Minnesota State Zoological Board. Zoo-Related Organizations Files.

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AMERICAN ZOO AND
AQUARIUM ASSOCIATION

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TO: DIRECTORS ATTENDING THE DIRECTOR'S RETREAT
FROM: KRIS VEHRS
RE: PACKETS AT HOTEL REGISTRATION

A number of you have asked about the possibility of receiving your complimentary tickets from Disney (2 —1day Animal Kingdom Park passes) early. There will be a packet for each of you at the Hotel Registration Desk late Wednesday night. When I arrive at the hotel, about 10:30 p.m., I will obtain the tickets and leave them, along with your name badge and a copy of the agenda and a revised participant list, in an envelope at the Hotel Registration Desk. I will retrieve the remaining envelopes prior to the Icebreaker Thursday night so those arriving later can see me for their name badges at the Icebreaker or Friday morning prior to the General Session.

You will need to wear your name tags during the entire Retreat. I am bringing extra name tags for those spouses that will be attending various social events.

May 27, 1998

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Executive Office and
Conservation Center
7970-D Old Georgetown Rd.
Bethesda, Maryland 20814
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Dear AZA Directors and Special Guests:

Our annual "Directors' Retreat" continues to inspire and motivate me. I hope that you feel the same. Our next retreat will be particularly meaningful for me, as I will be just a few months into my AZA presidency. I will need your direction, feedback and support.

The 1999 retreat is scheduled for January 22-24 in Orlando, Florida. It will be hosted by the Walt Disney World Company at the new Coronado Springs Resort. As you may know, Discovery Island and The Living Seas Aquarium are both accredited AZA facilities. The new Animal Kingdom will be considered for accreditation in September. The Directors' Retreat may be your first opportunity to take a close look at the Animal Kingdom. We anticipate a warm welcome from our Disney hosts.

You will receive additional information within the next few weeks. Please mark your calendars for January 22-24, 1999, and please call me if you have suggestions or questions.

This is an exciting period in AZA's history. I will look forward to working with you in Orlando.

Sincerely,

Terry L. Maple, Ph.D.
President Elect

AZA

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To: AZA Board

From: Syd Butler

Subject: Brief Report/Request for Approval

Date: 1 April, 1997

Some developments since the Memphis meeting:

1. We have hired an operations consultant to compare costs/benefits of separate offices vs. consolidation. Her report and my recommendations will be ready for your review in August.
2. We have hired a membership consultant to evaluate our membership structure and services, following the LRP and the Board's desire to be more inclusive.
3. We will soon begin interviews of candidates for a new Director of Finance and Administration.
4. I am meeting with an A.T. Kearney representative this week to discuss a national search for the new Director of Education.
5. A small working group, with direction from Steve McCusker, is looking at ways to strengthen/improve the SSP programs.

A Request for Action:

The Education Task Force, chaired by Jan, recommended that the Public Education Committee be changed to the Conservation Education Committee. The name change reflects our recent focus on raising and refining the importance of education. Tom, Jan, Kris and I met with the PEC in Memphis, and its members agree. ***We recommend the change--if you concur, please indicate below and fax back to me.***

I K. Roberts *agree* ✓, *disagree* __ *that the name of the Public Education Committee be changed to the Conservation Education Committee.*

I am excited by our new directions, and will be keeping you informed more frequently over the next few months. Thanks again for your counsel.

Sounds like great progress!

Confidential

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To: AZA Board of Directors

From: Syd Butler

Subject: Operations Report

Date: 12 February, 1997

I enclose our consultant's report of staff structure and operations. Please keep this confidential, as it makes several significant recommendations. *Most particularly, please keep the cover letter confidential*--no one except Tom and Kris has seen it. I will review the report, but not the cover letter, with AZA staff directors on Friday, 14 February.

I believe that Ms. Shinn has produced a very helpful, unbiased report. She conducted herself with real professionalism, and I assure you her recommendations were her own, based upon her interviews with all staff and Tom. I urge you to read the entire report if possible, as it gives you a true snapshot of where we are, and what we need to do.

I have already taken some steps to implement Ms. Shinn's priority recommendations on page 30. We have hired a consultant to develop a comprehensive hardware and software acquisition program (see pages 9, 30). I am advertising this week for a new Director of Finance and Administration to be located in Bethesda (see report pages 8,13,30). With Tom's good counsel, we have implemented a much simplified performance review process (see pages 18, 24, 30). I am currently negotiating to lease a small amount of additional space in our current Bethesda building to accommodate new staff and a sufficient conference room and library.

Regarding other recommendations, I will have an extensive status/progress report by the March Board meeting. I will also address the important issue of improving AZA's education program, and give the Board some scenarios and my recommendation. In addition, as I believe the issue of office consolidation must be addressed thoughtfully but quickly, I will discuss my plans for addressing this important issue during Executive Session in March.

I welcome your comments on any of the above.

CMG

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CONFIDENTIAL

January 27, 1997

Mr. Sydney J. Butler, Executive Director
American Zoo and Aquarium Association
7970-D Old Georgetown Road
Bethesda, Maryland 20814

Dear Syd:

I am pleased to enclose the final "Report and Recommendations On Staff Structure and Operations Audit For The American Zoo and Aquarium Association." Many thanks to you, Kris and the AZA staff for their input and contributions to the Audit.

Syd, I know you are committed to keeping the Wheeling Office open for at least another two years and, thus, the option of closing the Wheeling Office was not a consideration during the CMG Audit. I would have had further recommendations had the opportunity to combine both offices been "on the table." However, I am taking the liberty of addressing this matter in this letter to you based on my ten years of experience in administering an office in Kansas City and one in DC.

The most difficult thing in my situation (and I believe in yours) was not knowing from day to day where the offices would be located. This uncertainty went on for about ten years. It leads to constant speculation, rumors and tension between personnel in both offices. Members do a lot of speculating and "Monday Morning Quarterbacking" as well. It is costly from a human resource and operational standpoint and inefficient. It takes an extraordinary amount of administrative time that should be focused on achieving the organization's mission and providing services to members.

It seems to me that the size of AZA, its mission, focus on public policy and regulatory matters and increasing outreach internationally, augurs for the offices to be consolidated in the Greater Washington area. Given the number of processes that can be outsourced and the efficiencies that can be achieved in having only one office, AZA should be able to locate all staff in the DC area in a way that does not "break the bank" for AZA. The two year commitment you have made to keeping the Wheeling Office open gives AZA time to make a decision and prepare and implement a transition plan that provides for relocation of activities to Bethesda or to outsource them. Also, the next two years gives you an opportunity for relocating or outplacing Wheeling personnel. The important thing is to **make a decision and move on**.

If I can be of help to you in addressing this matter further, give me a call. Many thanks for the opportunity to work with AZA and to learn of the good works of the organization. It was also great to work with so many dedicated and talented people.

Best wishes,

Linda

Linda J. Shinn, CAE
Principal

REPORT ON STAFF STRUCTURE AND OPERATIONS FOR THE AMERICAN ZOO AND AQUARIUM ASSOCIATION

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REPORT ON STAFF STRUCTURE AND OPERATIONS FOR THE AMERICAN ZOO AND AQUARIUM ASSOCIATION

Prepared by

Linda J. Shinn, CAE, Principal
Consensus Management Group
8118 Glenhurst Drive
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January,1997

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REPORT AND RECOMMENDATIONS ON STAFF STRUCTURE AND OPERATIONS AUDIT CONDUCTED FOR THE AMERICAN ZOO AND AQUARIUM ASSOCIATION

AN OVERVIEW:

A periodic review of staff structure and operations helps ensure that systems, practices and personnel are appropriate for the mission, purposes, size and resources of the organization as it is today, and helps position it to accomplish its mission and goals. For the American Zoo and Aquarium Association (AZA), the development and implementation of a new strategic plan which calls for AZA to focus more on member services, the changing philanthropic and conservation environment, the departure of several staff, the desire to operate more efficiently and effectively across departments and between the Wheeling, West Virginia and Bethesda, Maryland offices all contributed to the need for an independent, outside review of AZA staff structure and operations.

