list and allocate priorities. Importantly, the geographic Sections will need to identify regional policy-making forums that they most importantly need to join.

The overall strategy will need to operate both globally and regionally.

Develop a strategic plan for partnerships/WDA membership of strategic forums:

- Which ones are the top priority to achieve WDA membership?
- Can you get sponsorship from a peer agency that is already a member of this forum?
- Can you get a recommendation from a national leader?
- Can you get sponsorship by a health and/or environment leader or political heavyweight?
- What is your greatest strength/s that you will bring to the table at the forum?

- Who are your key experts to inform this forum?
- What is your timeline to achieve membership?

An Ambassador program should be commenced with eminent members able to take up advocacy and influencing roles.

Being an active WDA ambassador should also be a major role for all outgoing WDA presidents.

3.2 Advocacy for wildlife health and knowledge mobilisation

Key recommended actions

1. Establish processes to work with Sections to identify a) key global and regional wildlife health issues, and b) key opportunities for advocacy.
2. Engage key motivated members within student chapters and Sections in WDA communications.
3. Provide ongoing communications skills training for WDA members.
4. Identify the key partnerships and memberships for WDA that are of strategic value in mainstreaming wildlife health.
5. Establish an ambassador program to maintain a presence in key forums.

3.3. Outreach and knowledge transfer to key stakeholder agencies and the public

3.3.1. Context

The focus groups with the WDA Strategic Committee identified the need for members to have access to formal and informal training in science communication:

“We need to work on science communications. Science writing is very different from writing for a lay audience – we need to be better skilled at it, but there are no avenues for us to be taught. We also need to be making videos etc.”

It’s critical that WDA expand its communications reach in popular media, inspiring science communications channels, mainstream media, partner communications and social media channels, and develop key messages to obtain cut-through of its priority messaging.

Members identified media channels that have become influential in recent years, including “The Conversation” and “The Guardian” in Australasia, (and equivalent forums in regions throughout the world). These were currently seen as missed opportunities.

However, achieving regular access to these forums requires WDA members to develop skills in storytelling and writing inspiring, simple and straightforward communications pieces as well as selecting and providing evocative imagery. Traditional science communications (including peer-reviewed articles) involve detailed reporting, highly technical terminology, reliance on acronyms, forms of language to discriminate between similar but disparate terms, qualifications, micro explanations etc. It can become turgid, confusing, and complex to understand.

Language used for external-facing non-technical communications needs to be clear, simple, succinct and compelling. The KISS (“keep it simple, stupid”) principle.

Consider how WDA has described its organization to the general public on two of its Facebook pages:

WDA (Parent) Facebook About:
Our mission is to acquire, disseminate, and apply knowledge of the health and diseases of wild animals in relation to their biology, conservation and ecology including interactions with humans and domestic animals.
WDA Australasia Facebook About:
The WDA is an international, non-profit organisation dedicated to wildlife conservation through sharing the study and understanding of diseases in wildlife.

Which is more compelling? Simple, direct inspiring language needs to be deliberately developed for all communications directed to the general public.

Clearly, academic publications will continue to utilise more technical language.

3.3.2. Aims

To achieve better wildlife health advocacy and knowledge mobilization, in alignment with the strategic goals, WDA members need to be effective science communicators. The aim of this communications strategy is for WDA to:

- more effectively communicate wildlife health knowledge with knowledge users and the public
- improve the science communication effectiveness of its members
- engage more with professional science communicators (either through hiring, collaboration, grant programs to incentivize WDA members to work with professional science communicators on mobilizing their knowledge for wildlife health advocacy, science communication interns, etc.

3.3.3. Concepts for implementation:

Repurpose existing resources for multiple uses across your channels and platforms: One story generates a journal article, website news content, a Tweet, Facebook post etc. To enable this, all authors submitting articles to Journal of Wildlife Diseases (JWD) now also need to include:

- a 75-word non-technical summary for the WDA website (can be reduced for a Facebook post)
- a draft Tweet (click bait)
- one to three solid images (to populate your other platforms including Instagram). Imagery needs to be beautiful, compelling or intriguing.

The European Section recently convened a lengthy workshop on science communications. They are also very active in creating webinars, workshops and other online resources. Could they perhaps take on a leadership role in providing training and insights to the global members into science communications for 'lay' audiences in 2022?

Urgently review and update the WDA public website to address issues of 'staleness and slowness' and ensure it is timely, relevant, resource-rich and super-functional.

Commission some articles on effective science communications in the JWD. Make it a standard category for an article in each (or every second) edition for 2021-22. E.g. WDA member Kaylee Byers recently won the 2021 BioOne Ambassador Award recognising her as an early career researcher who can effectively communicate the importance and impact of their research to the public. Invite Kaylee to work up an article giving examples and practical tips to other members.

Can the student chapters use their insights as 'digital natives' to lead the way on devising engaging social media posts? E.g. can they take the last two editions of the JWD and write a Tweet on each article that they believe would draw a wider readership when posted to Twitter. Share with the membership to give them insights on writing effective Twitter posts.

WDA scientific leadership – you are global, so use it. Plan to publicly announce the most significant science announcement you have at least twice each year, and get all your sections and their various communications tools/channels behind it. In advance, identify your best spokespeople on this topic and provide a directory to international media of who best to interview.

WDA could include a small grant for a science communications project in 2022 on: utilizing mainstream and online media channels; and/or how to write compelling content for lay people; or requiring a collaborative project involving a scientist and a science communicator (e.g. based on professional degrees, experience, etc) to create knowledge mobilization products for non-scientific audiences on a specific topic of importance for wildlife health in line with the WDA mission.

Invest in a body of science communications research, or research on the implementation of science communication in a wildlife health context, as well as pure scientific research.

Commission a collaborative project involving a scientist and a science communicator (e.g. based on professional degrees, experience, etc.) to create knowledge mobilization products for non-scientific audiences on a specific topic of importance for wildlife health in line with the WDA mission.

Recognising that the WDA Executive Manager has a student coming on board shortly to assist with launching a WDA presence on Instagram, possibly also harness the digital communications expertise of the student body (or part thereof) as a challenge. Your Instagram currently has three posts and 76 followers; give it over to them - how much can they grow it by the end of the year?

More generally, create a youth forum on science communications for social media. Explore videos, posts, link, hashtags etc. Mine their ideas; encourage their leadership.

Create a global directory of expert spokespeople/speakers on key areas of wildlife health and disease research (via geographic Sections).

Audit of communications (see summary on page 22), apply a cost/benefit analysis. Do less, better.

Do more to link the JWD audience back to WDA. The Journal website should have multiple clear links to content and resources on the WDA site.

Geographic Sections and Wildlife Veterinary Section – every quarter submit top 3 news items to parent organisation, e.g. innovative research, awards won, profile an expert. Renovate/repurpose existing material. Feature the news items on the Parent WDA website.

Connect and harmonise the various communications of members, stakeholders, geographic Sections, ambassadors and the Executive, to support and strengthen the impact of their external communications.

3.3 Outreach and knowledge transfer to key stakeholder agencies and the public

Key recommended actions

1. Establish processes, including grant opportunities, by which effective science communicators and members with fluency in emerging media channels within WDA can work together, can apply their skills for WDA and can transfer their knowledge and skills to other members.
2. Establish processes for repurposing and extending scientific content published through WDA for multiple purposes (e.g. lay summaries, posts, news releases).
3. Create an effective public-facing website.
4. Identify key spokespeople and experts and direct international media to these members.
5. Connect, harmonise and cross-link communications and audiences.

3.4. Ability to Fundraise

3.4.1. Context

The WDA Strategic Committee identified funding knowledge creation and knowledge mobilization as strategic priorities. The capacity for WDA to provide a meaningful quantum of funding for research, research translation and knowledge mobilisation will be contingent on the Association's ability to fundraise.

Any approach to fundraising must consider various capabilities within the Association, one of which is communication.

3.4.2. Aims

The aim of this communication strategy is to provide broad initial recommendations for the development of communications for the purpose of fundraising. Fundraising will additionally require more advanced and specific development of communication strategies than proposed here.

3.4.3. Concepts for implementation

See recommendations on branding (Page 24), and also global news content. You have a far better ability to fundraise when you have an engaging reputation and compelling stories to tell.

Put together a brief/presentation on WDA that emphasises its attractiveness to form a global partnership. What is your unique offering?

Include: Your global reach, membership of eminent researchers, array of vital wildlife disease research programs, positive demographics including senior international scientists, veterinarians, researchers, educators and an active global student body etc. Even without huge numbers, that represents impressive demographics to report.

Utilise compelling wildlife images that emphasise your international status. Never underestimate the power of using wildlife imagery to increase your reach and audience, as well as eliciting emotional empathy and a positive profile.

Consider international companies that would see a partnership with WDA as attractive and advantageous, e.g. a pharmaceutical company may see the benefits of such a partnership in terms of demonstrating due diligence in their One Health business model and as an extension of their commitment to human health.

Consider a sponsorship from the insurance industry, in particular, health insurance. Once again, the relevance to the One Health model and role of nature in improving health outcomes can be applied.

Emphasize the power of nature in improving health outcomes, for example the Nature Rx program and others that enforces the physical, mental, emotional, psychological and spiritual benefits of exposure to nature.

It could also be seen as a demonstrable ethical connection for the sponsor and gives them the opportunity to share compelling wildlife and conservation stories with their staff and investors.

For example, the world's largest insurance company is UnitedHealth Group Incorporated, based in the USA. They have recently offered significant grants and donations to US and global causes.

They have also recently released their first Sustainability Report. From their website:

At UnitedHealth Group, sustainability is an extension of our business strategy as we work to shape a health system that works better for everyone. (We)... drive distinctive shareholder and societal returns by leading in the development of the next-generation health system, developing our people and culture, maintaining responsible business practices and improving environmental health.

A list of the world's largest insurance agencies is [here](#).

Investigate grants – international and national.

Investigate crowd-sourcing sites.

3.4 Ability to fundraise

Key recommended actions

1. Strengthen WDA's brand.
2. Create a ready-to-use 'pitch'.
3. Identify strategic funding partners consistent with WDA's values.
4. Investigate and identify key grant providers and crowd-sourcing mechanisms.

3.5. Communicate effectively with WDA members to promote membership value and inclusivity (internal communications)

3.5.1. Context

As a member-focused and member-driven Association, engagement of wildlife health professionals and students in WDA has been a long-standing priority for the Association. The WDA Strategic Committee has proposed a key theme of 'Growing our Family', which includes improvement of the value proposition to members and diversification and inclusion of membership.

Internal communications are integral to connecting with and engaging members, as well as to providing value proposition in part through communicating opportunities. Ineffective internal communication can lead to disengagement and loss of members.

Communications have, and continue, to undergo rapid change because of technological advancement and generational change. Modes of communication used by WDA historically have been eclipsed by emerging channels such as email and websites. Similarly, new emerging channels including social media are likely to play a role in internal communication in the future because of changing attitudes and preferences within WDA's membership, and are shaping the preferences by which members consume information.

See Pol.is research results into member insights and preferences in regard to communications and various channels (Appendix III, p. 48).

3.5.2. Aims

The aim of this communication strategy is to provide WDA with an effective approach to communication to and with WDA members using existing and emerging communication channels.

3.5.3. Concepts for implementation

Develop a 'Welcome pack' for new members outlining resources, communications, JWD and forums that they can access. Introduce key office holders and provide communications details.

The new website is evidently very focused on member resources. Make sure you highlight this to the membership when launching the new site, including special offers and features across all of your communications. Include a personal cover letter from the President to all members announcing the website.

Source inspirational testimonials from some of your better-known members about the benefits of WDA membership to their work in terms of connectivity/ collaborations/ conferences etc. along with images of them and/or their work. Include these on the website as well as in the newsletters.

The focus groups identified that the current reliance on large email communications amongst members (including committees) is problematic and does not encourage inclusivity:

“Email is fraught with issues.”

“Not a fan of the huge giant email blasts. It amplifies some voices and diminishes others. Need to think about ways to amplify all those voices.”

“100% agree, I find them intimidating.”

“I don’t feel empowered to join some of the email discussions.”

Recommend that WDA migrate your current email forums (identified as sometimes fraught and intimidating) to a new WDA online forum with multiple discussion threads and one that has the capacity to use ‘Google translate’ or equivalent to be more inclusive for your membership from a non-English-speaking background.

Utilize news items sourced from the geographic Sections to populate the WDA parent Newsletter and make it more international/engaging.

When a member’s work is cited in a substantial news article (even where WDA has not been named), that member to request permission from the journalist to republish the article in WDA communications channels with full attribution of the author and publication. In your communications, introduce the piece as including insights from your WDA member. This increases your visibility, profile and credibility.

**3.5 Communicate effectively with WDA members
to promote membership value and inclusivity (internal communications)
Key recommended actions**

1. Create a ‘Welcome package’ to help engage and orient new members.
2. Strongly promote the membership services provided in the new website.
3. Create an online WDA forum with automated translation capability.
4. Establish processes to identify and promote news article sharing from members, request permissions and republish through WDA.

4. Overview of WDA communications channels

Channel	Comment	Notes
Website	<p>“Outdated, slow, hate it”, WDA manager</p> <p>“Our website is so outdated and it’s like a maze”.</p>	<ul style="list-style-type: none"> • It’s trying to talk to too many audiences, mix of internal (and members) and external, does none of that well • May 2021 WDA Council meeting considered next steps for new website platform. • There is currently no e-form to enable people to submit a question or initiate contact with WDA • Your most important media statement for years (WDA response to WHO-China Report on SARS-CoV-2) virtually couldn’t be found – had to source it from WDA Europe site • Also, there was no WDA logo or date on that media statement.
Journal of Wildlife Disease (JWD)	<p>“Our Masthead”.</p> <p>“Could be better linked to WDA”.</p>	<ul style="list-style-type: none"> • Quarterly peer reviewed scientific publication • Could be used more for advocacy (President) • Could start to feature articles on science communications to help skill up the membership. • Every article submitted should also include a 75 non-technical word summary for the website, a draft Tweet, 1 – 3 suitable images
Quarterly Newsletter		<ul style="list-style-type: none"> • Emailed to all members and subscribers. Linked into the Weekly News and Announcements • WDA needs to get metrics/analytics from Allen Press on click-through rates for different articles, time on page etc. to understand its reach and performance as a member communications channel • Anecdotally, goes out to around 1,000 more people than members. Is this an opportunity?

Weekly News Announcements	“Email blasts”.	<ul style="list-style-type: none"> • Sent to 1,557 members • Also sent to any JWD subscribers who provide their emails (eg. librarians) • WDA needs to get estimated readership and metrics/analytics from Allen Press to understand it’s reach and performance as a member communication channel • Anecdotally, goes out to around 1,000 more people than members. Is this an opportunity?
Twitter		<ul style="list-style-type: none"> • Joined April 2014 • 2,4,21 followers • 6,676 tweets (averaging 31.4 tweets per month) • 346 following
Facebook		<ul style="list-style-type: none"> • 997 likes • 1,149 people follow • Compare this with WDA Australasia Facebook page with 3,199 likes and 3,317 following • Explore recruiting followers from Geographic Section’s social media to apparent WDA accounts
Facebook Groups		<ul style="list-style-type: none"> • Linked to main Facebook page • Private group of around 5,000 members
Instagram		<ul style="list-style-type: none"> • 3 posts • 76 followers • Therefore, a huge opportunity • Give this to one of the student chapters (with guidelines) to revolutionize and grow audience

5. WDA's brand and identity

Please note: Brand positioning did not form part of the communications strategy brief. While it is not Lisa Keen's specific expertise, it was considered to be remiss not to make some observations about clear opportunities to unify the brand and therefore, the WDA presence and identity.

From the Focus Groups:

"We don't brand ourselves well", WDA Manager.

"There should be a strong underlying linkage between all elements of our presence".

"If Andrew tweets my work, and I get contacted by a journo, the WDA will not be mentioned in the article"

5.1. Brand Equity

'Brand equity' describes the level of sway a brand name has in the minds of consumers, and the value of having a brand that is identifiable and well thought of.' (Marketing Evolution)



(Canva.com)

WDA urgently needs a branding exercise to be undertaken and the development of simple Brand Guidelines that unify and harmonise your brand.

