



# Jon Kohl

**Increase effectiveness of public use/tourism management as a conservation practice for protected areas and nations**

## Protected Area Work

- **Researcher**, management plan implementation, CATIE, Costa Rica
- **Founder**, public use planning, UNESCO, Vietnam, Mexico, Guatemala, Belize, Indonesia, Montenegro, Portugal, Honduras
- **Advisor**, ecotourism, Rainforest Biodiversity Group, Costa Rica & SEEP Network/EplerWood International, Central America
- **Developer**, interp trainer, Fermata-World Birding Center, Texas
- **Interpretive planner**, Lumber Heritage Region, Fermata, Penna
- **Evaluator**, Parks in Peril, Foundations of Success, TNC Bolivia
- **Guide Trainer**, Honduras, Texas, Bolivia, Costa Rica, Colombia
- **Coordinator**, Participatory Rural Appraisal Team, Ecuador
- **Educator**, National Zoo, Peace Corps, Costa Rica
- **Writer**, Summit Foundation, Mesoamerican Reef Program, USA
- **Exhibition Researcher**, *Ocean Planet*, Smithsonian Institution
- **Naturalist & Camp Instructor**, Massachusetts Audubon Society

— see descriptions on pages 2-3 —  
— [www.jonkobl.com/skills](http://www.jonkobl.com/skills) —

## Communications

### Writing

— see selected titles on pages 5-6 —

- 210 **articles** (17 in **Spanish**) and 4 **manuals** in 80 different publications, such as *Caribbean Travel & Life*, *The Boston Globe*, *Wildlife Conservation*, *Parks & Recreation*, *Parks*, *Native Peoples*, *World Heritage*, *Journal of Interpretation Research*, *E Magazine*, *Transitions Abroad*
- Writing book, **THE FUTURE HAS OTHER PLANS**, about new paradigm in planning/management. with Dr. Stephen McCool

— [www.jonkobl.com/skills/writing.htm](http://www.jonkobl.com/skills/writing.htm) —

### Recent Talks

- “Beyond Darwin: The evolution of human consciousness and the future of interpretation.” National Association of Interpretation international conference. Panama. May 2011.
- “Well-Planned Tourism Can Be a Force for Biodiversity Conservation.” Keynote for Colombia’s Sustainable Tourism Network annual conference in September 2010

— [www.jonkobl.com/skills/talks.htm](http://www.jonkobl.com/skills/talks.htm) —

### Photography

[www.jonkobl.com/personal/photosofthemoon.htm](http://www.jonkobl.com/personal/photosofthemoon.htm)

123 photos published with articles [www.jonkobl.com/skills/photography.htm](http://www.jonkobl.com/skills/photography.htm)

**Strengths:** Tourism planning and capacity building, learning, facilitation, project design, interpretation, Spanish, writing  
**Attributes:** Skeptical, strategic, **ENTJ**, self-aware, cross-cultural, eclectic, adaptable, customer-oriented, ego reducing  
**Perspectives:** Systems thinking, integral theory, interdisciplinary, organization learning, consciousness evolution, community

## Recent Work

### Editing Sustainable Tourism Manuals

August-Oct. Working with Don Hawkins and Kristin Lamoureux of The George Washington University and Solimar International to edit a series of online training manuals supported by USAID and UNWTO.

### Public Use Planning with World Heritage Sites of Portuguese Origin

September 2011-October 2012. Working with UNESCO World Heritage Center and Turismo de Portugal to help build public use visitor management in multiple World Heritage Sites of Portuguese origin from around the world such as Tower of Belem (Lisbon), Evora Historic City, and Fort Jesus (Mombasa, Kenya).

## Formal Education

### Yale University

1997

#### School of Forestry and Environmental Studies

- Masters of Environmental Management. (W. Burch/S. Kellert)
- Focus on international development & biodiversity conservation
- Master’s project focused on ecotourism in Pululahua, Ecuador

### Dartmouth College

1992

- Double majored in Ecology and Government modified with environmental studies. (D. Meadows/R. Holmes/R. Masters)
- Studied terrestrial tropical ecology in Costa Rica (6 weeks) and coral reef ecology (3 weeks) in Jamaica. 1991.