The Consensus Management Group (CMG) was retained by AZA to undertake the study.

This report is divided into two main categories:

- Methodology
- Findings and Recommendations

It is important to CMG to note the extraordinary commitment to AZA by staff. The shared belief of all in the mission of AZA has helped to build an association that is respected externally by other associations, by government agencies and legislators, and by the industry's vendor and supplier community.

This overview would not be complete without an expression of appreciation to Sydney J. Butler, Executive Director and Kristin Vehrs, Deputy Director, who assured us of the independence we required to do this study, who supported our efforts all along the way and who put every resource at our disposal. Special thanks to each and every member of the AZA staff for their candid insights and thoughtful exploration of their roles, responsibilities, accountabilities and the AZA work environment.

METHODOLOGY:

This study was undertaken with the understanding that the closure of the Wheeling office was "not on the table" and would not be considered for at least two years. The research needed to prepare this report was approached in several ways. After selection as consultants, Linda J. Shinn, MBA, CAE, CMG Principal (see Addendum A), reviewed the AZA strategic plan; bylaws; job descriptions; compensation philosophy and program; staff structure chart; performance appraisal process; personnel policies; publications such as the *Communiqué;* manuals; budgets; fiscal audits; promotional materials for schools, conferences and membership; accreditation documents; samples of internal and external communications and reports of AZA achievements and work in progress.

All staff in the Wheeling and Bethesda offices were interviewed in person about their jobs; performance expectations; reporting relationships; work flow; views on AZA's pay practices and work in the AZA environment. For each interview, certain standard questions were asked to enable a more credible analysis of information received. However, CMG facilitated a very free flow of information, and kept the interviews only minimally structured, but on course. The interview questions are detailed in Addendum B. In addition, the interviews were augmented by the completion of a supplemental data form by each member of the AZA staff. The supplemental data form is Addendum C. **It should be noted that the study focused on the positions not on the people/personalities in the positions.**

Subsequent to the staff interviews, the Executive Director and Deputy Director were again interviewed to corroborate findings; clarify practices and policies and work flow and to test some preliminary recommendations.

In addition, CMG interviewed the AZA President to obtain the perceptions of elected leaders about the effectiveness and efficiency of the AZA staff operation.

The consultant then analyzed each job description, interview reports and supplemental data forms giving particular attention to:

1. the tasks, functions and expectations of each staff member.
2. staff activities: performance, relationships and accountabilities, orientation, training and cross training.
3. staff structure and work flow.
4. delivery of programs and services including achievement of AZA objectives, particularly those specified in the 1996-2001 Long Range Plan.
5. staff cohesiveness including communications and relationship of personnel between and among locations.
6. internal and external perceptions of the roles, efficiency and effectiveness of the two offices from leaders and staff.
7. job satisfaction and relevant personnel statistics.

In summary, this report is based upon information identified in written AZA materials; from interviews with AZA staff and the AZA President and from observations of AZA staff in action.

CMG heard and processed the thoughts and suggestions of everyone with whom they spoke. Consideration was given to the source, i.e., would one expect a particular view from a particular source, or was the source for that view surprising? CMG also noted the frequency with which an idea or concern was expressed, and focused hard on repetition.

Every effort was made to substantiate what was heard and to rate the importance and relevance of what was heard vis-a-vis the purpose of this study and the mission of AZA.

This report is tempered by standards of "best practice" in trade associations, by the hands-on and consulting experience of CMG and the intimate knowledge of associations which CMG brought to this project.

All of this was considered in relationship to the appropriateness for AZA, and within the context of the general CMG beliefs of what makes a healthy association today, i.e. the willingness to be focused, fast and flexible. It should also be noted that, just as a fiscal audit is a snapshot of a moment in time, so too is an audit of staff structure and operations.

FINDINGS AND RECOMMENDATIONS:

The AZA Operations

Office Space

Office space in Wheeling houses eight staff in 3,000 square feet and is spacious, with ample room for files and on site storage. A well appointed kitchen provides an area for staff breaks and lunches. There is also space for all staff meetings and for copying, collating, sorting, stuffing, stamping and processing mail. Parking for staff and visitors is ample.

Office space in Bethesda houses sixteen staff in 3,500 square feet. The Bethesda office conference room does not provide seating for an all staff meeting nor is their adequate space for storage and files. (An off site storage facility is used which is not easily accessible to AZA.) Processing mail, copying and collating materials is done in a limited area. A small, cramped kitchen is used for lunches and breaks and can only accommodate four people at a time. There is no room for expansion of staff.

Commuting to work in the greater Washington, DC area is difficult at best and employees are enticed to take and keep jobs that are convenient to the Metro or where parking is close, safe and economical. (In fact, in CMG's experience, ready access to the work site is about as important to staff as direct compensation.) Access to the AZA offices in Bethesda for staff, especially those at the level of Program Assistant, is difficult. The nearest Metro station is about one-half mile away and parking spaces for staff in proximity to the Bethesda office are limited. Even visitors find it difficult to visit AZA due to inconvenient, inadequate parking. (CMG found parking to be particularly troublesome while on site at AZA.)

In addition, an association's headquarters office should be the center of association activity. Headquarters should be the scene of board and committee meetings and a site readily accessible for members to access programs, products, and services including staff. At a minimum, a headquarters office should provide space for all staff to be seated facing each other for staff meetings. CMG noted that many staff in Bethesda had to stand or sit on a credenza during all staff meetings and that face to face contact for all was next to impossible.

Recommendations:

1. Adequate office space for the Bethesda based operation should be acquired including space for additional personnel (including temporary workers), some onsite storage, process work and to accommodate all staff meetings. (Historically, the Federal Government and some local governments had square footage standards for office space for employees including level of employee. This standard has been eliminated in favor of customizing office space to the activities to be carried out. Even those who design office space are urging organizations to consider function in lieu of an allocation of square footage per employee or level of employee.) Since one's workspace is where one third of a person's day is spent, CMG believes that individual offices should, at a minimum, be esthetically

pleasing, clean, safe and accommodate space for a computer, telephone, personal file storage, and meetings with one or two colleagues. Some modicum of privacy is also desirable for those who have confidential responsibilities, i.e. human resources. CMG is also aware that access to windows and size of offices conveys a certain status in the organization. The preferred staff culture of AZA (see recommendations on page 22) will have bearing on office size and distribution of space.

A natural question for AZA to ask is whether to lease or buy office space. CMG recommends that AZA try to lease additional space in its current Bethesda locale on a short term basis pending resolution of the issue of where and how all AZA staff should be housed.

AZA **must** resolve the matter of separate offices in the next two years. In CMG's view, there is too much time and attention spent speculating about whether and when the Wheeling office will be closed. Uncertainty and fear about closure of the Wheeling Office by Wheeling based staff has to interfere with productivity. Such contemplation also makes it difficult to forge cohesion among the staff in Bethesda and Wheeling. In addition, duplicate operations, e.g. telephone systems, duplicating, mailing equipment, etc. in both offices is also costly for AZA.

2. Securing onsite or nearby parking or greater access to the Metro is a must if AZA is to recruit <u>and retain</u> staff.

Office Process and Procedures

There is inconsistency in process and procedures from office to office in Bethesda and between Bethesda and Wheeling. For example, staff report that the telephone answering machine is not used in Wheeling after hours nor during all staff meetings in an effort to save money. In Bethesda, the telephone answering system is in use during non work hours. An office wide filing system is in place in Wheeling but not in Bethesda. There is no unified, written records retention policy commonly understood or implemented across the

organization. Back up files and records in Wheeling are maintained offsite in staff members' homes. Also, letters about career opportunities in zoos and aquariums are channeled to Bethesda for response while telephone calls about the same matter are channeled to Wheeling.