By applying consistent brand guidelines including logo, fonts, colour palette etc, you are reclaiming all the disparate global communications that are currently not contributing to your brand equity, and therefore not working for your reputation and positive profile.

A great deal of your information and resources are developed at the regional level. The WDA Parent brand has (no doubt unwittingly) been divested of these resources by the development and use of a plethora of very creative but distracting regional logos and brands. The WDA is basically lost in all these communications and applications.

WDA Parent Brand:



WDA section brands:



WDA other brands:



This is visually confusing and frankly, depleting the majority of potential positive brand associations for WDA.

A brand exercise needs to recommend harmonising and unifying the WDA brand.

5.2. Concepts for implementation:

Commission a simple set of Brand Guidelines to include logo, fonts, colour palette, nomenclature for the current brand/logo.

Consider changing naming protocols of Geographic Sections to prioritise global membership. E.g., names could be:

WDA – Australasia

WDA – Europe

WDA – Latin America

Therefore, maintaining the primacy of the Parent WDA brand in all communications.

A larger body of work could involve getting a creative advertising agency to do a full brand update project for you as a *pro bono* job – you are a registered charity. Some of the bigger creative agencies will take on one *pro bono* job a year for a charity.

This could be a way of modernising and consolidating a new brand identity, with a consistent suite of sub-brands, all working together in the same direction.

WDA's brand and identify Key recommended actions

1. Create Brand Guidelines for application across the entirety of WDA.
2. Review and consider harmonising naming of Sections.
3. Consider a full brand update.

Appendix I. Focus groups with the Strategic Committee working groups

The Communication Strategy has been informed by two focus group discussions, convened for the 'Creating and mobilising knowledge' and 'Growing our family' working groups of WDA's Strategic Committee. This Appendix presents a summary of the discussions. The discussions focussed on the following questions:

1. What are WDA's most effective communications channels with current and potential WDA members? Why do these work so well?
2. Thinking about your working group summary (here's a link to the working group summaries), and the communication function, what do you see as the greatest opportunity to improve WDA's effectiveness?
3. From a public communication standpoint, where do you think WDA is most effective? What could be done better?
4. Thinking about communications among your WDA Executive, Sections and members and your new goals and objectives, what do you see as the main barriers to communication?

Feedback was also invited on a 'thought piece' using the following statement and questions:

The attached 'thought piece' is by Lisa Keen. It is intentionally provocative.

1. How would you describe your reaction to the thought piece, using these categories?
Love it Like it Live with it Lament it Loathe it
2. If you love or like it, what do you especially love/like?
3. If you lament or loathe it, what would need to change so that you could live with it?

The focus group plan also invited written feedback on the following two questions, via email to Lisa Keen:

1. Please name a global forum that you think that WDA should have a greater voice in, and especially with regard to "Growing our Family". Why? To achieve what?
2. Who would be an excellent public ambassador, and especially with regard to "Growing our Family"? Do you have any contacts or channels to reach out to them?

Note: the written questions originally asked respondents to nominate a global wildlife conservation forum (this question went to the WDA President), but the question to the working groups was subsequently modified to "a global forum" to test wider ideas for WDA influence.

A summary of responses follows.

Question One: Most important communications channels

WG3 Growing our Family

Communications channel	Comment
For current members, the conference Email	Followed up by weekly blasts “Email is fraught with issues” “I don’t feel empowered to join some of the email discussions, they are dominated by more senior, long-standing members”
For potential members: The website and word-of-mouth	 Both of those don’t work well.
Exec Manager is encouraging more use of social media Twitter	EM asking WGs to retweet Has great potential, tweets can go so far
Facebook Groups works well WD Student Group. Every time Marianthi posts, she gets requests for new members of the group	 Marianthi is involved. Approves new members
Mentoring of younger students has been an effective way of attracting members	Is anyone formally managing or overseeing a mentorship program?
Joint events good way to recruit	Get comms going between two organisations, explore synergies

WG2 Creating and Mobilising Knowledge

Communications channel	Comment
For creating knowledge: From Australasian perspective, the conference for creating knowledge. The WDJ Small Grants important	 Links people, leads to research collaboration, face to face

<p>For mobilising knowledge:</p> <p>The WDJ</p> <p>European Section have webinars and small workshops</p>	<p>We don't do anything well (AP)</p> <p>We don't make the best use of it for mobilising knowledge</p> <p>Get their input</p>
<p>Internal Communications:</p> <p>The Newsletter important for membership</p> <p>The conference</p> <p>New website is member focussed</p>	
<p>External Communications:</p> <p>The WDJ</p> <p>Website</p>	

President & WG1 Leadership and Advocacy

JWD could be used to front advocacy better (has been done in the past and is efficient). Modern online tools such as twitter, LinkedIn, FB offer remarkable chances to reach wide and far! Direct contact with relevant stakeholders has also worked very well – this is probably due to long investments in networking by different members and the fact that membership is spread at all levels of wildlife health management and around all geographic locations.

Question Two: Greatest opportunity to improve WDA communications effectiveness

WG3 Growing our Family

Opportunity	Comment
We need coordinated effort – a plan with a structure (Social Media)	Do we follow people as well as them following us? (Reward excellence when following) Can't leave it up to 3 people in one c'tee, nor only the EM
Strategy – a plan	
A more effective website to provide information to potential members	So we're not only relying on local recruitment
An audit done by someone outside of the organisation to know what is effective	
The Weekly	Not sure that it's exactly the favourite among all members
A flyer that can be shared among all members to help recruit new members – put it at the end of the WDA Newsletter so it can be put on noticeboards/newsboards	None of us are pros This could be done better
We don't advertise ourselves. We could do this better to recruit members	
We could use the Journal website more to direct people to WDA	Think about how we can link, eg. JWD website is linked to WDA (LK: like that's NOT happening now??). there's link to the WDA website (logo) but more could be made of it We just need someone to do it. Reaches a different audience to the Weekly and the Quarterly Emphasise the benefits of joining eg JWD

WG2 Creating and Mobilising Knowledge

Opportunity	Comment
<p>Encouraging people to read the research and make use of it</p> <p>Therefore, how to draw people to the Journal</p>	<p>Lay summaries, video summaries that link to the research</p> <p>Scientific writing vs writing for lay audience – need to be better skilled. Also, making vids etc.</p> <p>NB: EWDA did science comms workshop in March/April 2021. Outcomes? Resources to share? Presentations?</p> <p>Need resources to train members to create resources</p>
<p>News media landscape has changed</p> <p>The Conversation, The Guardian</p> <p>Don't forget the mainstream media, they are very important. A lot of news articles are reposted on social media</p>	<p>Missed opportunity (AP)</p> <p>Need to be an easily identifiable and regular contributor</p>
<p>Little empirical research on science comms</p>	<p>Encourage as an area of research in its own right. Articles for the Journal.</p> <p>An area of research priority – reporting on different methods and frameworks for wildlife health communication</p>
<p>If Andrew tweets my work, and I get contacted by a journo, the WDA will not be mentioned in the article</p>	<p>Poll members to see how many are contacted by media because of a tweet</p>
<p>I'm a member of the BBZS. We have spokespersons nominated for special topics. The media journalists know they can contact them and get a response.</p>	<p>The problem is that WDA is SO international. You might need to develop this at the Geographic level</p>
<p>Specialist groups, bring experts together</p> <p>We can bring together all the major global players on different topics to synthesize knowledge products.</p>	<p>Don't call them Committees</p> <p>Advocate against a bureaucratic approach to forming working groups – needs to be a democratic process, let the members self-select.</p>

EG wildfire, we should be leading the way on wildlife response to wildfire.	
WDA strength is also its weakness. It's really collegiate but sometimes hard to get anything done. Members need to be able to have delegated authority to get on with it.	

President & WG1 Leadership and Advocacy

A better articulation between different association levels (central vs. geographic sections) and more defined roles for different members when it comes to communication and advocacy (ambassadors + section chairs + members working in policy + regular members etc...)

Question Three: Most effective public communications

WG3 Growing our Family

Public communication	Comment
For Australasian Section, FB page is very effective	
Comms in certain sections are excellent, connectivity, info shared This doesn't necessarily "go up to the international level". Don't really know what our members are doing. Eg. share on winning award, but should be sharing more common results, research etc. From parent org POV, journal is the masthead	
Parent org doesn't have a good way to promote out to the world what is coming out from the sections	Apart from some folk winning awards We are missing that information
The only way we share this is in the Quarterly	This is kind of limited Is there a way to make it personally and more visually engaging?

WG2 Creating and Mobilising Knowledge

Public communication	Comment
Where people are reading the Journal	"JWD is our best technical voice, but not the most read, more appealing to any but members"
"Sections are supposed to have a designated website person ... but some are active and others are not, and none of these are responsible for social media"	
"An effective comms strategy for WDA provides key info for our membership at their local, regional and intl level. Several sections do a great job in communicating,	

and I think we need to make sure the intl patent needs to continue to provide value added that is global, but also helps to link the sections together”.	
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President & WG1 Leadership and Advocacy

<p>Bringing health to the table! Wildlife is a very debated topic with strong passion and advocacy. Focus has been strong on conservation, more recently on pandemics but health and wildlife as a relevant ecosystem resource and a vital component of Nature based solutions remains “ours”. We have been slow in taking over this arena, but we have been effective when putting “science” to back our statements. This connection between what we say and having the science to back it up is def WDA stronghold. We need to therefore make sure that more and more members who are actively producing science take on WDA as part of their communication as they “spread” the message and give voice to their results, considerations, opinions etc...</p>

Question Four: The main barriers to communication

WG3 Growing our Family

Barriers to communication	Comment
People are volunteers, when they move on in their life, it leaves a black hole	
We rely a lot on member's emails, this does not reach out to the world, it reaches 1,200 – 1,400 people.	Being stuck in our bubble is our barrier
Using imagery? Started down this path but haven't kept up with technology	
Instagram? Its mainly student sourced and focused. We have some talented photographers. We are trying to use their photos. "It looks like Instagram is hidden"	Need to be careful not to be posting procedures that can be misinterpreted by the public. Peri has tonnes of images. "We need the plan and strategy. We do have an Instagram account. Laura has set it up, we have been using it a little bit. It has 3 posts and 46 (71) followers (6 following).
Comms between the international group and the sections	

WG2 Creating and Mobilising Knowledge

Barriers to communication	Comment
An issue is translation and language. Not everyone finds it easy to communicate in English.	We need to consider multiple languages, at least for some things. AP: Agree, folk are not participating in strategic committee meetings because they don't understand the emails.
Not just language: "When I look at the list of who is on the strategic committee, they are long standing members who have opinionated statements – the emails. Not a fan of the huge giant email blasts. It amplifies some voices and diminishes others. Need to think about ways to amplify all those voices".	"100% agree. I find these emails intimidating. I don't know where I would start if I wanted to communicate with someone in the organisations. I would probably go to Twitter to reach out.

<p>“In addition to a communications person, we also need a member services person. I would write using the website and try to connect with WDA and get no response.”</p>	<p>“Our website is so complicated; it takes 10 minutes to find what I want. No-one is monitoring it. Because I guess I expect people to reach out to me or to Allen Press</p> <p>Communicating using the website doesn’t work and I don’t think it ever will.”</p>
<p>JWD is trying to recruit an assistant editor</p>	
<p>Big barrier is internal culture. When new ideas are put forward, there is pushback for all the reasons why a new ide won’t work. Hoping that Polis will help us in democratising.</p>	<p>I think Polis will answer this. It’s an anonymous platform, could be hugely democratising.</p>

President & WG1 Leadership and Advocacy

Time, understanding individual roles, sufficient technical/financial means to engaged in a proper well-organized communication plan.

Feedback on the “thought piece” (see Appendix II. Development of a communications strategy for WDA: a ‘thought piece’ to provoke thinking among members of the Strategic Committee):

Like/Dislike (representative summary only)	Comment
<p>Like it</p> <p>Like it with mods</p> <p>Live with it</p> <p>Like it but can't visualise the implementation as there are so many things to do</p> <p>I overall like it but am scares senseless of the work it is going to bring on for me as a section chair</p> <p>Don't like it – not what I was thinking of – maybe just need to look at it more</p> <p>My suggested mods would be to reduce to 1 – 2 issues, but ask each person, section etc. to address those.</p> <p>I don't love it ... I am sad to say!</p> <p>Like it.</p> <p>Like it.</p> <p>Like it but there are so many other things we've identified to be doing.</p> <p>It's OK. This is awesome, blowing my mind!</p> <p>I don't like the military sensibility for the WDA. I would rather the WDA be the mothering figure, fostering members to achieve what they want to achieve. Are we going to become like Greenpeace? I would love to have the ability to democratically and organically collaborate on issues. I am West Canadian, I don't want to be told.</p>	<p>It may not be responsive. Members get really pissed about repetition. They don't want to see the same things twice.</p> <p>LK: Repetition, in terms of external communications, is key to this approach. However, the members can report their own achievements by way of planning/updates.</p>

Likely most of our members do not have the knowledge on how to advocate.	
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Maybe 'how to advocate' is one of those areas where we can provide workshop, webinars.	
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WDA President:

Love it.

Particularly happy to see a focus on an action plan that discriminates different “challenges” to meet different stakeholders, types of members, areas. It picks on the association diversity in background and interest to build at the other end a joint stronger approach to achieve specific mission goals. It can facilitate everyone finding “its place” in the bigger picture – that I love!

Question Five:

Question to the President:

Please name a global *wildlife conservation* forum that you think that WDA should have a greater voice in, especially in regard to ‘Growing our Impact’? Why?

Response:

IUCN and IPBES (sorry I go for two) – two major international organizations that have strong interest for wildlife conservation but where health has not figured prominently – WDA could fill that gap and “raise” the OH approach. Achieving this will require active membership and “pushing” our members to a more active participation in the different work carried out by both organisations.

Question to Working Groups:

Please name a global forum that you think that WDA should have a greater voice in, especially in regards to ‘Growing our Impact’? Why? To achieve what?

Responses:

1. There are several, two under the UN are the World Health Organization, Food and Agriculture Organization, then there is IUCN – Wildlife Health Group ... there are folks on some relevant committees in each of these who are or have been WDA members, but they are not there to represent WDA, they represent their employers and institutions and, in terms of affiliation WDA may come second or third or fourth. Thus WDA as an entity is not at the table, and frankly these folks are mostly not WDA officers or staff. Why? Because these are internationally the highest levels at which wildlife health/disease is recognized ... and it is about the only way WDA will be taken more seriously.
2. There are many global forums where WDA members already have a powerful voice. For the voice to belong to WDA is a bit more tricky. I think that we can best grow our impact by being involved wherever we can. Having WDA as a member of the IUCN is an important step. If there are major disease events involving wildlife in the US then WDA has historically been part of the stakeholder groups and this should continue. Increasing our presence with advocacy and statement pieces. WDA needs to show up at the table whenever we are invited or whenever we can wrangle a seat. We are in the process of revamping our "key article feature" on the JWD website. If we can get the authors to write compelling lay summaries of their work, I feel we can feed these sorts of significant materials to the popular press thereby increasing our impact and name recognition.

3. In the European Commission: I would like to see (E)WDA invited to the table systematically when discussions about wildlife are at stake. I know of one occasion when the Zoo association was invited, whilst they are probably not the most competent for the questions addressed. This way we could contribute to the expertise often lacking at that level of politics.
4. The mainstream media as well as popular science organizations such as National Geographic. There is no single organization that can possibly represent even a fraction of the stakeholders that we work with. However, journalists can help us to tell stories in a way that is accessible to diverse audiences, therefore a single communication effort targeted through journalists can reach more people than one targeted to a specific stakeholder.
5. The large-multilateral governing bodies relevant for conservation and One Health. Such as OIE (World Animal Health Organization), UNEP (UN Environmental Program), FAO (UN Food and Agriculture Organization), IUCN, IPBES (Intergovernmental panel on Biodiversity and Ecosystem Services), Convention of Biodiversity, WHO (World Health Organization), World Bank, Global Health Security Agenda
Why and what for? there is no single international body looking after wildlife health, which falls in no-man's land. The orgs listed are responsible for outlaying, recommending and in some cases implementing policies related to wildlife/biodiversity conservation and/or One Health. Yet the wildlife/environment sector is poorly represented in One Health overall, which is hugely biased towards public health (mostly zoonotic disease), and also towards domestic animal production and trade. In many cases, the policies suggested are not inclusive of the relevance of conservation and ecosystem/biodiversity integrity as a key factor in regulating emerging disease, but rather blame wildlife and recommend control and reactive methods that actually harm these natural safeguards.