— [www.jonkobl.com/skills/education.htm](http://www.jonkobl.com/skills/education.htm) —

Apdo. 12-2250, Tres Rios, Costa Rica

US: +1 202-470-0817

CR: +506-2279-5757; Fax: 2278-0349 Perm. Resident, Costa Rica Ced. 184000394013

[kohl.forestry.97@aya.yale.edu](mailto:kohl.forestry.97@aya.yale.edu)

[www.JonKohl.com](http://www.JonKohl.com), LinkedIn, Facebook

Skype: jonkohl

## **Coordinator, Public Use Planning**

**Worldwide 1998–present**

While at [Rare](#) I created the Public Use Planning Program (PUP) (visitor management). Now allied with UNESCO's World Heritage Center, the effort helps World Heritage sites develop vision and capacity not only to create public use plans but implement them through adoption of an organizational learning worldview. PUP has worked in Pico Bonito National Park & Rio Platano Biosphere Reserve (Honduras); Tikal National Park (Guatemala); Komodo and Ujung Kulon National Parks (Indonesia); 3 sites in Vietnam; Durmitor National Park (Montenegro); Ohrid City (Macedonia); Blue Hole/Half Moon Caye (Belize); multiple sites in Portugal and other Portuguese speaking sites. PUP researches plan implementation barriers and innovates a methodology and training program to avoid those barriers, principally focused on transforming bureaucratic thinking and habits into a learning organization. For background on the theory and history, see the manual chapter 1 [www.jonkohl.com/pup/pupbarriers.pdf](http://www.jonkohl.com/pup/pupbarriers.pdf)

## **Professor, Latin American School for Protected Areas**

**2009 –present**

Based at Costa Rica's University for International Cooperation, the [School](#) (ELAP in Spanish) serves all of Latin America. Appointed in 2009 to teach park planning and environmental communications for a Bachelor's program in protected area management designed for current employees of Costa Rica's National Conservation Area System (5 park directors and 20 other personnel) as well as to teach Adaptive Management and Organizational Learning in ELAP's virtual Master's in protected area management, the latter supported by Foundations of Success and UNESCO.

## **Interpretive Guide & Park Trainer**

**Americas, 2005–present**

With [Fermata, Inc.](#) and [Dr. Sam Ham](#) created an interpretive guide training program that emphasizes conservation and adaptive management project design at institutional level, rather than just guides. It uses best capacity building techniques in literature to develop parks' capacity to use interpretation as a management tool. The pilot program at the World Birding Center's 9 parks in the Lower Rio Grande Valley in South Texas. [www.worldbirdingcenter.org](http://www.worldbirdingcenter.org). Also workshops in Bolivia with US Embassy and Conservation International and the Costa Rican Bird Route. Carried out a 10-day workshop with Colombia's National Parks & USAID in October 2010.

## **National Naturalist Guide Certification in Costa Rica November-December, 2011**

Taught the environmental interpretation module of this 9-month certification course offered by the National Institute for Biodiversity, Costa Rican Association for Tourism Professionals, and the National Training Institute.

## **Interpretive Planner/Fermata, Inc.**

**USA, 2004–present**

### **Poconos-Wyoming Valley Conservation Land Initiative 2008–09 & Illinois River Valley 2008**

Developed interpretive frameworks for entire regions that integrates cultural and natural heritage, integrate interpretive programming in overall recreational programming, and establishing an interpretive guide training infrastructure.

### **Northcentral Pennsylvania, Lumber Heritage Region 2004–2007**

Develop an interpretive plan for all 15 counties of the Lumer Heritage Region, second largest heritage region in the nation. The goal was to develop a series of tourism itineraries and product recommendations based on the natural and cultural heritage to promote economic development and resource conservation. Included site inventory, significance statements, itineraries, and program recommendations. [www.fermatainc.com/penn/lumber\\_heritage.html](http://www.fermatainc.com/penn/lumber_heritage.html)

## **Researcher of Management Plan Implementation**

**Costa Rica 2006–07**

Hired by CATIE/The Nature Conservancy and supported by Costa Rica's [National System of Conservation Areas](#), I designed a study to investigate implementation barriers of management plans in Costa Rica. The study builds on my research using systems thinking to illuminate mental models underlying managers', donors', and consultants' vision of park planning. While not involved in study implementation, I participated in analysis and write up. [www.tncinfocostarica.net/content/publicaciones/serie\\_tecnica.html](http://www.tncinfocostarica.net/content/publicaciones/serie_tecnica.html).