There is no uniform approach to purchasing in the organization nor is there any effort to coordinate the purchase of goods and services for both offices, e.g. paper and office supplies. It appears that there is significant travel by senior staff in the organization yet there is no centralized mechanism for purchase of travel goods such as airline tickets and hotel space.

Recommendations:

1. Common expectations for the Wheeling and Bethesda offices should be established, for example, turn around time for mail and for responding to telephone calls. Each office should have the wherewithal to answer simple telephonic and mail queries without transferring them to the other office. For example, inquiries related to member dues, address changes, conference dates and sites, and zoo careers should be answerable in Wheeling and Bethesda. Inquiries related to specific programs such as governmental affairs or accreditation will have to be referred to the appropriate office. In keeping with AZA's focus on member service, the guiding principle for handling inquiries should always be "how to give the best service to the AZA customer." Developing quality, customer services systems is a must for AZA.

2. A standardized filing system congruent across both offices should be established.

3. A unified records retention policy should be developed and implemented. This recommendation includes arrangements for offsite storage (not in employees' homes) of critical data such as payroll and member records and standardized computer backup protocol across AZA offices.

4. Joint purchasing of items such as paper and supplies should be explored to maximize cost savings through volume purchasing. Centralized purchasing of travel should also be considered.

5. A Director of Finance and Administration should be hired to oversee the financial and office operations in Wheeling and Bethesda. This position, headquartered in Bethesda and accountable to the AZA Executive Director, should provide a consistent oversight for day to day operations and be accountable and responsible for developing uniform processes across both offices. A Director of Finance and Administration should help lessen the workload of the Deputy Director. (See page 20)

Technology

People join associations to network and receive information. The association that will thrive in the twenty-first century is one that not only provides information to its members but helps members sort and analyze information and use it to add value to their businesses. Managing information is best done through the use of various technologies.

There are a hodgepodge of computers in operation across the AZA offices with little compatibility. Only a few staff have e-mail. One Program Assistant reported having to rekey documents before working on them as the documents come to her having been created on an IBM computer and she must work on them vis-a-vis a MAC computer. The Conservation Biologist serves as computer trouble shooter and stop gap trainer, often helping people with such rudimentary tasks as setting document margins.

Several databases are maintained in the organization. Not all are uniformly accessible across the organization. For example, if a member provides an address change to the Bethesda office, a Bethesda staffer takes the address change and telephones the change to the Wheeling office not having access to the member database. Thus, it takes two calls to change an address.

Recommendations:

CMG believes that the greatest impediment to achieving AZA's mission and values and to accomplishing the business of AZA in an efficient and effective manner is the lack of compatible hardware and software and uniform data bases. In other words, AZA lacks the means to collect, sort, sift, analyze and share data across the AZA family. To begin to address this obstacle, CMG recommends:

1. That a staff position responsible for information systems maintenance and training be created. This position could be responsible for

    - establishing and maintaining an AZA network across both offices
    - responding to needs and questions of network users including access to and use of various software programs
    - keeping systems up to date; updating software applications as required
    - maintaining a back up of all files
    - working with AZA staff and consultants, as appropriate, to develop and manage AZA data bases
    - assuring the security of information

    In the interim, CMG recommends that a consultant be retained as quickly as possible to help AZA begin to sort out its information system needs across both offices and to assist AZA to develop a comprehensive hardware and software acquisition plan. This recommendation also assumes that AZA determines the kind(s) of data bases that are needed, begins to develop them and provides wide access to them. (CMG is aware that the AZA Conservation Biologist is looking for computer consultants.) A consultant with expertise in association information management systems can help AZA identify its needs and guide AZA to products already available in the marketplace to meet AZA's needs. A carefully selected consultant can also help AZA customize systems, if and as needed.

2. Meanwhile, ongoing staff training should be provided on the equipment and software that is currently available in Wheeling and Bethesda in order to maximize the usage of what is available. Such training should be outsourced and not assigned to the Conservation Biologist. Orientation to and continuous training on any new hardware and software purchased should also be provided for and might be negotiated as a part of the purchase/lease of new equipment/systems.

Communiqué

The publication of *Communiqué* surfaced as a concern during CMG's audit of AZA's day to day work. In Bethesda, there is concern about the content and look of *Communiqué*. From the Wheeling Office perspective, the issue is one of receiving timely changes to content and format of *Communiqué* . CMG observed that the editorial responsibility for *Communiqué* rests by practice and job description in the Wheeling Office, yet the authority seems to reside in Bethesda.

Recommendations:

1. That the Director of Public Affairs assume the primary responsibility for *Communiqué*. An annual publication plan should address theme(s), look, editorial content and advertising. Theme and content should be tied to AZA's annual plan of work. Advertising and production can continue to be handled in Wheeling where it is being done efficiently.

   These responsibilities shared across the two offices will require continuous communication and a clear delineation of responsibilities and accountabilities. For example, it appears that the Editor of *Communiqué* has the responsibility for the publication, while the authority for *Communiqué* rests with the Managing Editor.

   As an aside, CMG urges AZA to strive for a consistent image and identity across all AZA materials. Such consistency assures that internal and

external audiences can readily identify AZA through its programs, products and publications. The Director of Public Affairs should be accountable and responsible for assuring that a consistent image and identity is achieved across AZA.

Fiscal Affairs

AZA's strategic plan, Key Result Area VI, calls for AZA to "benefit members through financial excellence." Objective 1 calls for ensuring sound financial management.

AZA's entire fiscal operation is located in Wheeling, West Virginia. There appears to be duplication of efforts between the Bethesda and Wheeling offices in financial record keeping. For example, checks, expenses and vouchers are manually logged in Bethesda, transmitted to Wheeling and relogged. There is a lack of understanding across the staff in Bethesda about how bills should be paid. One staff remember reported being told to pay a bill three different ways. Checks received in Bethesda are logged in Bethesda but not endorsed and sent to Wheeling for deposit and processing.

Payroll is managed within AZA as a staff function. Duplicate payroll records are apparently maintained offsite in an employee's home. There does not appear to be a backup position for the payroll position if the person currently responsible for payroll becomes incapacitated.

AZA has had the same auditor for many years. When asked how long the auditor had been employed, responses ranged from 8 years to "as long as Bob has been here."

When CMG requested copies of AZA audits and budgets from AZA, the request had to be transmitted to Wheeling to be fulfilled. It is troubling to CMG that current audits are either not kept or could not be located in the Bethesda office.

Recommendations:

The number one competency needed by an association executive director is control over finances.[1] Guarding the members' assets is the most important job a board of directors delegates to an executive director. This job entails budgeting, recording and reporting, controlling and analyzing. While the executive might delegate a portion of this job, the overall responsibility remains that of the executive director. Such oversight is very difficult to achieve when all fiscal affairs are administered off sight. Therefore, CMG recommends:

1. Every effort be made to begin to centralize all fiscal operations in the Bethesda office. Accounting software should be purchased that eliminates duplicate entry of financial transactions between offices and provides for exchange of financial information between offices and within offices. Such software should assist top senior staff to become increasingly efficient in managing AZA's fiscal resources. AZA's auditing/accounting firm should be able to provide the software and training for fiscal management. Many firms provide such assistance to clients as a value added service. Offsite storage for financial records should be provided for at an appropriate financial or other institution where records can be catalogued, secured and retrieved with a minimum of effort.

2. In the interim, all checks received in the Bethesda office should be logged and endorsed for deposit only prior to being sent to Wheeling for processing. In fact, given the number of banks that do business across states, it should be possible for AZA to deposit checks received in Bethesda locally with the bank providing transaction information to Wheeling. (See also recommendation under Membership related to processing)

3. To assure competitive, comprehensive, up to date products from work that is outsourced, such as the annual audit, periodic requests for

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[1] Critical Competencies of Association Executives (1988), American Society of Association Executives

work that is outsourced, such as the annual audit, periodic requests for proposal for these consulting services should be issued. RFPs can be issued in Bethesda and Wheeling. (Note: In CMG's view, the audit should be rebid every three years.)