Question Six:

Who would be an excellent public ambassador, and especially with regard to ‘Growing our Impact’? Do you have any contacts or channels to reach out to them?

Response from WDA President:

As we say back home we need to use “jewels” – an active WDA ambassador should e.g. be a major role for all outgoing WDA presidents. Outside the membership, I think we would benefit from a top-ranking politician with a passion and background in wildlife or a key UN person willing to “raise the wildlife health flag”.

Responses from Working Groups:

1. So are you thinking that this person would be a Steve Irwin or a Joan Embery or a Jack Hanna type? I hope not.
WDA has many ambassadors, but their primary focus is on their research or the animals they care for - their passion. And when they act as a spokesperson for wildlife health they are doing so for their institution or agency or university not to tout WDA. It certainly helps WDA when one of our members is quoted somewhere and in addition to listing their agency they are listed as an officer of the WDA. Deborah and I are the only WDA employees. So we can freely act as ambassadors if we are asked to make a statement. I feel that more importantly then having a specific individual as an ambassador would be changing our name to something more compelling. If I am asked to comment on diseases in bighorn sheep and mention that I am doing so as the executive director of the WDA and the chair of the board of the Wild Sheep Foundation, which do you think sounds better?

I understand that name changes can be tricky to pull off, but I think a compelling argument may be that wildlife has been vilified as agents of diseases with impacts to domestic animals and people. Although as yet unproven, bats are believed to be the origin of COVID. This has led to wild bats being killed due to people's fear. By becoming an organization that focuses on wildlife health we take a negative connotation "diseased wildlife" out of our name.
2. If by public ambassador you mean celebrities, I am not really on board with that approach. I think we have some star researchers within WDA that have been at the forefront of the news with this global pandemic and we should really showcase them more than anything. To name the most prominent: Billy Karesh, Chris Walzer + François Moutou (in my country at least)
Of course, in the more famous categories, Sir David Attenborough or Jane Goodall would be wonderful, but they are in a different league and I don't have any way of contacting them ;-)

3. Honestly, I hate this idea more than I can possibly express. The goal of our organization should be to promote our members and give them the tools to tell their stories and develop their own ambassadorial capacity – not to hide them behind some ‘shiny’ person. Additionally, while a spokesperson can be good for branding (and also authoritarian control of narratives), it can also be the antithesis of good storytelling, where a cast of different characters help to hold the attention of an audience for a longer, and more complex plot. Going back to my example of National Geographic – very impactful organization with a clear brand identity but no spokesperson as it is the scientists who they pull forward to tell their stories. Most importantly, a single ambassador is contrary to our stated principles of equity diversity and inclusion. There is no one ambassador who can authentically represent the diverse membership of the WDA. I could go on but perhaps I will stop there 😊
4. Greta Thunberg No
5. Many of our members are active in these organizations, but they (we) do it wearing non-WDA hats. How to empower them/us to represent WDA as they participate and engage with these orgs is a challenge that needs to be worked out. It may also well be that other WDA members should be enlisted and prepared to take on these roles, though it may take some time. Some of the seats at these tables are related to individual people's careers, their interests and background, flexibility (job) and time availability, etc.
There are likely more local orgs that can be targeted within each country or region, and possibly would be open to a different suite of ambassadors than the ones I listed above.

Appendix II. Development of a communications strategy for WDA: a 'thought piece' to provoke thinking among members of the Strategic Committee

Prepared by Lisa Keen, Keen Associates

Proposing a global WDA 'mission' to align and mobilise membership and galvanise impacts

You have formulated your vision of growing your impact and your family, and developed a suite of supporting goals.

However, the challenge faced by many global organisations to achieve significant local and global impact and profile is to align and agree the focus across the organisation, with common aims and aspirations against specific targets.

What I'm proposing is a 'Mission' – not a Mission Statement, but a very focused mission.

Your Mission needs to unify, mobilise and focus your members, Working Groups, Geographic Sections, Committees, Steering Group, the Executive and partner agencies, all working towards agreed ends over a specified timeframe.

Note: There's an adage in the world of Marketing and Advertising that once you've carefully developed and rolled out your big campaign, and communicated it over a lengthy duration through all your channels and to all your audiences, it is only at the point when your own organisation, the advertising agency and all your members are absolutely sick to death of the old campaign and ready to fully change it – that your messaging actually starts to achieve major cut-through with your audiences.

Your Mission needs to be highly focused and implemented with discipline over 12 – 24 months.

Proposed WDA Mission		
Action	Comment	Strategic relevance
Pick 5 global key issues impacting wildlife that WDA (from the Executive to individual members) will absolutely target for the next 1-2 years.	You can sense-check them through Polis	Growing our Impact

<p>An example of the 5 issues might be:</p> <ul style="list-style-type: none"> • Wildlife Trade • Habitat Loss • Unsustainable and unsafe wildlife harvesting • Adopting Sustainability • Preventing Pandemics in Wildlife 	<p>These are just examples – you can nominate your own</p> <p>No more than 1 – 3 words descriptors: the KISS principle.</p>	
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Action	Comment	Strategic relevance
<p>Mobilise and empower all your members, Committees, Working Groups, Sections etc. to take up the challenge. You are all warriors for wildlife in this Mission. You are a global defence force all fighting the same war, but using your various strengths and spheres-of-influence to generate great outcomes for wildlife health and conservation.</p> <p>Every Section to be allocated (or vote for) 2 of the issues to tackle in a major way over the next 12 – 24 months.</p> <p>Eg., Asia-Pacific might get Wildlife Trade and Preventing Pandemics in Wildlife; Australasia might get Habitat Loss and Adopting Sustainability.</p> <p>Collect rigorous metrics on all of your undertakings.</p> <p>Eg., how many key politicians/influencers or international NGOs did you visit/meet with and attempt to influence?</p> <p>How many presentations given to important wildlife and conservation forums?</p>	<p>Possible link it to the 2022 UNESCO International Year of Basic Sciences for Sustainable Development.</p> <p>Report all your successes on your social media channels and website.</p> <p>By end of Year 1, David Attenborough to announce the top 20 countries that achieved something great for their wildlife</p> <p>Knowledge Mobilisation WG can create the metrics, measures and reporting mechanisms required to measure your successes. How can the members/ Committees etc. rate the situation that they found today against what you</p>	<p>Growing our Impact Growing our Family</p> <p>Growing our Impact (measuring it and establishing your achievements)</p>

<p>How many relevant papers published and to what audiences? What local/regional/national and international pro-wildlife policies or initiatives did you contribute to?</p> <p>Report. Report. Report. Go for targets, make it competitive – by members, cities, countries, regions, Committees etc.</p> <p>Between the Executive and the Sections, make a hugely ambitious list of people and/or organisations you will see/influence and the outcomes you want to achieve. Stay very focused to the 5 global key issues you nominated.</p>	<p>achieve/change tomorrow? Measure your successes and report them everywhere.</p> <p>Every six months, announce which individual members/uni/city/ country/ region are high achievers.</p> <p>Prince William, Jill Biden, Greta Thunberg – customise lists for different regions and key influencers.</p>	
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Action	Comment	Strategic relevance
<p>Sections to nominate local policy-makers/politicians to target. Might include: Local/State of national political representatives in key portfolios. International conservation agencies like CITES, UNEP, WWF etc.</p> <p>Attend/speak at relevant conferences.</p> <p>Identify key partner agencies to work with – access and utilise their reach, audiences and communications channels.</p> <p>Recruit local celebrity or high-profile ambassadors/influencers that have their own audiences to spread your messages.</p>	<p>ID the opportunities. Is it an election year? Is there a policy under review? Where/how can you influence them?</p> <p>Reward the region/s that did the best – call them out for their successes. Make it competitive (friendly – of course).</p>	

Action	Comment	Strategic Relevance
<p>Members – inspire the members to work at the individual and local level.</p> <p>Ask them to report on their achievements. Eg. what did I achieve?</p> <ul style="list-style-type: none"> • Changed a by-law at the property where I live to protect wildlife • Got my Body Corporate Committee to agree to stop rat-baiting (kills native wildlife) in the common gardens where I live • Got my local primary school to do a unit on wildlife threats in their science curriculum • Got my Council to introduce a new ordinance benefiting wildlife • Got my MP to make a speech in State Parliament • Influenced a federal policy review • Gave testimony in an environmental legal case <p>Got the UN to bring in a new global standard for wildlife trade</p>	<p>Collecting and collating the metrics is crucial here, you need to generate an international buzz about what you/they are doing through social media.</p> <p>Use your Social Media to get momentum, excitement, recruitment.</p> <p>Develop special WDA emojis to applaud and call-out successes. One for special congrats, and a very rarely used one for Amazeballs outcomes.</p> <p>Develop common hashtags that link to your individual campaigns.</p>	<p>Growing our Family</p>

Action	Comment	Strategic relevance
<p>Strategic Committee: Empower and mobilise all your stakeholders.</p> <p>Keep the focus on the 5 key issues that you adopted.</p> <p>Keep helicoptering up to maintain the strategic view of your mission.</p> <p>Ensure that all players stay on target and on song.</p> <p>Ensure that the successes – local and global continue to be reported to all your members and audiences. Applaud the victories.</p>	<p>Ask Ambassadors/partners and influencers to spread your messages, but also stories of your successes.</p>	<p>Growing our Impact</p> <p>Growing our Family</p>

<p>Growing our Family Working Group: Recruit uni students and others to join us in our mission.</p> <p>Get the key issues into the curriculum or schools/universities.</p> <p>Ask current student members to recruit others.</p> <p>Use social media channels to create a buzz about your activities.</p>	<p>“Never doubt a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.” — Margaret Mead</p>	<p>Growing our Family</p>
<p>Mobilization of Knowledge Working Group: Develop metrics and measures to assist all members and groups measure their impact and successes.</p> <p>Develop Toolboxes with educational resources to support each of the 5 target key issues for use by members/Committees including information, recommendations for change, images and infographics</p> <p>Raise the issues and opportunities with local political representatives, Councils etc.</p>	<p>“I know of no single formula for success. But over the years I have observed that some attributes of leadership are universal and are often about finding ways of encouraging people to combine their efforts, their talents, their insights, their enthusiasm and their inspiration to work together.” — Queen Elizabeth II</p>	<p>Growing our Impact</p>
<p>Be Ambitious Be Audacious Be Bold Be Brave</p>		

Appendix III. Summary of Pol.is findings that relate to WDA communications

A real-time survey of WDA members was undertaken in early 2021. The subject of the survey was 'WDA: Creating Our Future'. A wide range of statements were presented and voted on by WDA members.

In summary:

- 413 people voted
- 31,205 votes were cast on the statements
- 224 Statements were submitted
- 75.56 votes per voter on average

The following statements related to WDA communications and channels.

% Agreed %Disagreed %Passed votes

29. Members should be able to find out about WDA news and opportunities from the WDA website

96% 0% 3% (347)

30. Members communications about WDA news and opportunities should be by email

82% 7% 9% (345)

31. Members should be able to find out about WDA news and opportunities through Facebook

54% 21% 24% (357)

32. Members should be able to find out about WDA news and opportunities from Twitter

47% 23% 28% (357)

33. Members should be able to find out about WDA news and opportunities through Instagram

37% 31% 30% (361)

34. Members should be able to find out about WDA news and opportunities through LinkedIn

39% 27% 33% (354)

57. The WDA website functionality could be improved

68% 4% 27% (261)

88. WDA should use Facebook and Twitter to communicate with interested members of the public about wildlife health news and topics of concern

70% 11% 18% (259)

89. WDA should use Instagram to communicate with the public about WDA member accomplishments, topics and events around wildlife health

49% 20% 29% (255)

96. To get the attention of people who may become members, including students, WDA should share information about opportunities more publicly

79% 4% 15% (263)

116. Members communications about WDA news and opportunities should be by email AND social media!

75% 11% 13% (240)

122. WDA should use professionals to manage the different social media such as Facebook, Twitter and Instagram to be really interactive

46% 16% 37% (233)

125. WDA should create forums and spaces for the ongoing discussion of its values and of how these values can be promoted

67% 8% 23% (229)

127. WDA communications through social media platforms should be guided by clear aims and objectives

82% 2% 14% (230)

164. Members should have the option to either use social media or the organization website to access the same news/updates

70% 11% 18% (160)

165. Increase and diversify membership through advertising about the organization across environmental/veterinary/medical institutions

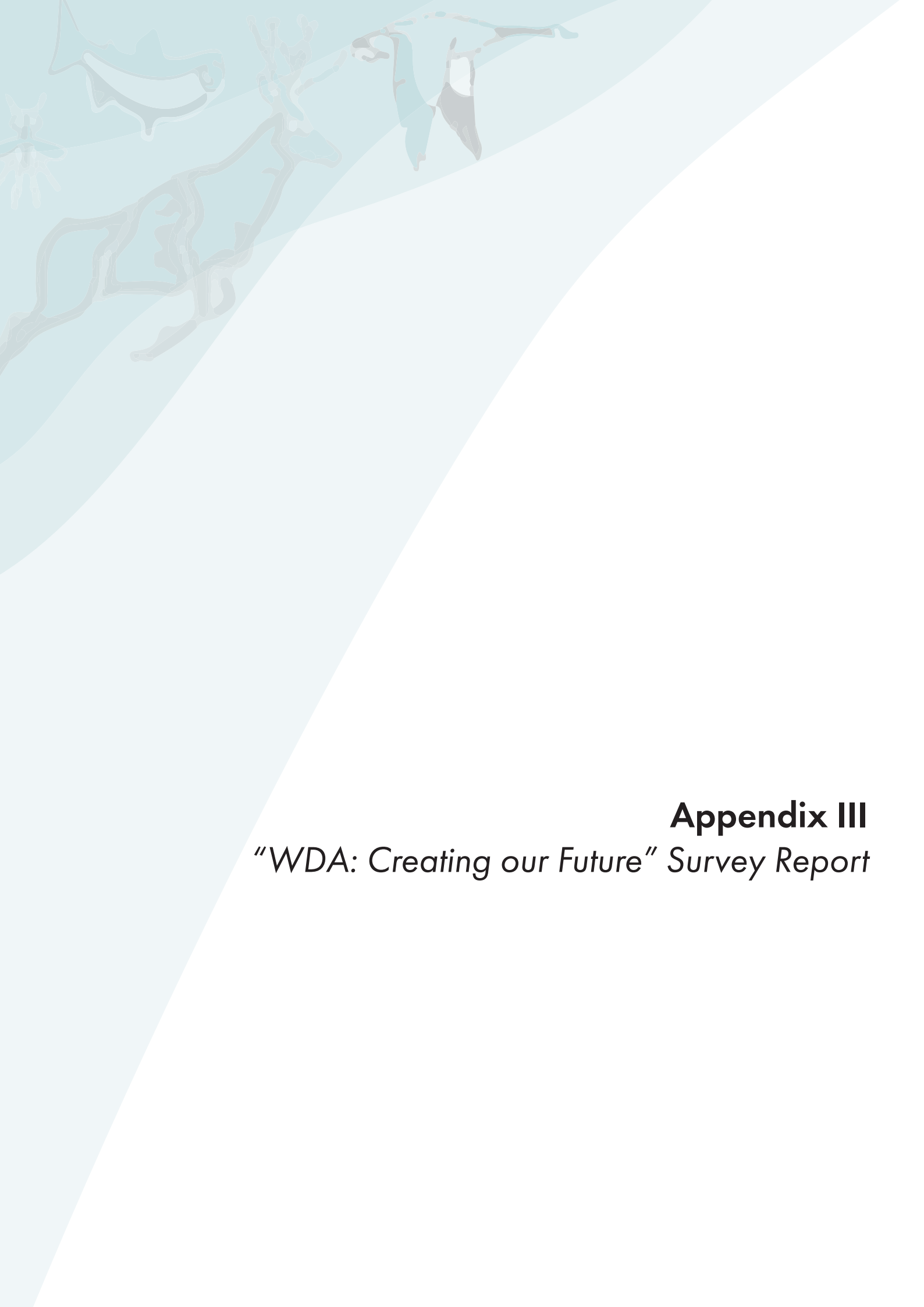
84% 4% 10% (157)

168. WDA should provide communication channels/opportunities for student groups and student-professional mentor groups

82% 2% 15% (159)

208. Thank you for developing this forum for expression of ideas from the membership!

78% 0% 21% (85)



Appendix III

"WDA: Creating our Future" Survey Report

“WDA: Creating our Future” Survey Report

Simon Wright and John Pennington (Public Engagement Projects, NZ)
Andrew Peters

11 July 2021

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1. Overview

The interactive survey platform ‘Polis’ was used to establish WDA member views on the future of WDA between 5th and 26th June 2021, with the following participation:

- 413 people voted
- 31,205 votes were cast on the statements
- 224 statements were submitted
- 75.56 votes per voter on average

This report outlines the results of this survey, themes that emerged and the influence of demographics (specifically gender, WDA geographic Section membership and career stage) on survey voting patterns. A report generated by Polis is included in the appendix to this report.