## **SEEP Network Ecotourism Advisor**

**Central America 2007–08**

Advised the [SEEP Network](#) learning portfolio on ecotourism development in Nicaragua, Guatemala, and Honduras. I was subcontracted by [Epler-Wood International](#) to represent that company in this capacity. The program creates new knowledge in promoting ecotourism development.

## **Bird Route Ecotourism Project Advisor**

**Costa Rica 2006–08**

Advise the [Rainforest Biodiversity Group](#) project to consolidate the La Selva-San Juan Biological Corridor in Sarapiquí into Costa Rica's first Birdwatching and Wildlife Observation Route. The program integrates local private properties into the corridor through a birdwatching-based ecotourism, inventorying tourism-related businesses, coordinating with US and Costa Rican directors on all major project products. Title: "Protecting Bird Habitat through the implementation of The Costa Rican Bird Route: Section San Juan – La Selva" [www.greatgreenmacaw.org/cbss.htm](http://www.greatgreenmacaw.org/cbss.htm)

## **Conservation Planning Facilitator**

**Central America, 2004–05**

Worked with the Protected Area Committee of the Central American Commission on Environment and Development (funded by UNDP through the Mesoamerican Biological Corridor Project) to facilitate the strategic plan for the Program of the Central American Protected Area System.

## **Parks in Peril External Evaluator**

**Bolivia, Guatemala, Washington, 2004**

Joined [Foundations of Success](#) to do mid-term evaluation of The Nature Conservancy's [Parks in Peril Program](#), oldest, largest conservation project in Latin America. Involved in all aspects: conceptualization, field work, analysis, write-up. While evaluation covered all countries, I visited Bolivia and Guatemala. The overall theme focused on learning and adaptive management. USAID funded. [www.parksinperil.org](http://www.parksinperil.org)

## **RARE Center for Tropical Conservation Program Manager**

**1997–2003**

Stationed in Honduras, Guatemala, and USA, managed programs including the bilingual Nature Guide Training Program (co-wrote 5-volume manual), the Public Use Planning Program (see above), Trails Development Program, and all activities in Honduras while there. Worked under current president Brett Jenks, current vice president Paul Butler, and Jim Dion, now at the Sustainable Destinations Program, National Geographic Soc.

## **Participatory Rural Appraisal Team Coordinator**

**Andes, Ecuador, 1996**

Conceived, designed, recruited, fund-raised, and led a 4-person Participatory Rural Appraisal team in farming community inside Pululahua Geobotanical Reserve in northern Ecuador. We facilitated the cooperative establishment of an interpretative system by the community, EcoCiencia (conservation organization), and INEFAN (agency in charge of protected area management). [Independent research](#) with EcoCiencia and INEFAN.

## **Peace Corps Zoo Educator**

**San José, Costa Rica, 1993–1995**

Designed and executed education programs at the Simon Bolivar National Zoo. I attended 6,000+ children with original programs. I designed and wrote a teacher's guide of solid waste activities for urban elementary teachers of the greater urban area as well as a related children's fantasy story on solid waste themes. The Minister of Education inaugurated the [solid waste project](#) at the Zoo. Funded by Conservation International and McDonald's. Worked under Yolanda Matamoros and Gilberto Ugalde. [www.jonkohl.com/publications/a-m/lejos.htm](http://www.jonkohl.com/publications/a-m/lejos.htm)

## **Smithsonian Institution Exhibition Researcher**

**Washington, DC 1992–1993**

Wrote position paper on marine biomedicine products — folk, in use, and under development — to design *Ocean Planet's* "Sea Store." Also wrote fact sheets on oceans, incorporated into educational materials for the \$3 million, 10-city traveling exhibition. [www.seawifs.gsfc.nasa.gov/ocean\\_planet.html](http://www.seawifs.gsfc.nasa.gov/ocean_planet.html). Worked under Judy Gradwohl, Office of Environmental Awareness, now associate director of National Museum of American History.