4. To assure efficiency and greater oversight by the Executive Director, a Director of Finance and Administration be employed, be located in the Headquarters (Bethesda) office and report to the Executive Director. (See page 8) The Director of Finance and Administration should carry responsibility for the day to day financial activities in addition to office operations and administration.

5. AZA investigate the outsourcing of its payroll function. Many organizations have found it more economical to out source payroll to ensure proper controls, confidentiality and backup and the meeting of various federal and state requirements. As AZA increases its staff size and given the need to meet the laws of two state jurisdictions, AZA may find outsourcing more cost efficient. (It is important to note that CMG found no improprieties in payroll processing or administration.)

Membership

AZA's strategic plan, Key Result Area 1, calls for AZA to "satisfy and expand the membership." Membership is AZA's primary product and most AZA staff report that they have a role in membership recruitment and retention, often actualized through providing good customer service on the phone, through *Communiqué* or the annual conference. AZA's membership invoicing, dues collection, record keeping and processing is handled manually in the Wheeling office. While staff acknowledge and welcome their interactions with members, staff does not always have the tools and information to do the job. For example, two Bethesda employees reported having to call Wheeling to get a dues amount then call the member/member prospect back. While the processing of membership is managed by AZA, there does not appear to be any one person or department with continuous, overall accountability for planning and managing

an ongoing membership recruitment and retention effort.

Recommendations:

1. A comprehensive association wide membership marketing plan based on the AZA Strategic Plan be developed. This plan should include focus on attracting new members to AZA and a concentration on meeting the needs and wants of those already a part of the AZA family. While all staff have accountability and responsibility for member recruitment and retention and should be told that they have responsibility for ongoing member recruitment and retention, one staff member should be assigned the accountability and responsibility for designing, implementing and overseeing the plan. "As the association's primary product, membership is a conglomerate of all the association's products and services... an association membership gives access to all the other benefits that the association offers. Therefore, all other association marketing functions must be coordinated with and complement the membership marketing function."[2] The responsibility to direct membership marketing would seem to be most compatible with those responsibilities of the Director of Marketing and Development. Should this responsibility be delegated to the Director of Marketing and Development, it will be important for a close working relationship to be forged between staff doing membership development and the staff doing membership processing. It will also be important to assess whether or not additional support resources are required for the Director to assume this function.

2. That a lock box account be established for receipt of member dues. A lock box is maintained by a financial institution such as a bank and member dues are paid directly to the lock box. The bank then deposits the money directly into the customer's account and provides transaction information to the customer. Such a service provides quicker access to

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2 Marketing the Nonprofit Association (1992), Greater Washington Society of Association Executives

funds, e.g. for accumulation of interest, and greater efficiency in record management and processing. Banks will provide "wholesale" lock box services for receipt of member dues with the association doing data entry. Some banks provide "custom" lock box services which covers data entry and managing of account exceptions. Given AZA's member and budget size, this is a service AZA's bank should have available.

The cost for these service will vary and depends on the number of members processed. Charges can be expected to range from 12 to 50 cents per record. (Note: It appears that AZA may be paying about $ 2.75 per member for processing at this time.)

Once a lock box system is up and running, AZA may also consider payment of other charges through a lock box; for example, annual meeting registrations.

The AZA Staff

The AZA staff is comprised of 24 positions; an Executive Director; Deputy Director; Chief Administrative Officer; Director of Conservation and Science; Director of Development and Marketing; Director of Education and Public Affairs; Director of Membership Services; Administrative Coordinator; Conservation and Science Assistant Director; Conservation Biologist; Development and Marketing Association Director; Legislative Affairs Specialist; Manager of Operations; Membership Coordinator; Accreditation Coordinator; Bookkeeper/Secretary; Receptionist/Assistant Office Manger; Operations Assistant; Conservation and Science Program Assistant; Public Affairs; Education Program Assistant; Government Affairs Program Assistant; Development and Marketing/Administrative Program Assistant and Membership Services Program Assistant.

Staff turnover is very low in the Wheeling, West Virginia office. Staff turnover is higher in the Bethesda, Maryland office, particularly among the Program Assistants. Most Program Assistants are employed for about one year and then

leave AZA for other opportunities.

During CMG interviews, common job motivators cited by staff were:

- the "cause"
- learning opportunities/experiences

The top disincentives were:

- too much "looking over my shoulder" by management
- the Griffith Archer system
- tug and pull between the Wheeling and Bethesda offices
- too many Chiefs and not enough Indians

Job Descriptions

For each position within AZA there is a job description, some over five years old. AZA job descriptions describe the job and specific duties and responsibilities embodied in the job. Almost all job descriptions speak to external working relationships. For example, the Director, Conservation and Science is responsible for liaison between AZA and ISIS and between AZA and IUCN. Job descriptions are lacking qualifications for each position and a description of internal working relationships. For example, job descriptions do not speak to collaboration or coordination across departments or expectations for working interdependently. If AZA expects more "team work" between and among staff, the expectation should be set forth in position descriptions.

As in most associations, AZA staff carry a wide variety of both content and process responsibilities. CMG was impressed with the overall caliber of work and the interest and excitement about AZA's mission by each and every member of the staff.

Managers have heavy content responsibilities, e.g. development or government relations coupled with their management responsibilities. While there was

minimal concern expressed about these dual roles, it appears that the management responsibilities are pursued in whatever spare time is available and with a lack of consistency across the organization. For example, some managers provide a great deal of leeway to their direct reports and others are more definitive in their expectations. Likewise, there is an inconsistency in administration of personnel policies across the organization. For example, time out of the office for continuing education appears to be inconsistently applied.

Every Program Assistant interviewed was bright, articulate and clearly committed to the work in her department and contribution to the success of her direct supervisor(s). While there was little consternation expressed about job descriptions, there was a great deal of concern expressed by Program Assistants about job expectations including amount of work to be done; payment of overtime compensation and reporting relationships. The Program Assistants are categorized as non-exempt employees by AZA and, therefore, any work beyond normal office hours must be approved by AZA. At the same time, a number of the Program Assistants have titles and/or responsibilities and describe duties more characteristic of exempt employees. For example, a title of Assistant Office Manager and responsibility for making or recommending purchasing decisions or a role in development and fundraising decisions. In addition, the Program Assistants report to two "bosses." One Program Assistant appears to have three "bosses."

One Program Assistant is shared by the Director of Education and Director of Public Affairs. While it appears the incumbent makes valiant efforts to keep abreast of the work of both Directors, the magnitude of the work coupled with incompatible hardware and inconsistent record keeping systems across both Departments makes the job unusually difficult.

While all staff agreed that there are opportunities for external development and training, there does not appear to be any consistency in orientation of new employees nor training to internal systems and processes.

There does appear to be a great deal of creativity among the staff which should

continue to be supported and encouraged.

Goal Setting / Performance Appraisals / Compensation

AZA has spent significant time and resources developing a job evaluation, performance appraisal and compensation system. The system is updated periodically and normed to the marketplace in Bethesda and Wheeling. Subsequent to the system's adoption, it seems there has been an effort to set goals and tie staff performance expectations to the goals. This effort appears to be inconsistent across the organization and often overshadowed by day to day demands. Appraisal of performance is viewed by staff as inconsistent, at best, and there is a great deal of rancor about the "Griffith Archer" system. Staff perceive the performance appraisal tool to be focused more on "blue collar" skills than performance of professional association staff. The appraisal instrument does not lend itself to measuring staff performance based on preset goals. Rather, the instrument offers a checklist to measure such things as "initiative and enthusiasm," "housekeeping and safety" and "attendance." Even those appraisal items that deal with quality of work focus on such matters as legibility of work and spelling.

There were many and varied views by staff about their compensation including salaries and benefits. About half the staff reported being satisfied with current pay and the other half felt that their pay was "low" or not competitive with the market. Program Assistants in Bethesda view their compensation as too low given the greater Washington area market and the cost of working in Bethesda, particularly parking. There is also concern that the dollars paid to Wheeling employees go further than those paid to Bethesda based employees. By and large, Wheeling staff seemed satisfied with their compensation.