2. Background

A survey of the WDA membership was conducted in 2017 to inform the WDA Futures Committee process, and the outcomes of that survey were broadly but indirectly incorporated into the 2018 WDA Futures Report. During the strategic planning process undertaken by the WDA Strategic Committee it was recognized that membership engagement was needed to establish what the priorities of WDA's membership were, and to identify previously unrecognised membership views regarding WDA's future. There was also a more specific need to seek membership agreement on a set of values and a revised WDA Mission developed by components of the Strategic Committee.

Simon Wright and John Pennington of Public Engagement Projects (PEP), New Zealand, were engaged to develop and implement an approach to determining membership views on the future of WDA. The tool that they used was a customised Polis survey.

Polis provides an interactive survey platform enabling participants to anonymously vote (agree, disagree or pass/unsure) on statements that are moderated into the survey. These can be seed statements (i.e. created by those running the survey) or statements contributed by the survey participants. The latter are subject to moderation conditions. Polis has Google Translate functionality enabling all statements to be viewed and authored in the default browser language of participants. Furthermore, survey participants who have voted on more than seven statements are grouped according to voting pattern through AI algorithms, and these groups, and the survey participants position in them, are able to be viewed on desktop browsers.

Instructional materials and an introductory email were developed by PEP and the WDA Strategic Committee. The survey was launched by email to all current financial members on 5 June 2021 (11:00 UTC) and was closed on 26 June 2021 (12:00UTC).

The survey existed as a closed site (only accessible with a URL shared to members by email) with the following introductory text:

WDA: Creating our future

Welcome to this Wildlife Disease Association member discussion about our organisation. What should our mission and organisational values be? How could the way the WDA operates be improved? What should we be focusing on in the years ahead?

The discussion will be open for voting on statements until 26 June. You can no longer submit your own statements after 21 June.

Step-by-step video instructions are available at <https://bit.ly/3ihv5iy> and written instructions at <https://bit.ly/3g0KD7m>.

Please email contact@pep.org.nz if you have any concerns or need help.

Survey participants could then vote on the statements moderated into the survey (agree/disagree/pass or unsure) one at a time (and in random order) and/or could contribute their own statement to the survey according to the following moderation conditions:

- 140 characters or less
- On topic and clear

- Can't be questions
- Can't be too similar to statements that are already in the discussion
- Must not name people or be abusive or offensive.

2.1. Trial

A trial run of the Polis platform for the WDA Strategic Committee was conducted in April 2021, and the results of this informed the refining of instructional material, the moderation process and the survey interface.

2.2. Seed statement development

Seed statements (n=35) were developed by the WDA Strategic Committee and PEP. These included select demographics (gender, geographic Section/region, career stage, and broad discipline), a set of proposed values for WDA, and a revised WDA Mission. Additionally, statements regarding member preference for different communication channels were created. A seed statement regarding WDA's organizational structure being appropriate for the next five years was also created. Two additional statements regarding WDA's approach to environmental sustainability were posted by the moderators later in the survey.

2.3. Moderation process

All statements submitted by survey participants underwent a moderation process. The moderation team included PEP and two WDA officers (President, Vice President), three former WDA Presidents, a WDA Section Chair, WDA Executive Manager, JWD Editor-in-Chief and a non-officer WDA member.

The moderation criteria were that statements needed to be on topic and clear, couldn't be questions, couldn't be too similar to statements that were already in the discussion, and couldn't name people or be abusive or offensive. Statements that did not meet moderation conditions could be rewritten and submitted to the survey by the moderation team or rejected.

All statements and the English translation of non-English statements were entered into a Cloud-based spreadsheet and the moderation team would accept or reject the translation (where relevant) and then the statement. Discussion on statements without clear acceptance or rejection was conducted via a Cloud-based document until a decision was reached.

2.4. Survey promotion

A group of WDA: Creating our Future champions, the WDA Executive Manager and Allen Press (Chris Lapine) assisted the promotion of the survey through the creation and distribution of a logo, verbiage and videos by email and through WDA's social media channels before and during the survey. Increased participation appeared to correspond with the release of promotional materials.

3. Overall Survey Results

3.1. Participation and representativeness

Membership data at the time of survey completion indicates a high response rate (25.5%, 413/1620). The distribution of survey participation (see table below) across the geographic Sections of WDA and US/Canada was approximately equal to overall membership distribution, with the exception of overrepresentation of Latin American, Asia Pacific and Africa Middle East Section members (red in table below). These are relatively small Sections and overrepresentation did not markedly impact representation of other Sections and regions. Student participation was also proportionally consistent with student membership of WDA. Data on WDA membership is not held for other demographic categories (e.g. gender).

Category	Members in category	Proportion of membership	Survey responses in category	Proportion of category votes	Survey responses in category as proportion of members in category
Student	350	21.6%	68	17.8%	19.4%
Euro/Nordic	331	20.4%	90	23.6%	27.2%
Latin America	68	4.2%	43	11.4%	63.2%
Asia Pacific	52	3.2%	28	7.3%	53.8%
Africa Middle East	41	2.5%	24	6.3%	58.5%
Australasia	183	11.3%	58	15.2%	31.7%
US/Canada	943	58.2%	172	45%	18.2%

For representative surveys, the margin of error describes the range expected in the total population for a given confidence level. For example, the margin of error with a 95% level of confidence for total WDA membership agreement on the statement “In terms of wildlife health experience, I am a student working towards my qualifications” is 17% (survey result) \pm 4%. This is consistent with the observation of 21.6% students in WDA at the time of the survey. Applying a 95% confidence level, the following describes the margin of error relative to the total number of votes for a given statement in this survey.

Number of votes	Margin of error
>370	\pm 4%
270-370	\pm 5%
200-270	\pm 6%
155-200	\pm 7%
125-155	\pm 8%
100-125	\pm 9%
83-100	\pm 10%
70-83	\pm 11%

In addition to 35 seed statements, a total of 189 statements were submitted by participants in the survey, including thirteen in Spanish and two in French. Of these, 93 statements were moderated into the discussion in accordance with the moderation process (see 2.3).

3.1.1. Demographics

0. I identify as non-binary gender

3% 85% 11% (380)

1. I identify as female

59% 33% 6% (376)

2. I identify as male

34% 58% 6% (379)

3. I belong to the WDA Europe or Nordic Section

23% 69% 6% (378)

4. I belong to the WDA Latin America Section

11% 83% 4% (378)

5. I belong to the WDA Asia Pacific Section

7% 85% 6% (381)

6. I belong to the WDA African Middle East Section

6% 86% 7% (380)

7. I belong to the WDA Australasia Section

15% 77% 7% (379)

8. I am based in the US or Canada

45% 50% 4% (380)

9. In terms of wildlife health experience, I am a student working towards my qualifications

17% 74% 8% (379)

10. In terms of wildlife health experience, I am in the early stages of my career

36% 55% 7% (376)

11. In terms of wildlife health experience, I am in the middle or later stages of my career

54% 37% 7% (377)

12. My discipline is veterinary

77% 16% 6% (380)

13. My discipline is ecology

25% 62% 11% (381)

14. My discipline is social science

1% 88% 10% (379)

15. My discipline is biology but not veterinary or ecology

6% 86% 7% (379)

51. I identify as a vegetarian or vegan
21% 71% 7% (304)

3.2. Themes

Themes emerged during the preparation of seed statements for the survey and during subsequent posting of statements by participants in the survey. Several statements incorporated multiple themes. The results of the survey are organised below according to these themes, though not all statements may have been interpreted as referring to the given theme. Votes are as follows:

agree % disagree % pass/unsure % (total number of votes on statement)

Interpretation is provided with caution as the survey results do not directly assess the reason for individual voting decisions. Support values in the interpretation include margin of error.

3.2.1. Values

The values as developed by the WDA Strategic Committee were all strongly supported (>82%), with the exception of the statement regarding social justice. The latter still received 64-74% agreement with low disagreement (3-13%) but moderate uncertainty.

16. The Association should conduct its business according to principles of social justice
69% 8% 21% (346)

17. The Association should conduct its business according to principles of environmental sustainability
91% 3% 4% (343)

18. The health of wild animals, humans and domestic animals are interconnected and interdependent ('One Health')
97% 0% 2% (346)

19. The conservation of biological diversity is of intrinsic and utilitarian benefit to human societies now and in the future
93% 1% 5% (340)

20. The future of our community and accomplishment of our mission depends on the fostering of student and early career learning and professional development
91% 2% 6% (346)

21. Communicating the science and values of our members through advocacy and outreach is integral to achieving our mission
87% 2% 9% (341)

22. Wildlife health is a global challenge transcending cultural and political boundaries
95% 0% 3% (343)

23. Wildlife health demands international integration and cooperation of the scientific community
97% 0% 2% (346)

24. Our association is most effective by being multidisciplinary, diverse, inclusive, fair and free from bullying and harassment of any kind

95% 0% 3% (342)

25. Knowledge of the health and diseases of wild animals is best achieved through rigorous science and respectful debate

92% 2% 4% (341)

28. Knowledge of the health and diseases of wild animals is best achieved through rigorous science, recognition of sociocultural knowledge and respectful debate

91% 2% 5% (341)

126. Open science and free expression of opinions are principles essential for the future of WDA

85% 1% 12% (231)

3.2.2. Mission

The revised mission developed by the WDA Strategic Committee was strongly supported (75-85%) with low disagreement (1-10%).

26. Our mission should be that ‘WDA promotes healthy wildlife and ecosystems, biodiversity conservation, and environmentally sustainable solutions to One Health challenges’

80% 5% 14% (348)

181. One Health has always been part of WDA’s mission

62% 8% 28% (167)

3.2.3. Organizational structure

There was uncertainty about how fit for purpose WDA’s organizational structure is, but a recognition that different Sections had different needs and capacities (68-80% agreement). Additionally, there was strong support for the development of Sections or groups around themes in addition to geography (74-86% agreement).

27. WDA’s organizational structure will meet its needs for the coming five years

35% 9% 54% (330)

61. WDA should develop topic sections /groups to foster worldwide collaboration, idea and solution sharing (e.g., biodiversity, urban wildlife)

80% 7% 11% (259)

94. Es indispensable dentro de la asociación ser empático con las diferentes capacidades y necesidades de cada sección. [It is essential within the association to be empathetic with the different capacities and needs of each section.]

74% 1% 24% (258)

210. WDA should structure its subunits around ideas or concepts instead of geography.
45% 23% 30% (85)

3.2.4. Communications

The WDA website was the most strongly supported communication channel for internal communications with members (91-99%) followed by email (77-87%). Social media received mixed support for internal communication, but somewhat stronger support (64-76%) as an externally directed communication channel. There was strong support for clear aims and objectives in the use of social media (76-88%). There was also strong support for the development of forums for member communication.

29. Members should be able to find out about WDA news and opportunities from the WDA website
96% 0% 3% (347)

30. Members communications about WDA news and opportunities should be by email
82% 7% 9% (345)

31. Members should be able to find out about WDA news and opportunities through Facebook
54% 21% 24% (357)

32. Members should be able to find out about WDA news and opportunities from Twitter
47% 23% 28% (357)

33. Members should be able to find out about WDA news and opportunities through Instagram
37% 31% 30% (361)

34. Members should be able to find out about WDA news and opportunities through LinkedIn
39% 27% 33% (354)

57. The WDA website functionality could be improved
68% 4% 27% (261)

88. WDA should use Facebook and Twitter to communicate with interested members of the public about wildlife health news and topics of concern
70% 11% 18% (259)

89. WDA should use Instagram to communicate with the public about WDA member accomplishments, topics and events around wildlife health
49% 20% 29% (255)

96. To get the attention of people who may become members, including students, WDA should share information about opportunities more publicly
79% 4% 15% (263)

116. Members communications about WDA news and opportunities should be by email AND social media!
75% 11% 13% (240)

122. WDA should use professionals to manage the different social media such as Facebook, Twitter and Instagram to be really interactive

46% 16% 37% (233)

125. WDA should create forums and spaces for the ongoing discussion of its values and of how these values can be promoted

67% 8% 23% (229)

127. WDA communications through social media platforms should be guided by clear aims and objectives

82% 2% 14% (230)

164. Members should have the option to either use social media or the organization website to access the same news/updates

70% 11% 18% (160)

165. Increase and diversify membership through advertising about the organization across environmental/veterinary/medical institutions

84% 4% 10% (157)

168. WDA should provide communication channels/opportunities for student groups and student-professional mentor groups

82% 2% 15% (159)

208. Thank you for developing this forum for expression of ideas from the membership!

78% 0% 21% (85)

3.2.5. Advocacy

Broadly there was support for WDA to advocate its science and values (82-92%) but quite variable agreement or disagreement on different statements regarding advocacy. This suggests that some but not all areas of advocacy, and approaches to advocacy, are supported by the membership.

21. Communicating the science and values of our members through advocacy and outreach is integral to achieving our mission

87% 2% 9% (341)

36. Leave advocacy to the many established groups that are focused on that and keep WDA a scientific research focused organization.

40% 36% 23% (271)

62. WDA should have a stronger advocacy role

57% 17% 25% (264)

77. WDA needs to remain a non-political scientific organization facilitating scientific investigation

71% 17% 10% (274)

93. The WDA should be more politically active, trying to influence politicians locally, nationally and internationally in a One Health direction.

51% 26% 22% (267)

145. WDA should be the leader in wildlife health that management/conservation agencies turn to for advice/support and together, lobby governments

74% 11% 14% (174)

180. WDA should focus on global and regionally relevant issues

75% 7% 16% (180)

3.2.6. Membership diversity and inclusivity

There was very strong support for WDA to be diverse and inclusive (90-99%) and moderate support (and some disagreement) for processes of inclusivity to be more proactive.

24. Our association is most effective by being multidisciplinary, diverse, inclusive, fair and free from bullying and harassment of any kind

95% 0% 3% (342)

37. I feel that the organization has become more welcoming to veterinarians and less to biologists and managers of wildlife.

23% 38% 37% (254)

81. WDA needs to improve racial and cultural diversity in its membership

59% 9% 30% (267)

130. Gender equality issues in the wildlife health field should be actively discussed by everyone and improved

63% 16% 20% (178)

166. WDA should be more explicit about its inclusiveness (e.g., regardless of race, gender or sexual orientation)

52% 19% 28% (160)

3.2.7. Students

Fostering of student learning was strongly supported (86-96%) with moderate support for direct approaches and strong support for the provision of communication and networking opportunities.

20. The future of our community and accomplishment of our mission depends on the fostering of student and early career learning and professional development

91% 2% 6% (346)

39. WDA should present more learning opportunities and guidance/mentorship for undergraduate students

69% 13% 16% (274)

168. WDA should provide communication channels/opportunities for student groups and student-professional mentor groups
82% 2% 15% (159)

3.2.8. Early career researchers

There was strong support for the provision of more direct training and especially collaboration opportunities for early career researchers.

92. Early career researchers (especially principal investigators) could benefit from more training and collaboration opportunities within WDA
84% 3% 12% (258)

133. Establish a system/provide opportunities amongst the WDA network that encourages recent graduates/young professionals to join project work.
84% 3% 11% (178)

168. WDA should provide communication channels/opportunities for student groups and student-professional mentor groups
82% 2% 15% (159)

3.2.9. Partnerships and collaborations

42. Collaboration and liaison with other organizations and scientific disciplines are integral to WDA health and diversity
91% 1% 6% (267)

3.2.10. Environmental sustainability

There was strong support (86-96%) for environmental sustainability in WDA's activities.