## **Mass Audubon Society Naturalist/Camp Instructor**

**Wellfleet Bay, MA 1992**

## **Keynote Speaker in Colombia**

**Medellin, Colombia, 2010**

I gave the keynote address for the Colombian Network for Sustainable Tourism, entitled "Well Planned Tourism Can be a Force for Biodiversity Conservation" in Medellin. Gave talk again in Bogota, sponsored by US Embassy and the Network: [www.youtube.com/watch?v=VPoMKDxBDGY](http://www.youtube.com/watch?v=VPoMKDxBDGY)

## **US State Dept Speaker and Specialist Grantee Africa, South America 2007-09**

Through the the US State Department I gave talks and a training workshop on environmental interpretation, [Bolivia](#)/Ecuador, October 2007; then talks and a workshop on ecotourism development in Liberia and [Cameroon](#), August 2008, again in Swaziland & [Malawi](#), June 2009

## **Principal Speaker at UNESCO Seminar**

**Granada, Spain 2006**

Was an invited principal speaker at the UNESCO World Heritage Centre Seminar on Tourism Planning at Major Archeological Sites. Paper for that talk will be published in a UNESCO book in 2010. <http://whc.unesco.org/en/events/292>

## **Fellow, Center for Whole Communities**

**Vermont, USA 2005**

Participated in a six-day Whole Thinking Leadership Retreat at Knoll Farm, sponsored by the Center for Whole Communities. The workshop taught about a holistic approach to land conservation. <http://www.wholecommunities.org/retreats>

## **Second Place in NAI Media Awards**

**Reno, Nevada 2003**

Earned Second Place in the National Association for Interpretation Media Awards in the interpretive training category for Public Use Planning Manual developed while I worked with RARE.



## **Feature of the Year, Honorable Mention**

**2002**

Won Best Feature Article of the Year, Honorable Mention, in *Legacy* Magazine for an article on Rare's Nature Guide Training Program. Co-authored with Cynthia Brown and Matt Humke. [www.jonkohl.com/publications/legacy-pubs/ngtp.htm](http://www.jonkohl.com/publications/legacy-pubs/ngtp.htm)

## **Keynote Speaker in Wisconsin Environmental Ed.**

**2002**

When the originally scheduled keynote speaker for the Wisconsin Association for Environmental Education did not show up, I stepped in with a presentation, accompanied by an ad lib celloist.

## **Yale Wilderness Essay Winner**

**Yale University 1997**

Won the Gloria Barron Wilderness Society-Yale University Essay Wilderness Contest, later published in the *International Journal of Wilderness*.

## **Dartmouth Distinctions**

**Dartmouth College 1991-2**

Awarded the Dartmouth College Dean of Students Award for Community Service based on my environmental activism on campus. Was the first recipient of the Lundquist Award for a Dartmouth Student in Environmental Studies. Also founded the first formatted magazine to be transmitted over an electronic network in the world. Covered by *The New York Times* and other media. <http://jonkohl.com/skills/editing.htm#sop>

## **Blog on International Heritage Interpretation**

**Facebook, 2011-**

Blog covers wide range of tools and philosophical aspects of interpretation with special attention to international and developing countries where interpretation resources are few. All posts are in English and Spanish. Followers come from over 20 countries. [www.facebook.com/pages/Jon-Kohls-HeritagePatrimonio-Interpretation-International/133256493413817?sk=wall](http://www.facebook.com/pages/Jon-Kohls-HeritagePatrimonio-Interpretation-International/133256493413817?sk=wall)