Staff are not clear on what basis pay increases occur each year, although most believe it is not related to performance. Perceptions range from merit, to cost of living to "...whatever Syd thinks we should have." Staff do not have a clear sense of how success is measured at AZA nor is their a consistent sense as to how

performance expectations are arrived at. In fact, many staff were not sure if or how the newly minted AZA Strategic Plan affected them, if at all.

The Culture

Culture is the silent partner in all organizations. It is the set of beliefs, values, work styles and relationships that distinguish one organization from another:

- how people treat each other
- what values people live by
- what motivates people
- how power is used

The culture in the Wheeling and Bethesda offices of AZA are very different. In Wheeling, there is a power and role culture characterized by rules, an autocratic management style and the control and use of information as a source of personal power. Order, stability and control appear to have top priority in Wheeling. In Bethesda, the culture is more informal and seems to be driven by achievement with a focus on program growth. As well, staff in Bethesda perceive an inconsistent management style on the part of top management. While the management style in Bethesda is not as autocratic as Wheeling, there is an inconsistency in style among managers and in the application of policy and rules. For example, permission for time spent out of the office for continuing education or for work on external affairs is inconsistently applied.

Staff in both offices expressed concern about how they are perceived by their colleagues in the other office. For example, staff in Wheeling fear their colleagues in Bethesda view the Wheeling staff as undereducated, "country" cousins. In Bethesda, staff perceive that their colleagues in Wheeling view them as the college educated, Washington "elite." CMG found the staff in both offices to be highly competent, professional, personable, committed, and motivated individuals working under very different sets of circumstances and expectations.

Senior Executives

The Executive Director is charged with fulfilling the association's mission and ambitious goals with a limited staff in two offices approximately 250 miles apart. Further, the Executive Director is faced with having to get approval for every staff position or change in a position from the Board of Directors.

The Deputy Director seems to be placed often in the role as buffer between staff and the Executive Director; staff and managers and Wheeling staff and Bethesda staff. The role of managing human resources, day to day operations coupled with heavy responsibilities in governmental and international affairs makes the job of the Deputy Director difficult at best.

Recommendations:

While it is tempting for AZA to make changes in the AZA staff chart and employ more staff in an effort to become more efficient and effective, the following matters must have attention along with any changes in the staff structure and employment of personnel.

1. Staff in most organizations want the answer to four questions:

   - Where are we going ?
   - What will it be like there ?
   - What is my role ?
   - What is your (bosses) role, or how will you help me ?

   AZA staff are no different. The new AZA strategic plan provides a template upon which staff performance goals and strategies for achieving those goals can be developed. Staff must be educated about the plan, what it means to the organization, and what it means for the day to day work of each staff member. This can not be achieved in "one sitting." Rather, the plan must become the centerpiece for all that AZA does and a constant

reference point for the staff. Performance measurements including efficiency and effectiveness in work performance, can be tied to the plan with compensation tied to achieving the goals.

The AZA Board should set goals with the AZA Executive Director based on the plan; the AZA Executive Director and the Senior Staff should set goals based on the plan and the Senior Staff and their staff should then set goals, again tied to the plan. Mutual agreements at every level promote accountability and simplify performance evaluations.

In addition, job descriptions should be updated as appropriate. If teamwork and collaboration across departments and offices is expected, it should be made clear in the job descriptions. Such an expectation can also be established in performance goals, particularly with mutual goals set across departments. Also, qualifications for each position should be delineated in the job description.

2. Attention must be given to the Program Assistants. Turnover of Program Assistants after one year of employment is costly for AZA. The Bureau of Labor Statistics (1995) reports that it costs employers one third of an annual salary to replace employees. AZA has apparently had about three turnovers per year for the last five years. At an entry level salary of $ 22,000 per year, turnover costs AZA about $ 22,000 per year ($ 7,333 per employee x 3 employees per year).

   In addition, the role and expectations of Program Assistants must be clarified for those employed in the role and for those supervising the role. If the role is one in which both clerical and program functions are to be combined, this should be made clear to new hires and managers. Opportunities for upward or lateral movement (or lack thereof) should also be discussed with new hires and understood by managers. As well, managers should be consistent in their expectations of this category of employee. The volume and type of work expected from Program Assistants should be examined in terms of the Wage and Hour Laws to determine if

this group of employees is truly non exempt and is being adequately paid. If this employee group is nonexempt, AZA must examine its workload expectations in concert with its willingness and ability to pay overtime.

3. An additional Program Assistant should be hired so that the Director of Education and Director of Public Affairs are each supported by a Program Assistant.

4. Reporting responsibilities must be clarified and minimized for each Program Assistant. Effectiveness and efficiency is enhanced when employees receive instructions or establish mutual expectations with only one person. As AZA is a small office and staff must work across program areas and departments, it is incumbent upon the managers who share personnel to coordinate their work and to be clear about the assignments that are given to staff, decisive and consistent in decision making and clear whose work has priority. If AZA wants a culture of consistency, flexibility, effectiveness and efficiency, management must work hard to put such a culture in place and to role model appropriate behaviors. (See recommendation # 6 below)

5. As the cost of parking is viewed as a primary deterrent to working at AZA by the Program Assistants, immediate attention should be given to this issue. While a stipend for parking might be given to each Program Assistant, CMG anticipates this may have a tax consequence for the employee. CMG urges AZA to investigate leasing additional parking for staff and visitors in a nearby venue. Potential tax consequences for employees should be investigated and made known to the employees at the time any new parking arrangement is instituted.

6. Attention must be given to the AZA staff culture including the cultivating of relationships across all staff. This can be done by bringing staff together to determine the culture that is preferred for the organization and developing mutually agreed upon strategies to achieve that culture. There are a number of tools available that staff can use in determining the

culture that is "right" for AZA and in implementing that culture.

Relationships between and among staff would markedly improve with an opportunity for staff to meet together more frequently. This can be achieved by

- Regular staff meetings, in person and telephonically, preceded by a clear agenda and followed with a clear understanding of who will do what by when. Routine follow-up of actions taken must be provided.

- Exchange of staff between the Wheeling and Bethesda offices. This would include identifying talents from one office that can be used in the other. For example, a Wheeling employee has achieved an impressive office wide filing system. This expertise could be used in Bethesda. (See AZA Operations findings and recommendations)

  A short "employee in residence" program might be established with specific goals/outcomes established for an employee to achieve or direct when in residence in the other office.

- Regular presence of the Executive Director or Deputy Director in the Wheeling Office and regular presence of Senior Executives from the Wheeling Office in the Bethesda Office.

While there will be some direct costs to the organization, e.g. travel and lodging, the offsetting benefits such as clarity of responsibilities, consistency in personnel policy administration, uniformity in office processes and procedures; assimilation of culture; growth through coaching and mentoring and understanding of the integral and important role each member of the staff plays in the AZA family will likely outweigh the costs.

Creativity and experimentation should be built upon at AZA and become an integral part of the culture. Creativity can be incented through a variety of

mechanisms including remuneration, cross training, and job exchange.

Managers in both offices must agree upon the management culture and style that will be used across the organization and work to implement it. Uniform decisions need to be made and adhered to. This necessitates providing management training and development; allocating time for attention to management of staff; attending to consistency in personnel policy administration and decision making and holding managers accountable and responsible for their management performance. A regular opportunity for managers to sit down, discuss the AZA staff culture, staff assignments, values and challenges and opportunities in caring for AZA's human resources is a must.

7. The Griffith Archer evaluation tool should be simplified and related to the performance expectations of each AZA staff member. For any evaluation, from Board to Chief Staff Executive to Program Assistant, five key questions get to the core of performance appraisal. They are:

   - How did we do ?
   - How did we grow ?
   - How did we help others grow ?
   - What did we learn ?
   - What should we change ?

   These questions, answered by the employee and by the employee's supervisor in writing and then discussed, are a much less onerous way to appraise achievements and identify areas for improvement.