17. The Association should conduct its business according to principles of environmental sustainability
91% 3% 4% (343)

113. WDA should put environmental sustainability at its core
69% 13% 17% (244)

160. WDA conferences should become more environmentally sustainable
81% 2% 15% (177)

161. WDA Sections and Committees should address environmental sustainability in all of their activities
73% 12% 14% (177)

3.2.11. One Health

One Health, and the importance of multidisciplinary involvement in One Health, was strongly supported (92-99%) but, while there was moderate support for involving human health in WDA, the strongest support was focused on WDA's role promoting the wildlife and conservation components of One Health.

18. The health of wild animals, humans and domestic animals are interconnected and interdependent ('One Health')

97% 0% 2% (346)

56. WDA members are not just veterinarians, and other disciplines play an important role to the society and One Health

95% 1% 3% (262)

86. While the One Health component of wildlife health is important, the WDA is also about wildlife health and wildlife conservation.

93% 2% 3% (256)

93. The WDA should be more politically active, trying to influence politicians locally, nationally and internationally in a One Health direction.

51% 26% 22% (267)

121. WDA should organize 6 to 8 Zoom discussion meetings / seminars a year on emerging and current topics in Wildlife Disease and One Health

82% 4% 12% (231)

140. La WDA debe esmerarse en ser más abiertos con temas de One Health que incluya más profesiones que solo se dediquen a conservación. [The WDA should strive to be more open about One Health issues that include more professions that only dedicate themselves to conservation.]

50% 8% 41% (167)

163. WDA should consider incorporating more livestock representation especially in the context of One Health

33% 41% 24% (153)

176. There should be greater effort to involve physicians in the group, reduce barriers between "human" medicine and medicine for everything else.

60% 18% 21% (176)

179. Most people in society don't know what One Health is

67% 19% 13% (168)

181. One Health has always been part of WDA's mission

62% 8% 28% (167)

201. The primary focus of WDA should be on the wildlife health component of One Health, for the benefit of wildlife, which benefits us all.

85% 10% 4% (87)

219. WDA is unique from One Health Societies as it fills the wildlife gap not so recognised in the One Health societies.

78% 8% 13% (83)

3.2.12. Conferences and seminars

There was strong support for the international conference to be held in the different regions and Sections of WDA (82-99%), to be more environmentally sustainable (74-88%) and to include remote participation options (85-99%).

118. La conférence internationale se tenant presque chaque année aux USA, cela biaise la représentation internationale aux meetings annuels [The international conference being held almost every year in the USA, it skews the international representation at the annual meetings]

59% 15% 25% (236)

121. WDA should organize 6 to 8 Zoom discussion meetings / seminars a year on emerging and current topics in Wildlife Disease and One Health

82% 4% 12% (231)

160. WDA conferences should become more environmentally sustainable

81% 2% 15% (177)

203. International WDA conferences should include options for remote participation or viewing of presentations to increase accessibility

95% 1% 3% (87)

223. WDA should try to ensure the international conference regularly visits the different regions/sections.

93% 4% 2% (75)

3.2.13. Journal of Wildlife Diseases

There was some to moderate support for JWD to increase its impact and to become Open Access.

83. The WDA should identify what the Journal of Wildlife Diseases needs to do to increase its impact factor

68% 9% 21% (264)

141. Journal of Wildlife Disease's low impact-factor and paywalls discourage esteemed researchers from publishing there

52% 17% 30% (169)

222. The journal of Wildlife Diseases must move to an open access system.

56% 14% 28% (74)

3.2.14. Participation from, and support for, underrepresented regions and LMIC

There was moderate support for the development of differential fees (69-81%) and alternative payment methods (79-91%) for members of Low to Middle Income Countries (LMIC).

94. Es indispensable dentro de la asociación ser empático con las diferentes capacidades y necesidades de cada sección. [It is essential within the association to be empathetic with the different capacities and needs of each section.]

74% 1% 24% (258)

109. WDA should foster mentoring opportunities for local wildlife health professionals working in regions where local support is lacking

91% 2% 5% (237)

117. La WDA devrait d'avantage essayer d'inclure les pays sous représentés, ce qui n'équivaut pas toujours à un pays sous développé/moins riche [The WDA should try more to include underrepresented countries, which does not always equate to an underdeveloped / less wealthy country]

69% 4% 25% (237)

128. If the WDA wants to grow its membership in Low and Middle income Countries, it will need to re-think its fee structure to accommodate individuals from these countries.

75% 4% 20% (228)

129. WDA should offer alternative membership payment methods that are more accessible to people in low and middle income countries and do not have excessive additional fees

85% 3% 11% (233)

175. WDA should invest in more capacity building in developing areas where emerging infectious diseases are more prevalent e.g. South-east Asia

70% 10% 18% (175)

3.2.15. Global integration

There was strong support (90-99%) for a globally integrated approach to wildlife health.

22. Wildlife health is a global challenge transcending cultural and political boundaries

95% 0% 3% (343)

23. Wildlife health demands international integration and cooperation of the scientific community

97% 0% 2% (346)

53. La WDA debería fortalecer los mecanismos de colaboración inter-regionales para investigación interdisciplinaria [The WDA should strengthen inter-regional collaboration mechanisms for interdisciplinary research]

75% 1% 22% (267)

3.2.16. WDA name

There was moderate disagreement for a name change for WDA (36-48%) but moderate support for a name change specifically to Wildlife Health Association (42-54%), with moderate uncertainty for both. Broadly it was recognized that the history and brand identity of WDA's name have value (44-60% support).

90. We should consider changing the name of our organization to Wildlife Health Association

48% 26% 24% (238)

119. We should consider changing the name of our organization

29% 42% 27% (229)

134. El nombre de nuestra asociación talvez no sea acorde con todos las lineas estrategicas que abordamos no obstante ya tiene una identidad [The name of our association perhaps not commensurate with all the strategies that we approach nevertheless already has an identity]

53% 9% 37% (165)

174. The name 'Wildlife Disease Association' effectively represents what our association is and does to those who are not in the association

45% 31% 22% (158)

212. The name of our organization should be changed to "Wildlife Health Association". More reflective of what we do and more positive-sounding.

51% 28% 19% (83)

215. Do NOT change the name of the WDA.... History & tradition have meaning and importance!

33% 28% 38% (78)

3.2.17. Multidisciplinary (including social sciences) participation

There was strong support WDA's multidisciplinary focus and role in fostering interdisciplinary collaboration. Increased participation by the biological sciences was strongly supported, and there was some support for increased participation of social sciences.

24. Our association is most effective by being multidisciplinary, diverse, inclusive, fair and free from bullying and harassment of any kind

95% 0% 3% (342)

50. The WDA is essential for promoting interdisciplinary discussions on conservation and wildlife health

92% 2% 4% (271)

53. La WDA debería fortalecer los mecanismos de colaboración inter-regionales para investigación interdisciplinaria [The WDA should strengthen inter-regional collaboration mechanisms for interdisciplinary research]

75% 1% 22% (267)

56. WDA members are not just veterinarians, and other disciplines play an important role to the society and One Health

95% 1% 3% (262)

82. WDA needs to bring together conservation biologists, ecologists, veterinarians, virologists, etc. to work together to solve wildlife health problems

98% 0% 1% (265)

97. The WDA should aim to increase membership and participation by ecologists.

82% 6% 10% (235)

120. WDA should organise more activities focused on other, non-veterinary, biological aspects of wildlife health

65% 16% 17% (230)

138. I work in interdisciplinary teams with ecologists and social scientists

48% 38% 13% (175)

159. To have an interdisciplinary impact, WDA needs to engage more clearly with socioeconomic sciences

61% 16% 22% (174)

162. WDA should develop a better way of connecting members from different disciplines (basic and applied) to tackle common problems

79% 6% 13% (159)

177. It would be great to have more social science in WDA

49% 20% 30% (173)

3.2.18. Conservation

There was strong support for WDA's role in promoting conservation, especially within the context of One Health.

19. The conservation of biological diversity is of intrinsic and utilitarian benefit to human societies now and in the future

93% 1% 5% (340)

50. The WDA is essential for promoting interdisciplinary discussions on conservation and wildlife health

92% 2% 4% (271)

86. While the One Health component of wildlife health is important, the WDA is also about wildlife health and wildlife conservation.

93% 2% 3% (256)

140. La WDA debe esmerarse en ser más abiertos con temas de One Health que incluya más profesiones que solo se dediquen a conservación. [The WDA should strive to be more open about One Health issues that include more professions that only dedicate themselves to conservation.]

50% 8% 41% (167)

157. La WDA debe dar mayor proyección a enfermedades que son importantes para la salud y conservación de animales silvestres y no solo zoonóticas [The WDA should give greater visibility to diseases that are important to the health and conservation of wild animals and not just zoonotic]

75% 3% 20% (169)

201. The primary focus of WDA should be on the wildlife health component of One Health, for the benefit of wildlife, which benefits us all.

85% 10% 4% (87)

202. WDA should strive to get wildlife health and biodiversity conservation into grade school curricula/learning activities for young students

65% 15% 19% (83)

3.2.19. Inclusion of traditional and alternative knowledge and values

There was strong support (86-96%) for WDA's recognition of 'sociocultural' knowledge and moderate to strong support (73-85%) for the proactive inclusion of indigenous knowledge.

28. Knowledge of the health and diseases of wild animals is best achieved through rigorous science, recognition of sociocultural knowledge and respectful debate

91% 2% 5% (341)

79. When collaborating WDA should seek and apply indigenous knowledge

79% 6% 14% (272)

80. The WDA should recognize and value the spiritual aspect of wildlife

34% 33% 32% (263)

3.2.20. Social justice

There was moderate support (64-74%) for the consideration of social justice in WDA's business decisions.

16. The Association should conduct its business according to principles of social justice

69% 8% 21% (346)

45. WDA should make clear statements to show its support of social justice, especially following major international events

47% 25% 26% (275)

3.2.21. Climate change

There was moderate support (65-83%) for a more proactive approach to, and stance on, climate change by WDA.

63. WDA should provide grants or incentives for research on how climate change affects wildlife health
76% 11% 11% (267)

64. WDA should advocate for stronger action on climate change
72% 13% 13% (262)

3.2.22. Research grants and support

There was strong support for WDA to identify external research and scholarship funding opportunities and to foster research collaboration and networking for students and early career researchers. There was also moderate support for WDA to provide more direct support to researchers in the form of training and mentoring (62-76%) and research grants (68-82%).

63. WDA should provide grants or incentives for research on how climate change affects wildlife health
76% 11% 11% (267)

84. The WDA should improve mechanisms that help identify external sources of funding for research and graduate scholarships.
83% 6% 9% (267)

85. WDA should provide support (e.g. training, mentoring) to researchers for their external funding and scholarship applications.
69% 12% 17% (269)

92. Early career researchers (especially principal investigators) could benefit from more training and collaboration opportunities within WDA
84% 3% 12% (258)

133. Establish a system/provide opportunities amongst the WDA network that encourages recent graduates/young professionals to join project work.
84% 3% 11% (178)

167. WDA needs to provide more opportunities for networking between different research groups
75% 9% 14% (161)

198. WDA should explore creating an externally funded competitive grant scheme with grant opportunities specifically aimed at every career level (e.g. student, early career, experienced researcher).
75% 11% 13% (156)

3.2.23. Focus on knowledge creation and/or application

There was support for WDA's promotion of both knowledge creation, especially in innovative technology, and knowledge application.

78. WDA should promote knowledge creation equally to or more than knowledge application
47% 19% 32% (261)

95. WDA should support the use of innovative and rapidly evolving technology, including data science and machine learning, in wildlife health research.
84% 3% 12% (265)

178. Knowledge creation (science) and knowledge application are both important.
94% 0% 5% (171)

3.2.24. Emphasis on North America

There was moderate support (65-77%) for WDA to increase its global focus and reduce its focus on North America. Interestingly, there was no geographic influence on voting patterns for these statements (see 4.3).

87. WDA should ensure it has a truly global voice, and actively strive to reduced the focus on North American issues, culture and logistics
71% 10% 18% (260)

196. WDA reflects the interests and actions of its customers (members), they are paying the costs. About 58% of members are from NA
25% 27% 47% (85)

205. WDA should ensure it has a truly global voice and strive to increase focus on issues and culture outside of North American
92% 1% 6% (82)

3.2.25. Animal welfare

There was moderate support for WDA's promotion of the welfare of wildlife populations (67-81%) and some, but lower, support for the promotion of individual wild animal welfare (42-62%).

171. WDA should promote the welfare of individual wild animals
52% 25% 21% (82)

172. WDA should encourage the creation and application of knowledge regarding the welfare of individual wild animals
52% 25% 21% (82)

173. WDA should be focused on promoting the welfare of wildlife populations much more than the welfare of individual wild animals
74% 14% 11% (155)

3.2.26. Member mental health

There was some support (40-67%) for WDA to be more proactive in supporting and promoting the mental health of its members.

197. WDA should develop and support initiatives promoting the work-related mental health and wellbeing of its members.

50% 20% 28% (83)

221. The WDA should acknowledge mental health challenges and seek partnerships to better support students and young professionals.

57% 15% 27% (85)

3.2.27. Other

There was moderate support (68-88%) for the use of this survey approach.

139. Many exciting ideas are being shared on this forum. WDA will need to pull things back into a workable perspective that meets our mandate!

65% 3% 31% (169)

202. WDA should strive to get wildlife health and biodiversity conservation into grade school curricula/learning activities for young students

65% 15% 19% (83)

208. Thank you for developing this forum for expression of ideas from the membership!

78% 0% 21% (85)

3.3. Opinion Groups

Polis uses AI algorithms to automatically group survey participants (those that have voted on at least seven statements) into voting patterns (see appendix). By the conclusion of the survey two groups had emerged: group A with 315 participants and group B with 72 participants.

In general, group A was defined by stronger agreement with statements such as the following:

“The Association should conduct its business according to principles of social justice”;

“WDA should create forums and spaces for the ongoing discussion of its values and of how these values can be promoted”;

“WDA should advocate for stronger action on climate change”;

“Our mission should be that ‘WDA promotes healthy wildlife and ecosystems, biodiversity conservation, and environmentally sustainable solutions to One Health challenges’”; and

“WDA should have a stronger advocacy role”.

Group B, on the other hand, showed stronger agreement for:

“WDA needs to remain a non-political scientific organization facilitating scientific investigation”; and

“Leave advocacy to the many established groups that are focused on that and keep WDA a scientific research focused organization”;

and stronger disagreement on:

“WDA should make clear statements to show its support of social justice, especially following major international events”;

“Members should be able to find out about WDA news and opportunities from Twitter”; and

“The WDA should be more politically active, trying to influence politicians locally, nationally and internationally in a One Health direction.”

The importance of the existence of grouped voting patterns is that, for themes with a series of statements with majority consensus there may still be a proportion of the WDA membership for whom those statements are fundamentally inconsistent with their values and/or their views on the future of WDA.

4. Demographic Voting Patterns

Voting patterns were, for the most part, only weakly influenced by demographics, even where statements were specifically focused on a demographic theme. For instance, voting on the statement “gender equality issues in the wildlife health field should be actively discussed by everyone and improved” showed no association with the assessed demographics.

Statistical analysis of statements was performed for demographic categories as follows, with significance at $\alpha = 0.05$:

Gender: three categories of non-binary, female and male

Career stage: three categories of student, early career professional and mid to late career profession

Geography: six categories of European/Nordic Section, Latin American Section, Asia Pacific Section, Africa Middle East Section, and Australasian Section membership, and ‘based in the US/Canada’.

Note that significant voting patterns associated with non-binary gender were not observed and so are ignored in the following overview of demographic voting patterns.