# Selected Commercial & Freelance

www.jonkohl.com/publications

- “Managing the Tourism Flood in Central Vietnam.” (February 2011). *World Heritage* magazine issue on sustainable tourism and world heritage.
- “Intentional ‘Colonies’ and Tropical Sustainability.” (Spring 2010) *Communities* Magazine. Northern model doesn’t work the same in the tropics.
- “Investing in Community: A Truly Diversified Portfolio Invests in Community.” (March/April 2010). *E Magazine*
- “Way Beyond Darwin : Evolution of Human Consciousness and the Future of Interpretation.” (May/June 2010). *Legacy Mag. In Spanish.*
- “Making Home: American living in Costa Rica learns that in hard times home isn’t a place that we inherit — it’s a place that we create.” (September 2009). *Communities*. Versions in *WorldView Magazine*, *The Foxboro Reporter* and *Tico Times* (200th life publication).
- “Links of a Chain: Waves of Global Volunteers seek high impact in needy communities.” *Worldview Magazine* (Spring 2008). Profile of Global Volunteers, magazine of the National Peace Corps Association in volunteer travel special edition.
- “Stories of the Reef.” (August 2008) Photojournalistic report covering programs that the *Summit Foundation* supports to protect the Mesoamerican Reef. 48 pp and 31 photos of mine (PDF 6 Mb). Included over 45 interviews from WWF, CI, TNC, EDF, and others.
- “Holistic interpretive guide training enables the institution as well as the guide.” *Interpretive Sourcebook*. (November 2008). National Association for Interpretation. November. Presentation at the 2008 annual conference in Portland, OR.
- “Dodging Cuts: Surviving budget cuts for heritage interpretation means becoming relevant.” *Parks & Recreation* (March 2007)
- “Beyond Lumber.” *Legacy* magazine (May/June 2005). The Lumber Heritage Region of Pennsylvania develops a new identity.
- “Embera’s Ecotourism: Keeping Civilization at Arm’s Length.” *Native Peoples* magazine (September/October 2003). Embera Indians of Panama develop own brand of ecotourism to preserve their culture and keep away civilization.
- “Ecotourism’s Conservation Connection.” *Parks & Recreation Magazine* (September 2002). Ecotourists can be philanthropists.
- “Visitor Centers: If You Build Them, Will They Come?” *E Magazine* (Nov/Dec 2000) and *Legacy* (July-Aug 2002). Visitor centers in Central American parks are having some troubles. (Reprinted in Spanish in *La Tribuna*, 2001 and *Boletín de Interpretación*, 2002).
- “Rescuer of the Animal Rescue Center.” *Animals Magazine* (December 2000). Fito Steiner rescues AMARAS, Honduran animal rescue center.
- “Every Island is a Reserve.” *Wildlife Conservation* (September/October 1993). The elements of tropical conservation at the La Selva biological station in Costa Rica.
- “Systems Thinkers Must Go Down the Rabbit’s Hole.” *The Systems Thinker* (May 2005). Understanding worldviews is critical to changing systems.
- “Dartmouth’s Nature: Is Dartmouth Taking Its Environment for Granted?” *Dartmouth Alumni Magazine* (Winter 1991). Cover story about environmental studies and activism at Dartmouth College, 13 pages.
- “The Boneyard Classroom.” *The Boston Globe* (13 September 1993 and reprinted in *Sanctuary* January 1993). Front page of Education section. Natural history education using bones from marine animals.
- “Friendly Mountain, Fast Water.” *Caribbean Travel & Life Magazine* (Dec 2000). Trip to Pico Bonito National Park’s Rio Zacate Waterfall.
- “Park Planning for Life.” *Legacy* magazine (March/April 2002). Recounts the birth of RARE’s Public Use Planning Program at Pico Bonito National Park. National Association of Interpretation’s publication.
- “Hurdles to Teaching Guides to Interpret Biodiversity Conservation.” *Legacy* magazine (July/August, 2001). RARE is teaching nature guides in Central America in the National Association for Interpretation’s publication. Won Honorable Mention for Best Feature.
- “Honduras Must Do Its Hurricane Homework on Time.” *Honduras This Week* (May 2000). Has Honduras learned of hurricane readiness?

# Research, Professional & Academic

[www.jonkohl.com/publications/categories/academicwork.htm](http://www.jonkohl.com/publications/categories/academicwork.htm)