8. Attention must also be given to explaining AZA's pay practices. CMG compared AZA's 1997 pay plan to the Washington, DC marketplace and to associations of comparable staff, budget and member size. AZA's 1997 pay plan is competitive and on target with the 1996-1997 Salary Survey of the Greater Washington Society of Association Executives. Continuous staff education about the pay plan, how it is derived, administered, and

updated is a must. Such education can't just be done once, it has to be done at least annually and more often if employee turnover is significant. Managers must also be educated about the plan, given the tools to use in explaining it to employees and answering their questions and applying the plan consistently.

When the compensation plan is redone, managers and employees should be involved in the process. Some associations are moving to a "broadbanding" salary structure. A broadbanded pay system is one with fewer grades and ranges and a larger percentage spread between range minimums and maximums. The broadbanded system can be helpful in organizations where there is an emphasis on continuously acquiring new skills; internal job mobility; compensation for performance and acquisition of new knowledge. The system requires a lot of team work, and a clear commitment by senior management to making it work.

AZA should also consider tying some portion of compensation to performance at all levels of the organization. Bonus or incentive plans can be tied to AZA's bottom line; to acquiring new revenue streams, e.g. additional exhibitors at the annual meeting or contributors to specific AZA projects; or to new member acquisition.

AZA may find helpful to examine the pay plans of other comparable associations in the Greater Washington area, e.g. the National Pool and Spa Institute.

9. Additional functions must be provided for or clarified in the AZA staff structure. CMG believes that the functions of human resources, information management, financial management and overall office administration (from an operations perspective) must be provided for if AZA is to become increasingly efficient and effective and achieve its goal of service to members. AZA has the unique opportunity to reshape and fill vacant position(s) to meet these needs. AZA should also examine whether or not current employees might assume some of these responsibilities if

additional tools and training were provided.

As noted earlier, AZA should employ a Director of Finance and Administration to be located in the Bethesda offices. As the primary functions of the Wheeling Office are process operations and conference planning and administration (from which a considerable amount of AZA revenue is derived), CMG recommends that the Wheeling Office be headed by a Director of Office Operations and Conference Planning and that the Wheeling Office Director report to the Director of Finance and Administration in Bethesda. Again, as long as the Wheeling Office is in operation a regular presence of either the Executive Director or Deputy Director is recommended.

In order to address the workload of the Deputy Director and given the size of AZA, the Deputy Director and Executive Director should have discreet areas of responsibility. For example, the Deputy Director might have primary oversight of content, i.e. AZA programs and the Executive Director, primary oversight of administration, i.e. finances, operations. A strong partnership between the Executive Director and the Deputy Director is a must. A most effective partnership can be forged by:

- mutual goal setting
- collaborative planning
- agreement on roles and expectations
- open communications
- mutual and risk free evaluation

10. The Conservation and Science Assistant Director position should be filled. There seems to be an enormous amount of work in the Conservation and Science Department undertaken on behalf of the members and the broader conservation community. If the high caliber of output is to continue on behalf of the conservation community, e.g. the breeding program, along with more emphasis on direct services to the AZA members, a full complement of staff will be needed. It may be that the Assistant Director

could assume some role in enhancing AZA's educational initiatives. (See recommendation 11)

11. CMG is aware that the AZA Strategic Plan and Board have directed that AZA give greater attention and visibility to AZA's educational program and product. CMG is also aware that a Board task force has met to discuss this matter and that a tentative redesign of the staff organizational chart was considered. Regardless of organizational charts, CMG urges AZA to first be clear about what it wants to achieve in the educational realm and to resource these plans accordingly. AZA's achievements in Conservation and Science have been achieved through deliberate goal setting; program identification; partnerships with members and organizations external to AZA; and provision of ample resources to get the job done. CMG urges AZA to use a similar template in strengthening its education initiatives.

    AZA should consider strengthening the relationship between the Conservation and Science Department and the Education Department building on the strengths of both. AZA should also consider strengthening and broadening its very successful schools. In addition forging educational partnerships between AZA and its members might enhance the visibility and viability of AZA's educational efforts. Such an educational partnership is another way AZA can reach out to provide services to members and avoid duplication of the educational efforts of AZA members.

12. Next, AZA must begin to give greater attention to delineating the role of the AZA Board and the role of the AZA Executive Director.

    The role of the Board is to:

    a. Participate in the development and approval of the AZA strategic goals. The Board should serve as the key strategic planning think tank.

    b. Set AZA's public policy agenda and serve as a forum for public debate of

key issues which relate to conservation, science, zoos and aquariums.

c. Allocate resources, i.e. approve the AZA budget.

d. Provide for opportunities for member input.

e. Hire, evaluate and support the Executive Director. This is a most important role of the Board. The Board has only one employee, and that is the Executive Director. Every other staff member works for the Executive Director, making that position central to AZA's success in carrying out its major goals. The Board and the Executive Director should support each other's needs for information and advice. They should agree upon the performance goals for the Executive, compatible with overall goals of the organization, and complete an annual appraisal of that performance.

The Executive Director's job is to:

a. Guide the elected leaders and members to articulate a vision and contemporary mission for AZA.

b. Work closely with AZA Board and Staff on the development of goals which will move AZA towards accomplishment of its vision and mission.

c. Develop plans for implementing the policies and programs determined by the AZA Board.

d. Share with the President the responsibility for maintaining the clarity and integrity of the roles, rights and responsibilities of AZA leadership, members and staff.

e. Establish a climate of mutual trust and respect among leaders and staff,

by role modeling that behavior.

f. Attract, hire, train, motivate and evaluate an expert, competent staff.

g. Manage the AZA offices and staff, delegating responsibility as appropriate and providing for contemporary, efficient and cost-effective organizational structure and operations. This includes providing staff with opportunities for professional growth, with good technological support and a good workplace environment.

h. Assure that all AZA assets are soundly administered and allocated, based on an intensive and comprehensive understanding of all aspects of fiscal management in a not-for-profit trade association.

i. Assure accountability to leaders and members including financial accountability. Organizational performance and the Executive Director's performance should have identical criteria, i.e. pre-determined, clearly articulated desired outcomes.

j. Continue to sustain his own professional growth.

CONCLUSION:

Important association achievement is best assured by devoting unswerving attention to focusing on the mission and providing high quality programs and services which respond to member and prospective member needs. Association staff play a vital role in achieving the mission and meeting member needs. It is not generally accomplished by ever more stringent cost control or management control. It is accomplished by clear direction to staff, holding them accountable for performance and providing them the tools and training to do their job. Cohesion regarding "how we do our business here" will promote organizational achievement and staff satisfaction.

The addition of the positions of Director of Finance and Administration, Information Management Systems professional, Program Assistant and the filling of the Conservation and Science Assistant and Education positions will go far in helping AZA become increasingly efficient and effective.

While CMG views all recommendations included in this report key to increasing AZA's efficiency and effectiveness, several should be given priority. They are:

1. Developing and implementing a unified, comprehensive hardware and software acquisition program for AZA. This includes the retaining of a consultant, training for staff, hiring an information systems professional and beginning to design and develop uniform data bases.

2. Hiring a Director of Finance and Administration to oversee financial and office operations in Bethesda and Wheeling.

3. Implementing programs to decrease the turnover of Program Assistants.

4. Obtaining adequate office space for the Bethesda based operation.

5. Developing and implementing a comprehensive membership marketing plan including assigning primary accountability to the Director of Marketing and Development.

CMG anticipates that this report will receive a careful review in an environment which looks at what might be, rather than at what is. AZA may accept or reject some or all of these recommendations, but those decisions should be made as objectively as possible, with the best interests of AZA and the AZA membership as the determinant.

Commitment by AZA leaders, the Executive Director and each and every member of the staff will be required in the short and long term to support

development of relevant job descriptions and performance goals; assure defensible, implementable pay practices; achieve greater cohesion between the two offices and accomplish greater efficiency in day to day operations and practices. In doing so, AZA will have a staff ready to meet the challenges and take advantage of the opportunities in the days ahead.