4.1. Gender

Women respondents were (relative to men):

- More likely to be early career;
- Much more likely to be vegetarian or vegan;
- More likely to agree that the association should conduct its business according to principles of social justice; and more likely to agree that WDA should make clear statements to show its support of social justice, especially following major international events;
- Somewhat more likely to agree that when collaborating WDA should seek and apply indigenous knowledge;
- Somewhat more likely to agree that the association should conduct its business according to principles of environmental sustainability; that WDA conferences should become more environmentally sustainable; and that WDA Sections and Committees should address environmental sustainability in all of their activities;
- Somewhat more likely to agree that the website functionality could be improved;
- Somewhat more likely to agree that WDA should provide grants or incentives for research on how climate change affects wildlife health;
- Somewhat more likely to agree that WDA should consider changing our name; to disagree that the name 'Wildlife Disease Association' effectively represents what our association is and does to those who are not in the association;
- Somewhat more likely to agree that WDA should establish a system/provide opportunities amongst the WDA network that encourages recent graduates/young professionals to join project work; and that WDA should explore creating an externally funded competitive grant scheme with grant opportunities specifically aimed at every career level (e.g. student, early career, experienced researcher);
- Somewhat more likely to agree that the WDA should acknowledge mental health challenges and seek partnerships to better support students and young professionals;
- A little more likely to agree that WDA is unique from One Health Societies as it fills the wildlife gap not so recognised in the One Health societies.

Broadly this suggests that women seek better professional support from WDA (e.g. research grants, mental health support, project opportunities, website access and usefulness) than men, possibly because they are more likely to be early career. They were also more concerned about social justice and environmental sustainability, indigenous participation in WDA's activities. They were also more supportive of a name change for WDA.

4.2. Career stage

Career stage influenced responses in 22 statements. The most important observation is that students and ECPs (early career professionals) responded similarly, and that these represented a similar total proportion of respondents (and likely members) than MCLPs (mid to late career professionals). The significance of this is that, where differences exist between career stages, increased recruitment of student and ECP members may shift the overall WDA response towards their preferences.

- Students and ECPs were less likely to agree with “knowledge of the health and diseases of wild animals is best achieved through rigorous science and respectful debate” than MLCs, likely because they supported the broader statement “knowledge of wildlife health is best achieved through rigorous science, recognition of sociocultural knowledge and respectful debate” (which showed no career stage influence); they also were more likely to agree that WDA should make clear statements to show its support of social justice, especially following major international events;
- Students were much more likely, and ECPs somewhat more likely, to be vegetarian or vegan than MLCs;
- Students and ECPs were more likely to agree that WDA members should be able to find out about WDA news and opportunities through Facebook, Twitter, Instagram and LinkedIn than MLCs (with students much more likely to support use of Instagram than expected); that WDA should use Facebook and Twitter to communicate with interested members of the public about wildlife health news and topics of concern; that WDA should use Instagram to communicate with the public about WDA member accomplishments, topics and events around wildlife health; that WDA should use professionals to manage the different social media such as Facebook, Twitter and Instagram to be really interactive;
- ECPs, and to a lesser extent students, were somewhat more likely than MLCs to agree that WDA should present more learning opportunities and guidance/mentorship for undergraduate students; that WDA should identify what the Journal of Wildlife Diseases needs to do to increase its impact factor; that WDA should improve mechanisms that help identify external sources of funding for research and graduate scholarships; a little more likely to agree that WDA should explore creating an externally funded competitive grant scheme with grant opportunities specifically aimed at every career level (e.g. student, early career, experienced researcher);
- Students and ECPs were somewhat more likely than MLCs to agree that WDA should develop topic sections / groups to foster worldwide collaboration, idea and solution sharing (e.g., biodiversity, urban wildlife);
- ECPs and students were somewhat more likely to agree that WDA should provide grants or incentives for research on how climate change affects wildlife health; and that WDA's One Health work needs to include more conservation-focused professions; and that WDA should invest in more capacity building in developing

areas where emerging infectious diseases are more prevalent e.g. South-east Asia; a little more likely to agree that WDA should strive to get wildlife health and biodiversity conservation into grade school curricula/learning activities for young students;

- Students and ECPs were more likely than MLCPs to agree that the conference is biased to North America;
- MLCPs were more likely to agree that they work in interdisciplinary teams with ecologists and social scientists;
- Students and ECPs were more likely to agree that the WDA should acknowledge mental health challenges and seek partnerships to better support students and young professionals.

Broadly this suggests that students and ECPs were more supportive of social justice, climate change, conservation, and ‘sociocultural’ knowledge. They were looking for more mentoring support, mental health support, access to conferences, scholarship support and, to a lesser degree, research support. They were interested in organising and connecting with other members that share similar interests above just geography, possibly because they have not yet formed the relationships underpinning interdisciplinary teams. They were much more supportive of social media as an internal and external form of communication.

4.3. WDA geographic Section membership

Section membership or geography was a relatively weak influence on voting patterns, influencing responses in only seven statements.

- Australasian and European/Nordic Section members were somewhat more likely to agree that the Association should conduct its business according to principles of social justice and environmental sustainability;
- There was much stronger agreement from Latin American and Asia Pacific Section voters that members should be able to find out about WDA news and opportunities through Instagram;
- North Americans were less likely to agree that WDA needs to remain a non-political scientific organization facilitating scientific investigation than all Sections; and more likely to agree that WDA needs to improve racial and cultural diversity in its membership;
- Africa Middle East members were less likely to agree that the Association should conduct its business according to principles of social justice; or that WDA needs to improve racial and cultural diversity in its membership;
- Australasian and European/Nordic Section members were a little more likely to agree, and North Americans more likely to disagree, that there should be greater effort to involve physicians in the group, reduce barriers between "human" medicine and medicine for everything else;
- European/Nordic, Africa Middle East and North American members were slightly more likely to agree that One Health has always been part of WDA's mission.

5. Appendix

Polis-generated report



auto-refresh
color blind mode

Overview

Pol.is is a real-time survey system that helps identify the different ways a large group of people think about a divisive or complicated topic. Here's a basic breakdown of some terms you'll need to know in order to understand this report.

Participants: These are the people who participated in the conversation by voting and writing statements. Based on how they voted, each participant is sorted into an opinion group.

Statements: Participants may submit statements for other participants to vote on. Statements are assigned a number in the order they're submitted.

Opinion groups: Groups are made of participants who voted similarly to each other, and differently from the other groups.

This pol.is conversation was run by Simon Wright. The topic was 'WDA: Creating our future'.

413	387	31,205	224	75.56	3.28
people voted	people grouped	votes were cast	statements were submitted	votes per voter on average	statements per author on average

How divisive was the conversation?

Statements (here as little circles) to the left were voted on the same way—either everyone agreed or everyone disagreed. Statements to the right were divisive—participants were split between agreement and disagreement.

How to use this: Hover to see the statement text. Start on the far right to find out what the most divisive statement was.



Consensus statements Divisive statements

Majority

Here's what most people agreed with.

60% or more of all participants voted one way or the other, regardless of whether large amounts of certain minority opinion groups voted the other way.



STATEMENT		OVERALL 387	A 315	B 72
18	The health of wild animals, humans and domestic animals are interconnected and interdependent ('One Health')	<div><div></div></div> <div>97% 0% 2% (346)</div>	<div><div></div></div> <div>99% 0% 0% (278)</div>	<div><div></div></div> <div>86% 2% 10% (68)</div>
22	Wildlife health is a global challenge transcending cultural and political boundaries	<div><div></div></div> <div>95% 0% 3% (343)</div>	<div><div></div></div> <div>97% 0% 2% (276)</div>	<div><div></div></div> <div>89% 2% 7% (67)</div>
23	Wildlife health demands international integration and cooperation of the scientific community	<div><div></div></div> <div>97% 0% 2% (346)</div>	<div><div></div></div> <div>99% 0% 0% (277)</div>	<div><div></div></div> <div>89% 1% 8% (69)</div>
24	Our association is most effective by being multidisciplinary, diverse, inclusive, fair and free from bullying and harassment of any kind	<div><div></div></div> <div>95% 0% 3% (342)</div>	<div><div></div></div> <div>97% 0% 2% (272)</div>	<div><div></div></div> <div>90% 1% 8% (70)</div>
29	Members should be able to find out about WDA news and opportunities from the WDA website	<div><div></div></div> <div>96% 0% 3% (347)</div>	<div><div></div></div> <div>97% 0% 2% (278)</div>	<div><div></div></div> <div>91% 1% 7% (69)</div>

Opinion Groups

Across 387 total participants, opinion groups emerged. There are two factors that define an opinion group. First, each opinion group is made up of a number of participants who tended to vote similarly on multiple statements. Second, each group of participants who voted similarly will have also voted distinctly differently from other groups.

Metadata

The demographic breakdown of each group, as self reported by agreeing and disagreeing on statements marked 'metadata' by moderators.

STATEMENT		OVERALL 387	A 315	B 72
0	I identify as non-binary gender [Demographic statement]	<div><div></div></div> <div>3% 85% 11% (380)</div>	<div><div></div></div> <div>2% 86% 11% (308)</div>	<div><div></div></div> <div>4% 83% 12% (72)</div>
1	I identify as female [Demographic statement]	<div><div></div></div> <div>59% 33% 6% (376)</div>	<div><div></div></div> <div>61% 32% 5% (304)</div>	<div><div></div></div> <div>51% 36% 12% (72)</div>
2	I identify as male [Demographic statement]	<div><div></div></div> <div>34% 58% 6% (379)</div>	<div><div></div></div> <div>33% 59% 6% (307)</div>	<div><div></div></div> <div>37% 54% 8% (72)</div>
3	I belong to the WDA Europe or Nordic Section [Demographic statement]	<div><div></div></div> <div>23% 69% 6% (378)</div>	<div><div></div></div> <div>25% 68% 5% (306)</div>	<div><div></div></div> <div>16% 73% 9% (72)</div>
4	I belong to the WDA Latin America Section [Demographic statement]	<div><div></div></div> <div>11% 83% 4% (378)</div>	<div><div></div></div> <div>13% 82% 4% (306)</div>	<div><div></div></div> <div>4% 90% 5% (72)</div>
5	I belong to the WDA Asia Pacific Section [Demographic statement]	<div><div></div></div> <div>7% 85% 6% (381)</div>	<div><div></div></div> <div>8% 85% 6% (309)</div>	<div><div></div></div> <div>4% 88% 6% (72)</div>
6	I belong to the WDA African Middle East Section [Demographic statement]	<div><div></div></div> <div>6% 86% 7% (380)</div>	<div><div></div></div> <div>6% 86% 7% (308)</div>	<div><div></div></div> <div>5% 87% 6% (72)</div>
7	I belong to the WDA Australasia Section [Demographic statement]	<div><div></div></div> <div>15% 77% 7% (379)</div>	<div><div></div></div> <div>14% 77% 7% (307)</div>	<div><div></div></div> <div>16% 75% 8% (72)</div>
8	I am based in the US or Canada [Demographic statement]	<div><div></div></div> <div>45% 50% 4% (380)</div>	<div><div></div></div> <div>42% 52% 4% (308)</div>	<div><div></div></div> <div>54% 38% 6% (72)</div>

In terms of wildlife health experience,

9	I am a student working towards my qualifications [Demographic statement]	<div><div></div></div> <div>17% 74% 8% (379)</div>	<div><div></div></div> <div>20% 71% 7% (307)</div>	<div><div></div></div> <div>5% 83% 11% (72)</div>
10	In terms of wildlife health experience, I am in the early stages of my career [Demographic statement]	<div><div></div></div> <div>36% 55% 7% (376)</div>	<div><div></div></div> <div>41% 51% 7% (304)</div>	<div><div></div></div> <div>18% 73% 8% (72)</div>
11	In terms of wildlife health experience, I am in the middle or later stages of my career [Demographic statement]	<div><div></div></div> <div>54% 37% 7% (377)</div>	<div><div></div></div> <div>50% 41% 7% (305)</div>	<div><div></div></div> <div>73% 16% 9% (72)</div>
12	My discipline is veterinary [Demographic statement]	<div><div></div></div> <div>77% 16% 6% (380)</div>	<div><div></div></div> <div>77% 16% 6% (308)</div>	<div><div></div></div> <div>75% 16% 8% (72)</div>
13	My discipline is ecology [Demographic statement]	<div><div></div></div> <div>25% 62% 11% (381)</div>	<div><div></div></div> <div>26% 61% 11% (309)</div>	<div><div></div></div> <div>23% 66% 9% (72)</div>
14	My discipline is social science [Demographic statement]	<div><div></div></div> <div>1% 88% 10% (379)</div>	<div><div></div></div> <div>2% 88% 9% (307)</div>	<div><div></div></div> <div>0% 87% 12% (72)</div>
15	My discipline is biology but not veterinary or ecology [Demographic statement]	<div><div></div></div> <div>6% 86% 7% (379)</div>	<div><div></div></div> <div>5% 86% 8% (307)</div>	<div><div></div></div> <div>8% 84% 6% (72)</div>
51	I identify as a vegetarian or vegan (demographic)	<div><div></div></div> <div>21% 71% 7% (304)</div>	<div><div></div></div> <div>22% 68% 8% (235)</div>	<div><div></div></div> <div>15% 78% 5% (69)</div>

Group A: 315 participants

Statements which make this group unique, by their votes:

STATEMENT	OVERALL 387	A 315	B 72
16 The Association should conduct its business according to principles of social justice	<div><div></div></div> <div>69% 8% 21% (346)</div>	<div><div></div></div> <div>80% 4% 15% (277)</div>	<div><div></div></div> <div>27% 24% 47% (69)</div>
125 WDA should create forums and spaces for the ongoing discussion of its values and of how these values can be promoted	<div><div></div></div> <div>67% 8% 23% (229)</div>	<div><div></div></div> <div>81% 2% 15% (172)</div>	<div><div></div></div> <div>26% 26% 47% (57)</div>
64 WDA should advocate for stronger action on climate change	<div><div></div></div> <div>72% 13% 13% (262)</div>	<div><div></div></div> <div>84% 6% 9% (195)</div>	<div><div></div></div> <div>38% 34% 26% (67)</div>
26 Our mission should be that 'WDA promotes healthy wildlife and ecosystems, biodiversity conservation, and environmentally sustainable solutions to One Health challenges'	<div><div></div></div> <div>80% 5% 14% (348)</div>	<div><div></div></div> <div>87% 2% 10% (280)</div>	<div><div></div></div> <div>51% 16% 32% (68)</div>
62 WDA should have a stronger advocacy role	<div><div></div></div> <div>57% 17% 25% (264)</div>	<div><div></div></div> <div>70% 9% 21% (200)</div>	<div><div></div></div> <div>17% 43% 39% (64)</div>

Group B: 72 participants

Statements which make this group unique, by their votes:

STATEMENT	OVERALL 387	A 315	B 72
77 WDA needs to remain a non-political scientific organization facilitating scientific investigation	<div><div></div></div> <div>71% 17% 10% (274)</div>	<div><div></div></div> <div>64% 21% 13% (207)</div>	<div><div></div></div> <div>94% 4% 1% (67)</div>
36 Leave advocacy to the many established groups that are focused on that and keep WDA a scientific research focused organization.	<div><div></div></div> <div>40% 36% 23% (271)</div>	<div><div></div></div> <div>29% 44% 25% (204)</div>	<div><div></div></div> <div>74% 10% 14% (67)</div>
45 WDA should make clear statements to show its support of social justice, especially following major international events	<div><div></div></div> <div>47% 25% 26% (275)</div>	<div><div></div></div> <div>59% 13% 27% (208)</div>	<div><div></div></div> <div>10% 64% 25% (67)</div>
32 Members should be able to find out about WDA news and opportunities from Twitter	<div><div></div></div> <div>47% 23% 28% (357)</div>	<div><div></div></div> <div>56% 14% 29% (286)</div>	<div><div></div></div> <div>14% 61% 23% (71)</div>
93 The WDA should be more politically active, trying to influence politicians locally, nationally and internationally in a One Health direction.	<div><div></div></div> <div>51% 26% 22% (267)</div>	<div><div></div></div> <div>61% 15% 23% (199)</div>	<div><div></div></div> <div>20% 60% 19% (68)</div>

Areas of uncertainty

Across all 387 participants, there was uncertainty about the following statements. Greater than 30% of participants who saw these statements 'passed'.

Areas of uncertainty can provide avenues to educate and open dialogue with your community.