- “Transcending Barriers to Plan Implementation at World Heritage Sites Depends on New Mindset.” (2011). Chapter in *Tourism Planning at Major World Heritage Archaeological Sites*, published by UNESCO.
- “A Systems-Based Interpretive Planning Model that Links Culturally Constructed Place Meanings and Conservation.” (November 2008). *Journal of Interpretation Research*. Peer-reviewed publication of the National Association for Interpretation, co-author Ted Eubanks.
- “Heritage Interpretation vs. Environmental Education as an Ecotourism Conservation Strategy.” Chapter in *Ecotourism and Conservation in the Americas*. (2008) Edited by Amanda Stronza & Bill Durham. CABI Publishing. <http://bookshop.cabi.org/default.aspx?site=191&page=2633&pid=2115>
- “Barreras para la implementación de los planes de manejo para áreas silvestres protegidas en Costa Rica.” (October 2008). Estudio por Gabriel Robles, Nelly Vásquez, Róger Morales, Jon Kohl & Bernal Herrera. *The Nature Conservancy Costa Rica Technical Series #8*.
- “Putting the Ecotour Guide Back into Context: Training Guides with Systems Thinking.” Chapter in *Quality Assurance and Certification in Ecotourism* (2007). Edited by Rosemary Black & Alice Crabtree. CABI Publishing. <http://bookshop.cabi.org/?page=2633&pid=2019&site=191>
- “Converting Unseen and Unexpected Barriers to Park Plan Implementation into Manageable and Expected Challenges.” *Parks* (April 2006). Journal of the World Conservation Union-IUCN.
- “Mental Models that Block Strategic Plan Implementation.” *Reflections* (May 2006). Journal of the Society for Organizational Learning.
- “Putting Environmental Interpretation to Work for Conservation in a Park Setting: Conceptualizing Principal Conservation Strategies.” (February 2005) *Applied Environmental Education and Communication: An International Journal* 4(1).
- “Zoos Behind the Wilderness Façade.” *International Journal of Wilderness*. (August 2004). Essay that won the Gloria Barron Wilderness Society Scholarship for best wilderness-related essay, sponsored by Yale University and the Wilderness Society in 1996. How zoos use the wilderness myth to avoid doing as much conservation as they could.
- “Use of Concept Modeling to Clarify the Relationship between Interpretation and Behavior Change for Conservation.” *Interpretive Sourcebook*. (November 2003). Paper, co-presented with Marisol Mayorga, that uses concept models to draw specific links between effective interpretation and effective conservation.
- Park Planning for Life*. **World Heritage Centre/UNESCO** (2007). The 2-volume methods manual for UNESCO’s Public Use Planning effort. Consists of *PowerPoint* presentations, chapters, and workshop lesson plans. 800 pages.
- “Challenges to Introducing Interpretation Into Ecotourism Programs in Mesoamerican Protected Areas.” *Interpretive Sourcebook* (Nov. 2001). How RARE Center links interpretation to business presented at National Association for Interpretation’s 2001 workshop.
- Nature Guide Training Program Manual*. **RARE Center for Tropical Conservation**. (August 2001). Co-written with Cynthia Brown, 5-volume manual for the RARE program of same name. Written for program coordinators in order to run the program.
- “Evaluation of WCS Training Programs.” 1997. Report that proposes evaluation strategies of four **Wildlife Conservation Society** conservation training programs in Colombia and Venezuela. Combined consultancy with program evaluation project at Yale.
- “Recruiting a PRA Team That Works.” *TRI News* (Spring 1997). Written with Indra Candanedo. 4 characteristics of an effective PRA team for the Yale Tropical Resources Institute (TRI) journal. Based on “Participatory Rural Appraisal in an Andean Farming Community, Ecuador.” (January 1997). Master’s thesis published in the Yale TRI working paper series. 44 pages. Also in Spanish.
- Manejo, disposición y aprovechamiento de los desechos sólidos* (October 1996). Solid waste activities for use in the **Simon Bolivar National Zoo**. “El Monstruo de LEJOS” is a children’s fantasy story illustrated by Deirdre Hyde and corresponds to activity book. 3000 copies. Spanish.
- “Extendiendo el Rango de la Educación Ambiental en un Zoológico.” (28 May 1995). Paper presented at the **First Latin American Zoo Educator Conference** and published in the proceedings. Guadalajara, Mexico. In Spanish.
- “Marine Biomedicine: Past, Present, Future” (March 1993). Position Paper for the Smithsonian Traveling Exhibition, *Ocean Planet*.
- “A Proposal for the Establishment of the **Dartmouth Organic Farm**.” (22 May 1991). I was principal editor of a 24-person team for an environmental policy formulation class that made such a proposal. Academic citation. 100 pages. Farm was established in 1995.