Operations, staff structure audit and report by:
Linda J. Shinn, MBA, CAE, Principal
Consensus Management Group
January, 1997

ADDENDUM A

ABOUT LINDA SHINN, MBA, CAE
Principal, Consensus Management Group

Linda Shinn brings to the Consensus Management Group (CMG) over 20 years of experience in association management at the state and national level. She served as Deputy Executive Director and Chief Operating Officer of the American Nurses Association, where she worked closely with fifty-three autonomous state associations to assure an effective federation committed to shared goals and objectives. Shinn was directly involved in all aspects of organizational management, from executive search, staff and volunteer leadership development, finance and public relations to education, member services, strategic planning, research and public policy. Shinn has also worked as a lobbyist, international consultant and as an adjunct instructor at the University of Kansas and as an adjunct lecturer at Indiana University.

In 1993 Shinn was named a Fellow of the American Society of Association Executives and has served as officer of several association executive organizations, as a member of the Advisory Group to the US Department of Defense National Disaster Medical System and as a judge for the Annual Women in Communications' Excellence Awards. In 1994, Shinn received an honorary doctorate from the University of Indianapolis.

Shinn and her CMG partner designed and delivered the first ever stand-alone seminars for ASAE on effective structure, culture and governance in associations. Shinn serves as project manager for the ASAE Foundation grant received by CMG to research and report on contemporary models of association structure and governance. Shinn also manages the CMG Search Division and Facilitation Services.

Shinn's work on board development, budgeting, getting media exposure, team building, downsizing, organizational structure and governance, and strategic planning have been published in a wide variety of professional journals. She is a sought after public speaker, a superb facilitator, trainer and keynoter on all aspects of leadership, meetings and management.

Linda Shinn received her MBA from Indiana Central University in 1983, her certification (CAE) from the American Society of Association Executives in 1989, and was named an "Outstanding Young Woman of America" in 1979. Shinn directs the CMG Washington, DC area office.

ABOUT DADIE PERLOV, CAE

Dadie Perlov is founder of the Consensus Management Group, a consortium of management experts with extensive hands-on consulting and teaching experience. They offer a full range of custom designed programs, services and training workshops. Perlov brings to her current position over 25 years of exceptional performance in virtually every aspect of organizational development and practice, domestically and internationally, in both the for-profit and not-for- profit sectors. Her work as a facilitator for association mergers and organizational problem solving is well known. The Consensus Management Group has an outstanding record as well for outcome focussed, practical and cost efficient strategic planning; management, governance, structural and operational audits; board and staff training; leadership development; conflict management and executive search. The Consensus Management Group is today one of the leading association consulting firms.

In 1988 Perlov was named one of the 100 most important women in America, and in 1992 received the Outstanding Association Executive Award from the New York Society of Association Executives (NYSAE), which she served twice as President. Perlov is a Fellow of the American Society of Association Executives (ASAE) and a former member of both the ASAE Foundation Board and the ASAE Board of Directors.

Perlov has served as executive director of a 100,000 member national organization with 200 chapters, specializing in public policy, community service and training. During her tenure, staff and volunteer productivity was sharply increased and a multi-million dollar research center endowment fund was developed. Prior to that she led the New York Library Association (which was a chapter of a large national professional association) to increased membership, resources and visibility, and to major legislative achievements.

A frequent columnist for professional journals, a contributing editor for *Association Trends*, and a popular public speaker, Perlov is well known for her unique, fast paced and highly interactive approach. Recognized as experts in organizational structure, culture and governance, CMG ran two stand-alone seminars on this subject for ASAE in 1995, with three planned for 1996. In 1996, CMG received a major grant from the ASAE Foundation to study association structure and governance and prepare a monograph on the subject.

Listed in *Who's Who in America*, Perlov has also been a Presidential appointee to the United States Committee for the Handicapped, to a United States Department of Labor Advisory Committee and to the Continuing Education Panel of the United States Department of Education.

SOME RECENT CMG PROGRAMS AND SERVICES

- ❒ Management, Governance, Structural and/or Operational Audits
- ❒ Executive Search
- ❒ Strategic Planning: Planning The Work and Working The Plan
- ❒ Integrating Planning, Budgeting and Staff/Volunteer Performance
- ❒ Merger and Consolidation Facilitating/Consulting
- ❒ Chief Staff Officer / Chief Elected Officer Seminars
- ❒ Facilitation Services
- ❒ Building and Keeping High Performance Teams
- ❒ Organizational Culture: By Design or By Default?
- ❒ Relocation Planning, Budgeting and Implementation
- ❒ Avoiding the Organizational Traps
- ❒ Board/Staff Training For Efficiency and Effectiveness
- ❒ Conflict Management and Negotiating
- ❒ Facilitator Training: Making Meetings Matter
- ❒ Membership Marketing, Recruitment and Retention: Solving the Puzzle
- ❒ Leadership/Management Seminars for Staff and/or Volunteers
- ❒ National/Chapter Issues: Identification, Response and Resolution
- ❒ Training for Trainers: Tips, Tactics and Tools For Successful Workshops
- ❒ Managing Change and the Decision Making Process
- ❒ The Association **STEP** (**S**trategic **T**rends **E**valuation **P**rocess)
- ❒ Ethics: Yours, Mine and Ours
- ❒ Having It All: Motivation and Accountability
- ❒ Positioning and Managing A Foundation
- ❒ Disaster Planning and Recovery
- ❒ Conveying Your Image to Internal and External Publics
- ❒ Certification, Accreditation and Standardization
- ❒ Needs Assessments and Focus Groups
- ❒ Career and Life Planning: New Directions For The Nineties
- ❒ Executive Coaching: A One-On-One Service for Elected and Staff Executives
- ❒ Roles and Responsibilities: Who's On First?
- ❒ Custom Designed Programs and Services

SOME RECENT AND CURRENT CMG CLIENTS:

- American Academy of Dermatologists
- American Banking Association
- American Film Marketing Association
- American Heart Association
- American Industrial Hygiene Association
- American Library Association
- American Lung Association
- American National Standards Institute
- American Nephrology Nurses' Association
- American Nurses Association; New York State and Texas Nurses Associations
- American Oriental Bodywork Therapy Association, Inc.
- American Society of Association Executives and Allied Societies in Chicago; Georgia; Kentucky; Minnesota; New York; Ohio; Oregon; San Francisco; Tennessee; Vermont
- American Society for Quality Control
- American Society of Travel Agents
- American Speech-Language-Hearing Association
- American Thoracic Society
- Association of Official Analytical Chemists
- Association for Computing Machinery
- Association of Junior Leagues International, and eleven local Leagues
- Association of Women's Health, Obstetrics, and Neonatal Nurses
- Beef Industry Oversight Committee for Consolidation of 4 beef/meat associations
- Brevard County School Board, Florida
- Business Forms Management Association, International
- Camp Fire Boys and Girls
- Canadian Home Builders Association
- Canadian Library Association
- Canadian Society of Association Executives
- Caribbean Hotel Association
- Case Management Society of America
- Center for Disease Control
- Council of Medical Specialty Societies
- Credit Union Executives Society; Capital City Savings (Edmonton); AT&T Federal Employees Credit Union; Silver State Schools Credit Union
- Dermatology Nurses Association
- Emergency Nurses Association
- The Fragrance Foundation
- Home Health Care Association of New York State
- Human Resource Planning Society
- Independent Insurance Agents of America
- Independent Petroleum Association of America
- International Association of Convention and Visitors Bureaus
- International Association of Exposition Managers

CLIENTS (continued)