STATEMENT		OVERALL 387	A 315	B 72
27	WDA's organizational structure will meet its needs for the coming five years	<div><div></div><div></div><div></div></div> <div>35% 9% 54% (330)</div>	<div><div></div><div></div><div></div></div> <div>35% 10% 53% (267)</div>	<div><div></div><div></div><div></div></div> <div>33% 4% 61% (63)</div>
37	I feel that the organization has become more welcoming to veterinarians and less to biologists and managers of wildlife.	<div><div></div><div></div><div></div></div> <div>23% 38% 37% (254)</div>	<div><div></div><div></div><div></div></div> <div>21% 38% 40% (194)</div>	<div><div></div><div></div><div></div></div> <div>28% 41% 30% (60)</div>
34	Members should be able to find out about WDA news and opportunities through LinkedIn	<div><div></div><div></div><div></div></div> <div>39% 27% 33% (354)</div>	<div><div></div><div></div><div></div></div> <div>42% 22% 35% (283)</div>	<div><div></div><div></div><div></div></div> <div>29% 46% 23% (71)</div>
122	WDA should use professionals to manage the different social media such as Facebook, Twitter and Instagram to be really interactive	<div><div></div><div></div><div></div></div> <div>46% 16% 37% (233)</div>	<div><div></div><div></div><div></div></div> <div>54% 9% 36% (174)</div>	<div><div></div><div></div><div></div></div> <div>23% 35% 40% (59)</div>
140	La WDA debe esmerarse en ser más abiertos con temas de One Health que incluya más profesiones que solo se dediquen a conservación.	<div><div></div><div></div><div></div></div> <div>50% 8% 41% (167)</div>	<div><div></div><div></div><div></div></div> <div>60% 4% 35% (122)</div>	<div><div></div><div></div><div></div></div> <div>22% 20% 57% (45)</div>

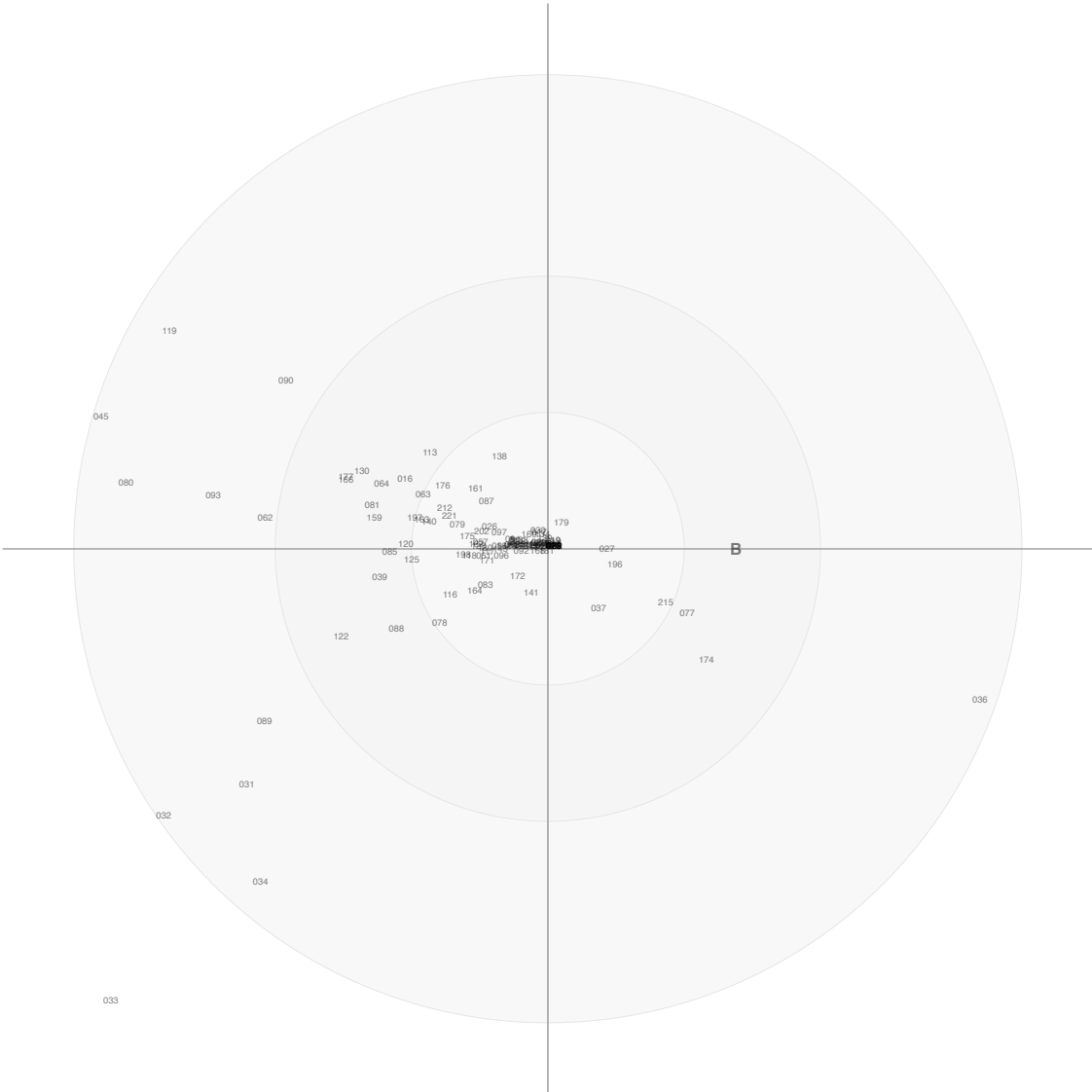
Graph

Which statements were voted on similarly? How do participants relate to each other?

In this graph, statements are positioned more closely to statements which were voted on similarly. Participants, in turn, are positioned more closely to statements on which they agreed, and further from statements on which they disagreed. This means participants who voted similarly are closer together.

- Axes
- Radial axes
- Statements
- Participants (bucketized)
- Group outline
- Group labels

Click a statement, identified by its number, to explore regions of the graph.
























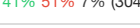






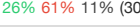


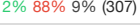





























All statements

Group votes across all statements, excluding those statements which were moderated out.






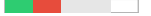


























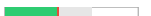





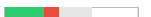





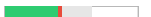


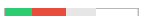
























Sort by: Statement Id

STATEMENT	OVERALL 387	A 315	B 72
0 I identify as non-binary gender [Demographic statement]	<div><div></div></div> 3% 85% 11% (380)	<div><div></div></div> 2% 86% 11% (308)	<div><div></div></div> 4% 83% 12% (72)
1 I identify as female [Demographic statement]	<div><div></div></div> 59% 33% 6% (376)	<div><div></div></div> 61% 32% 5% (304)	<div><div></div></div> 51% 36% 12% (72)

2	I identify as male [Demographic statement]	 34% 58% 6% (379)	 33% 59% 6% (307)	 37% 54% 8% (72)
3	I belong to the WDA Europe or Nordic Section [Demographic statement]	 23% 69% 6% (378)	 25% 68% 5% (306)	 16% 73% 9% (72)
4	I belong to the WDA Latin America Section [Demographic statement]	 11% 83% 4% (378)	 13% 82% 4% (306)	 4% 90% 5% (72)
5	I belong to the WDA Asia Pacific Section [Demographic statement]	 7% 85% 6% (381)	 8% 85% 6% (309)	 4% 88% 6% (72)
6	I belong to the WDA African Middle East Section [Demographic statement]	 6% 86% 7% (380)	 6% 86% 7% (308)	 5% 87% 6% (72)
7	I belong to the WDA Australasia Section [Demographic statement]	 15% 77% 7% (379)	 14% 77% 7% (307)	 16% 75% 8% (72)
8	I am based in the US or Canada [Demographic statement]	 45% 50% 4% (380)	 42% 52% 4% (308)	 54% 38% 6% (72)
9	In terms of wildlife health experience, I am a student working towards my qualifications [Demographic statement]	 17% 74% 8% (379)	 20% 71% 7% (307)	 5% 83% 11% (72)
10	In terms of wildlife health experience, I am in the early stages of my career [Demographic statement]	 36% 55% 7% (376)	 41% 51% 7% (304)	 18% 73% 8% (72)
11	In terms of wildlife health experience, I am in the middle or later stages of my career [Demographic statement]	 54% 37% 7% (377)	 50% 41% 7% (305)	 73% 16% 9% (72)
12	My discipline is veterinary [Demographic statement]	 77% 16% 6% (380)	 77% 16% 6% (308)	 75% 16% 8% (72)
13	My discipline is ecology [Demographic statement]	 25% 62% 11% (381)	 26% 61% 11% (309)	 23% 66% 9% (72)
14	My discipline is social science [Demographic statement]	 1% 88% 10% (379)	 2% 88% 9% (307)	 0% 87% 12% (72)
15	My discipline is biology but not veterinary or ecology [Demographic statement]	 6% 86% 7% (379)	 5% 86% 8% (307)	 8% 84% 6% (72)
16	The Association should conduct its business according to principles of social justice	 69% 8% 21% (346)	 80% 4% 15% (277)	 27% 24% 47% (69)
17	The Association should conduct its business according to principles of environmental sustainability	 91% 3% 4% (343)	 93% 2% 4% (274)	 82% 8% 8% (69)
18	The health of wild animals, humans and domestic animals are interconnected and interdependent ('One Health')	 97% 0% 2% (346)	 99% 0% 0% (278)	 86% 2% 10% (68)
19	The conservation of biological diversity is of intrinsic and utilitarian benefit to human societies now and in the future	 93% 1% 5% (340)	 94% 1% 4% (274)	 90% 1% 7% (66)
20	The future of our community and accomplishment of our mission depends on the fostering of student and early career learning and professional development	 91% 2% 6% (346)	 94% 0% 4% (276)	 77% 10% 12% (70)
21	Communicating the science and values of our members through advocacy and outreach is integral to achieving our mission	 87% 2% 9% (341)	 93% 1% 5% (271)	 67% 8% 24% (70)
22	Wildlife health is a global challenge transcending cultural and political boundaries	 95% 0% 3% (343)	 97% 0% 2% (276)	 89% 2% 7% (67)
23	Wildlife health demands international integration and cooperation of the scientific community	 97% 0% 2% (346)	 99% 0% 0% (277)	 89% 1% 8% (69)
24	Our association is most effective by being multidisciplinary, diverse, inclusive, fair and free from bullying and harassment of any kind	 95% 0% 3% (342)	 97% 0% 2% (272)	 90% 1% 8% (70)
25	Knowledge of the health and diseases of wild animals is best achieved through rigorous science and respectful debate	 92% 2% 4% (341)	 92% 2% 4% (274)	 92% 2% 4% (67)
26	Our mission should be that 'WDA promotes healthy wildlife and ecosystems, biodiversity conservation, and environmentally sustainable solutions to One Health challenges'	 80% 5% 14% (348)	 87% 2% 10% (280)	 51% 16% 32% (68)
27	WDA's organizational structure will meet its needs for the coming five years	 35% 9% 54% (330)	 35% 10% 53% (267)	 33% 4% 61% (63)
--	Knowledge of wildlife health is best achieved through rigorous science,	 35% 9% 54% (330)	 35% 10% 53% (267)	 33% 4% 61% (63)

28	recognition of sociocultural knowledge and respectful debate	<div><div></div></div> 91% 2% 5% (348)	<div><div></div></div> 94% 0% 4% (278)	<div><div></div></div> 77% 11% 11% (70)
29	Members should be able to find out about WDA news and opportunities from the WDA website	<div><div></div></div> 96% 0% 3% (347)	<div><div></div></div> 97% 0% 2% (278)	<div><div></div></div> 91% 1% 7% (69)
30	Members communications about WDA news and opportunities should be by email	<div><div></div></div> 82% 7% 9% (345)	<div><div></div></div> 85% 6% 8% (275)	<div><div></div></div> 74% 11% 14% (70)
31	Members should be able to find out about WDA news and opportunities through Facebook	<div><div></div></div> 54% 21% 24% (357)	<div><div></div></div> 60% 14% 24% (286)	<div><div></div></div> 30% 46% 22% (71)
32	Members should be able to find out about WDA news and opportunities from Twitter	<div><div></div></div> 47% 23% 28% (357)	<div><div></div></div> 56% 14% 29% (286)	<div><div></div></div> 14% 61% 23% (71)
33	Members should be able to find out about WDA news and opportunities through Instagram	<div><div></div></div> 37% 31% 30% (361)	<div><div></div></div> 42% 23% 33% (289)	<div><div></div></div> 19% 61% 19% (72)
34	Members should be able to find out about WDA news and opportunities through LinkedIn	<div><div></div></div> 39% 27% 33% (354)	<div><div></div></div> 42% 22% 35% (283)	<div><div></div></div> 29% 46% 23% (71)
36	Leave advocacy to the many established groups that are focused on that and keep WDA a scientific research focused organization.	<div><div></div></div> 40% 36% 23% (271)	<div><div></div></div> 29% 44% 25% (204)	<div><div></div></div> 74% 10% 14% (67)
37	I feel that the organization has become more welcoming to veterinarians and less to biologists and managers of wildlife.	<div><div></div></div> 23% 38% 37% (254)	<div><div></div></div> 21% 38% 40% (194)	<div><div></div></div> 28% 41% 30% (60)
39	WDA should present more learning opportunities and guidance/mentorship for undergraduate students	<div><div></div></div> 69% 13% 16% (274)	<div><div></div></div> 79% 7% 12% (208)	<div><div></div></div> 37% 33% 28% (66)
42	collaboration and liaison with other organizations and scientific disciplines are integral to WDA health and diversity	<div><div></div></div> 91% 1% 6% (267)	<div><div></div></div> 95% 1% 4% (200)	<div><div></div></div> 82% 2% 14% (67)
45	WDA should make clear statements to show its support of social justice, especially following major international events	<div><div></div></div> 47% 25% 26% (275)	<div><div></div></div> 59% 13% 27% (208)	<div><div></div></div> 10% 64% 25% (67)
50	The WDA is essential for promoting interdisciplinary discussions on conservation and wildlife health	<div><div></div></div> 92% 2% 4% (271)	<div><div></div></div> 96% 0% 2% (202)	<div><div></div></div> 82% 8% 8% (69)
51	I identify as a vegetarian or vegan (demographic)	<div><div></div></div> 21% 71% 7% (304)	<div><div></div></div> 22% 68% 8% (235)	<div><div></div></div> 15% 78% 5% (69)
53	La WDA debería fortalecer los mecanismos de colaboración inter-regionales para investigación interdisciplinaria	<div><div></div></div> 75% 1% 22% (267)	<div><div></div></div> 82% 0% 16% (201)	<div><div></div></div> 53% 4% 42% (66)
56	WDA members are not just veterinarians, and other disciplines play an important role to the society and One Health	<div><div></div></div> 95% 1% 3% (262)	<div><div></div></div> 97% 0% 2% (198)	<div><div></div></div> 87% 6% 6% (64)
57	The WDA website functionality could be improved	<div><div></div></div> 68% 4% 27% (261)	<div><div></div></div> 76% 2% 21% (197)	<div><div></div></div> 45% 9% 45% (64)
61	WDA should develop topic sections / groups to foster worldwide collaboration, idea and solution sharing (e.g., biodiversity, urban wildlife)	<div><div></div></div> 80% 7% 11% (259)	<div><div></div></div> 86% 5% 8% (195)	<div><div></div></div> 62% 14% 23% (64)
62	WDA should have a stronger advocacy role	<div><div></div></div> 57% 17% 25% (264)	<div><div></div></div> 70% 9% 21% (200)	<div><div></div></div> 17% 43% 39% (64)
63	WDA should provide grants or incentives for research on how climate change affects wildlife health	<div><div></div></div> 76% 11% 11% (267)	<div><div></div></div> 86% 4% 8% (204)	<div><div></div></div> 46% 33% 20% (63)
64	WDA should advocate for stronger action on climate change	<div><div></div></div> 72% 13% 13% (262)	<div><div></div></div> 84% 6% 9% (195)	<div><div></div></div> 38% 34% 26% (67)
77	WDA needs to remain a non-political scientific organization facilitating scientific investigation	<div><div></div></div> 71% 17% 10% (274)	<div><div></div></div> 64% 21% 13% (207)	<div><div></div></div> 94% 4% 1% (67)
78	WDA should promote knowledge creation equally to or more than knowledge application	<div><div></div></div> 47% 19% 32% (261)	<div><div></div></div> 52% 19% 28% (199)	<div><div></div></div> 33% 19% 46% (62)
79	When collaborating WDA should seek and apply indigenous knowledge	<div><div></div></div> 79% 6% 14% (272)	<div><div></div></div> 87% 1% 10% (206)	<div><div></div></div> 51% 21% 27% (66)
80	The WDA should recognize and value the spiritual aspect of wildlife	<div><div></div></div> 34% 33% 32% (263)	<div><div></div></div> 41% 23% 35% (199)	<div><div></div></div> 12% 62% 25% (64)
81	WDA needs to improve racial and cultural diversity in its membership	<div><div></div></div> 59% 9% 30% (267)	<div><div></div></div> 70% 4% 25% (201)	<div><div></div></div> 28% 24% 46% (66)
82	WDA needs to bring together conservation biologists, ecologists, veterinarians, virologists, etc. to work	<div><div></div></div> 98% 0% 1% (265)	<div><div></div></div> 99% 0% 0% (202)	<div><div></div></div> 95% 0% 4% (63)

	together to solve wildlife health problems			
83	The WDA should identify what the Journal of Wildlife Diseases needs to do to increase its impact factor	 68% 9% 21% (264)	 73% 6% 20% (199)	 55% 18% 26% (65)
84	The WDA should improve mechanisms that help identify external sources of funding for research and graduate scholarships.	 83% 6% 9% (267)	 91% 1% 6% (202)	 61% 21% 16% (65)
85	WDA should provide support (e.g. training, mentoring) to researchers for their external funding and scholarship applications.	 69% 12% 17% (269)	 79% 4% 15% (203)	 39% 37% 22% (66)
86	While the One Health component of wildlife health is important, the WDA is also about wildlife health and wildlife conservation.	 93% 2% 3% (256)	 94% 2% 2% (192)	 90% 3% 6% (64)
87	WDA should ensure it has a truly global voice, and actively strive to reduced the focus on North American issues, culture and logistics	 71% 10% 18% (260)	 77% 7% 14% (194)	 51% 19% 28% (66)
88	WDA should use Facebook and Twitter to communicate with interested members of the public about wildlife health news and topics of concern	 70% 11% 18% (259)	 79% 4% 16% (195)	 43% 32% 23% (64)
89	WDA should use Instagram to communicate with the public about WDA member accomplishments, topics and events around wildlife health	 49% 20% 29% (255)	 56% 11% 31% (191)	 29% 46% 23% (64)
90	We should consider changing the name of our organization to Wildlife Health Association	 48% 26% 24% (238)	 55% 18% 25% (177)	 26% 50% 22% (61)
92	Early career researchers (especially principal investigators) could benefit from more training and collaboration opportunities within WDA	 84% 3% 12% (258)	 90% 2% 7% (194)	 67% 7% 25% (64)
93	The WDA should be more politically active, trying to influence politicians locally, nationally and internationally in a One Health direction.	 51% 26% 22% (267)	 61% 15% 23% (199)	 20% 60% 19% (68)
94	Es indispensable dentro de la asociación ser empático con las diferentes capacidades y necesidades de cada sección.	 74% 1% 24% (258)	 80% 1% 18% (195)	 53% 4% 41% (63)
95	WDA should support the use of innovative and rapidly evolving technology, including data science and machine learning, in wildlife health research.	 84% 3% 12% (265)	 91% 1% 6% (202)	 61% 9% 28% (63)
96	To get the attention of people who may become members, including students, WDA should share information about opportunities more publicly	 79% 4% 15% (263)	 87% 2% 10% (199)	 56% 12% 31% (64)
97	The WDA should aim to increase membership and participation by ecologists.	 82% 6% 10% (235)	 90% 2% 6% (175)	 60% 16% 23% (60)
109	WDA should foster mentoring opportunities for local wildlife health professionals working in regions where local support is lacking	 91% 2% 5% (237)	 97% 0% 2% (177)	 75% 10% 15% (60)
113	WDA should put environmental sustainability at its core	 69% 13% 17% (244)	 76% 7% 16% (184)	 50% 30% 20% (60)
116	Members communications about WDA news and opportunities should be by email AND social media!	 75% 11% 13% (240)	 82% 6% 11% (181)	 52% 27% 20% (59)
117	La WDA devrait d'avantage essayer d'inclure les pays sous représentés, ce qui n'équivaut pas toujours à un pays sous développé/moins riche	 69% 4% 25% (237)	 76% 2% 21% (179)	 48% 12% 39% (58)
118	La conférence internationale se tenant presque chaque année aux USA, cela biaise la représentation internationale aux meetings annuels	 59% 15% 25% (236)	 66% 12% 21% (177)	 38% 25% 35% (59)
119	We should consider changing the name of our organization	 29% 42% 27% (229)	 36% 34% 28% (170)	 10% 64% 25% (59)
120	WDA should organise more activities focused on other, non-veterinary, biological aspects of wildlife health	 65% 16% 17% (230)	 74% 11% 13% (170)	 38% 31% 30% (60)
121	WDA should organize 6 to 8 Zoom discussion meetings / seminars a year on emerging and current topics in Wildlife Disease and One Health	 82% 4% 12% (231)	 89% 2% 7% (171)	 63% 8% 28% (60)
122	WDA should use professionals to manage the different social media	 46% 16% 37% (233)	 54% 0% 36% (174)	 23% 35% 41% (159)

	such as Facebook, Twitter and Instagram to be really interactive			
125	WDA should create forums and spaces for the ongoing discussion of its values and of how these values can be promoted	 67% 8% 23% (229)	 81% 2% 15% (172)	 26% 26% 47% (57)
126	Open science and free expression of opinions are principles essential for the future of WDA	 85% 1% 12% (231)	 90% 0% 9% (172)	 69% 6% 23% (59)
127	WDA communications through social media platforms should be guided by clear aims and objectives	 82% 2% 14% (230)	 87% 1% 11% (172)	 68% 5% 25% (58)
128	If the WDA wants to grow its membership in Low and Middle income Countries, it will need to re-think its fee structure to accommodate individuals from these countries.	 75% 4% 20% (228)	 84% 1% 14% (172)	 48% 14% 37% (56)
129	WDA should offer alternative membership payment methods that are more accessible to people in low and middle income countries and do not have excessive additional fees	 85% 3% 11% (233)	 94% 0% 5% (173)	 60% 11% 28% (60)
130	Gender equality issues in the wildlife health field should be actively discussed by everyone and improved	 63% 16% 20% (178)	 75% 4% 19% (129)	 30% 46% 22% (49)
133	Establish a system/provide opportunities amongst the WDA network that encourages recent graduates/young professionals to join project work.	 84% 3% 11% (178)	 92% 0% 6% (128)	 64% 10% 26% (50)
134	El nombre de nuestra asociación talvez no sea acorde con todos las líneas estratégicas que abordamos no obstante ya tiene una identidad	 53% 9% 37% (165)	 52% 10% 36% (119)	 54% 6% 39% (46)
138	I work in interdisciplinary teams with ecologists and social scientists	 48% 38% 13% (175)	 51% 37% 10% (128)	 38% 40% 21% (47)
139	Many exciting ideas are being shared on this forum. WDA will need to pull things back into a workable perspective that meets our mandate!	 65% 3% 31% (169)	 67% 4% 28% (122)	 59% 2% 38% (47)
140	La WDA debe esmerarse en ser más abiertos con temas de One Health que incluya más profesiones que solo se dediquen a conservación.	 50% 8% 41% (167)	 60% 4% 35% (122)	 22% 20% 57% (45)
141	Journal of Wildlife Disease's low impact-factor and paywalls discourage esteemed researchers from publishing there	 52% 17% 30% (169)	 54% 17% 27% (122)	 44% 17% 38% (47)
145	WDA should be the leader in wildlife health that management/conservation agencies turn to for advice/support and together, lobby governments	 74% 11% 14% (174)	 77% 8% 14% (125)	 65% 20% 14% (49)
157	La WDA debe dar mayor proyeccion a enfermedades que son importantes para la salud y conservacion de animales silvestres y no solo zoonoticas	 75% 3% 20% (169)	 81% 3% 15% (122)	 61% 4% 34% (47)
159	To have an interdisciplinary impact, WDA needs to engage more clearly with socioeconomic sciences	 61% 16% 22% (174)	 73% 8% 18% (125)	 30% 36% 32% (49)
160	WDA conferences should become more environmentally sustainable	 81% 2% 15% (177)	 86% 0% 13% (129)	 70% 8% 20% (48)
161	WDA Sections and Committees should address environmental sustainability in all of their activities	 73% 12% 14% (177)	 80% 9% 10% (129)	 54% 20% 25% (48)
162	WDA should develop a better way of connecting members from different disciplines (basic and applied) to tackle common problems	 79% 6% 13% (159)	 86% 1% 11% (115)	 61% 18% 20% (44)
163	WDA should consider incorporating more livestock representation especially in the context of One Health	 33% 41% 24% (153)	 38% 37% 24% (112)	 21% 51% 26% (41)
164	Members should have the option to either use social media or the organization website to access the same news/updates	 70% 11% 18% (160)	 77% 8% 13% (116)	 50% 20% 29% (44)
165	Increase and diversify membership through advertising about the organization across environmental/veterinary/medical institutions	 84% 4% 10% (157)	 93% 0% 6% (114)	 60% 16% 23% (43)
166	WDA should be more explicit about its inclusiveness (e.g., regardless of race, gender or sexual orientation)	 52% 19% 28% (160)	 63% 10% 26% (115)	 24% 42% 33% (45)
	WDA needs to provide more			

167	opportunities for networking between different research groups	<div><div></div></div> 75% 9% 14% (161)	<div><div></div></div> 83% 1% 14% (118)	<div><div></div></div> 53% 30% 16% (43)
168	WDA should provide communication channels/opportunities for student groups and student-professional mentor groups	<div><div></div></div> 82% 2% 15% (159)	<div><div></div></div> 87% 2% 9% (116)	<div><div></div></div> 67% 2% 30% (43)
171	WDA should promote the welfare of individual wild animals	<div><div></div></div> 52% 25% 21% (82)	<div><div></div></div> 56% 19% 24% (62)	<div><div></div></div> 40% 45% 15% (20)
172	WDA should encourage the creation and application of knowledge regarding the welfare of individual wild animals	<div><div></div></div> 52% 25% 21% (82)	<div><div></div></div> 54% 20% 24% (62)	<div><div></div></div> 45% 40% 15% (20)
173	WDA should be focused on promoting the welfare of wildlife populations much more than the welfare of individual wild animals	<div><div></div></div> 74% 14% 11% (155)	<div><div></div></div> 77% 9% 12% (112)	<div><div></div></div> 65% 25% 9% (43)
174	The name 'Wildlife Disease Association' effectively represents what our association is and does to those who are not in the association	<div><div></div></div> 45% 31% 22% (158)	<div><div></div></div> 40% 37% 21% (114)	<div><div></div></div> 59% 15% 25% (44)
175	WDA should invest in more capacity building in developing areas where emerging infectious diseases are more prevalent e.g. South-east Asia	<div><div></div></div> 70% 10% 18% (175)	<div><div></div></div> 79% 5% 15% (125)	<div><div></div></div> 48% 24% 28% (50)
176	There should be greater effort to involve physicians in the group, reduce barriers between "human" medicine and medicine for everything else.	<div><div></div></div> 60% 18% 21% (176)	<div><div></div></div> 65% 13% 21% (127)	<div><div></div></div> 46% 32% 20% (49)
177	It would be great to have more social science in WDA	<div><div></div></div> 49% 20% 30% (173)	<div><div></div></div> 58% 9% 32% (124)	<div><div></div></div> 26% 48% 24% (49)
178	Knowledge creation (science) and knowledge application are both important.	<div><div></div></div> 94% 0% 5% (171)	<div><div></div></div> 97% 0% 2% (123)	<div><div></div></div> 87% 0% 12% (48)
179	Most people in society don't know what One Health is	<div><div></div></div> 67% 19% 13% (168)	<div><div></div></div> 66% 20% 13% (122)	<div><div></div></div> 71% 15% 13% (46)
180	WDA should focus on global and regionally relevant issues	<div><div></div></div> 75% 7% 16% (180)	<div><div></div></div> 83% 3% 13% (129)	<div><div></div></div> 54% 19% 25% (51)
181	One Health has always been part of WDA's mission	<div><div></div></div> 62% 8% 28% (167)	<div><div></div></div> 61% 9% 28% (121)	<div><div></div></div> 65% 8% 26% (46)
196	WDA reflects the interests and actions of its customers (members), they are paying the costs. About 58% of members are from NA	<div><div></div></div> 25% 27% 47% (85)	<div><div></div></div> 16% 29% 53% (65)	<div><div></div></div> 55% 20% 25% (20)
197	WDA should develop and support initiatives promoting the work-related mental health and wellbeing of its members.	<div><div></div></div> 50% 20% 28% (83)	<div><div></div></div> 63% 9% 26% (63)	<div><div></div></div> 10% 55% 35% (20)
198	WDA should explore creating an externally funded competitive grant scheme with grant opportunities specifically aimed at every career level (e.g. student, early career, experienced researcher).	<div><div></div></div> 75% 11% 13% (156)	<div><div></div></div> 84% 5% 10% (114)	<div><div></div></div> 50% 28% 21% (42)
201	The primary focus of WDA should be on the wildlife health component of One Health, for the benefit of wildlife, which benefits us all.	<div><div></div></div> 85% 10% 4% (87)	<div><div></div></div> 86% 10% 2% (67)	<div><div></div></div> 80% 10% 10% (20)
202	WDA should strive to get wildlife health and biodiversity conservation into grade school curricula/learning activities for young students	<div><div></div></div> 65% 15% 19% (83)	<div><div></div></div> 74% 6% 19% (63)	<div><div></div></div> 35% 45% 20% (20)
203	International WDA conferences should include options for remote participation or viewing of presentations to increase accessibility	<div><div></div></div> 95% 1% 3% (87)	<div><div></div></div> 97% 0% 2% (67)	<div><div></div></div> 90% 5% 5% (20)
205	WDA should ensure it has a truly global voice and strive to increase focus on issues and culture outside of North American	<div><div></div></div> 92% 1% 6% (82)	<div><div></div></div> 95% 0% 4% (62)	<div><div></div></div> 85% 5% 10% (20)
208	Thank you for developing this forum for expression of ideas from the membership!	<div><div></div></div> 78% 0% 21% (85)	<div><div></div></div> 81% 0% 18% (65)	<div><div></div></div> 70% 0% 30% (20)
210	WDA should structure its subunits around ideas or concepts instead of geography.	<div><div></div></div> 45% 23% 30% (85)	<div><div></div></div> 46% 23% 30% (65)	<div><div></div></div> 45% 25% 30% (20)
212	The name of our organization should be changed to "Wildlife Health Association". More reflective of what we do and more positive-sounding.	<div><div></div></div> 51% 28% 19% (83)	<div><div></div></div> 60% 19% 20% (63)	<div><div></div></div> 25% 60% 15% (20)
215	Do NOT change the name of the WDA.... History & tradition have meaning and importance!	<div><div></div></div> 33% 28% 38% (78)	<div><div></div></div> 25% 31% 43% (58)	<div><div></div></div> 55% 20% 25% (20)
219	WDA is unique from One Health Societies as it fills the wildlife gap	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>

	not so recognised in the One Health societies.	78% 8% 13% (83)	76% 9% 14% (63)	85% 5% 10% (20)
221	The WDA should acknowledge mental health challenges and seek partnerships to better support students and young professionals.	<div><div></div></div> 57% 15% 27% (85)	<div><div></div></div> 69% 7% 23% (65)	<div><div></div></div> 20% 40% 40% (20)
222	The journal of Wild Life Diseases must move to an open access system.	<div><div></div></div> 56% 14% 28% (74)	<div><div></div></div> 59% 11% 29% (54)	<div><div></div></div> 50% 25% 25% (20)
223	WDA should try to ensure the international conference regularly visits the different regions/sections.	<div><div></div></div> 93% 4% 2% (75)	<div><div></div></div> 98% 1% 0% (55)	<div><div></div></div> 80% 10% 10% (20)