- ❒ Jackson, Mississippi Chamber of Commerce
- ❒ Maginnis & Associates
- ❒ Medical Library Association
- ❒ National Association of Criminal Defense Lawyers
- ❒ National Association of Orthopaedic Nurses
- ❒ National Association of Dental Plans
- ❒ National Association of Professional Insurance Agents
- ❒ National Association of School Nurses
- ❒ National Association of Social Workers, Inc., and Florida, Illinois,Maryland, Michigan, New York and Texas Chapters
- ❒ National Association of Realtors and ten state and local associations
- ❒ National Education Association
- ❒ National Cattlemen's Association
- ❒ National Hospice Association; New York, Kansas and Ohio Hospice Associations
- ❒ National Human Resources Association
- ❒ National Nurse Practitioner Coalition
- ❒ National Rural Water Association
- ❒ National Society of Fund Raising Executives
- ❒ National Student Nurses Association
- ❒ New York State Society of Physician Assistants
- ❒ Non-Profit Legal and Tax Conference
- ❒ North American Users Goup Applied Systems
- ❒ Nursery (Landscaping) Association Executives of North America
- ❒ Ohio Library Association
- ❒ Ohio Trucking Association
- ❒ Omni Hotels Corporation
- ❒ Oncology Nursing Society
- ❒ Ontario Library and Library Trustees Associations
- ❒ Oriental Bodywork Therapy Association
- ❒ Picture Agency Council of America
- ❒ Printing Association of Florida
- ❒ Professional Independent Insurance Agents of Michigan
- ❒ Society of Gastroenterology Nurses and Associates
- ❒ Society for Human Resource Management
- ❒ Society of Incentive Travel Executives (SITE)
- ❒ St. Peter's and Queen Elizabeth Hospitals (Ontario, Canada)
- ❒ Texas Health Maintenance Organization Association
- ❒ University of Wyoming, School of Nursing
- ❒ University of Colorado Health Sciences Center
- ❒ Wisconsin Association of Homes and Services for the Aging
- ❒ Women's American ORT

ADDENDUM B

American Zoo and Aquarium Association
Staff Interview Questions
November, 1996

Name of person interviewed: _____

Date of interview: _____

1. Describe the work you do at AZA?

   - what is the AZA expectation you try hardest to meet each day?

   - how does your job contribute to member service?

2. Who do you report to ? How does that relationship work?

   Who reports to you ? How does that relationship work?

   Who else on the staff do you work with most often?

3. What preparation, skills, experience are important for your job?

4. What kind of ongoing learning , training opportunities do you have?

5. The AZA Strategic Plan has six key result areas - how is your job influenced by the plan and key result areas? How do you see your job being influenced by these KRAs in the future?

6. What other job/work would you like to do at AZA? Are you qualified to do?

7. What are the top three motivators in your job?

8. Describe the disincentives in your job?

9. How is success measured at AZA?

10. What suggestions do you have for increasing AZA's effectiveness? efficiency? How could you contribute to this?

11. How do you relate to , interact with the Wheeling office? (the Bethesda office) ?

12. If you could give Syd one piece of advice about the functioning of the AZA offices what would that be?

13. Are there other questions you wished I would have asked you?

ADDENDUM C

AMERICAN ZOO AND AQUARIUM ASSOCIATION
SUPPLEMENTAL DATA FORM

Name: _____

Title: _____

Report to: _____

DECISION MAKING

All positions require decision making to some degree, sometimes with constraints which limit total decision making authority. Please provide at least two examples of the typical types of decisions that are expected to be made in the job. Indicate if the decision is one to recommend a course of action to one's superior, or if the decision can be implemented without requiring advance approval.

1. _____

_____

_____

_____

2. _____

_____

_____

_____

3. _____

_____

_____

PROBLEM SOLVING

Give two examples of the types of problems typically encountered on the job. Indicate how the problem would be resolved (e.g., consult with superior, consult policies and procedures, make own decision, etc.)

1. _____

_____

_____

_____

2. _____

_____

_____

_____

GUIDELINES

Do specific guidelines and procedures exist to direct the actions or activities performed in your job? Give two examples of how established written or unwritten guidelines and/or procedures provide direction for activities of your position.

1. _____

_____

_____

_____

2. _____

CONTACT WITH OTHERS

All jobs require contact with others inside AZA and external to AZA. Please describe the contact you have. For example, the contact might be to obtain or give facts or information; coordinate work of others (supervisory or non supervisory); resolve operating or processing problems; motivate or persuade others; justify, negotiate or settle significant conflict issues.

Contact internal to AZA (members of work group, staff, members, leaders)

WHO	SUBJECT	% OF TIME	NATURE

Contact external to AZA (legislators, regulators, vendors, prospective members)

WHO	SUBJECT	% OF TIME	NATURE

------ ------- --------- ----------

COMMENTS

Please identify other any other unusual or unique aspects of your job that you wish to bring to CMG's attention.

Prepared for AZA by the Consensus Management Group, October ,1996. Adapted, in part, from the American Nurses Association Job Evaluation Form.

AZA

10 January 1997

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of
Membership Services
Oglebay Park
Wheeling, WV 26003
Tel: 304-242-2160
Fax: 304-242-2283

MEMO TO: BOARD OF DIRECTORS, SYD BUTLER, and KRIS VEHRS

FROM: LINDA BOYD, DIRECTOR OF MEMBERSHIP SERVICES *Linda*

SUBJECT: MIDYEAR BOARD OF DIRECTORS MEETING

President Otten has requested that I notify the Board of Directors he is calling the Board into session on Monday, 17 March 1997, at 8:30 a.m. Central Standard Time. Tom plans to schedule Monday morning for informal discussion and to begin the formal session at 1:00 p.m. The meetings will be held in the Ballroom of the Holiday Inn Crowne Plaza, Memphis, and should conclude around 5:00 p.m. on Tuesday. The conference will be over late Saturday evening, 22 March.

Those planning to attend the Board meeting and the conference should consider arriving on Sunday afternoon/evening, 16 March, and departing Sunday morning, 23 March. Conference registration and reservation forms are included in the November and January *Communiqués.* Hotel reservation and conference registration forms were included in the November and January editions of *Communiqué.*

The local host committee is planning social events for our Board, staff, and their spouses. Therefore, please contact Linda Boyd by 26 February if your spouse will accompany you to the Board meeting or if you do not plan to be in attendance.

We request that you advise President Otten (with a copy to Syd Butler and me) before 26 February of any items you would like to have included on the agenda. Also, please be prepared to assist the committee chairmen and advisors you liaise with to prepare their midyear reports. Lunch on Monday and Tuesday will be provided for Board members and staff. We will provide you the packet of reports about ten days before the meeting for your study. I look forward to seeing you in Memphis.

LB/br

Copy to: Carol Cratin

Sun 3/16 NW 449 4:45 - 6:46
471 2:30 4:21
459 5 pm 7 pm
461 6 05 8 05
457 11 20 AM 1 20 PM

Wed. 3/19 pm
472/46 1 55 4 pm
1299 5 15 7 pm
147 8 15 10 19

Itinerary
Kathryn Roberts
March 16-19, 1997

Sunday, March 16
Lv. Mpls. NW #449 at 4:45 PM Arrive **Memphis** 6:46 PM

Cab fare to hotel $20.

Hotel: Crowne Plaza Hotel, 250 N. Main in downtown Memphis. (901) 527-7300
(Confirmation #66276002 for late arrival; $90/night; change to 3 nights)
FAX: (901) 526-1561

Monday, March 17

8:30 a.m.	Board meeting begins in ballroom of Holiday Inn Crowne Plaza Lunch provided
5:30 p.m.	Syd's invitation to dinner at Buntyn Cafe on Southern Avenue

Tuesday, March 18

8:30 a.m.	Continue Board meeting Lunch provided
5:00 p.m.	Meeting adjourns Dinner hosted by Memphis Zoo

Wednesday, March 19

8:30 a.m.	Visit Graceland
Noon - 3:00	Development Committee meeting
3:00 - 4:00	National Alliance for Species Survival Committee (NOVUS)
4:00 - 5:00	AZA Licensing Committee

Depart Memphis NW #1299 5:15 PM; arrive MSP 7:21 PM

MINNESOTA ZOO

To: Tom Otten

February 19, 1997

From: Kathryn Roberts

Phone: 612-431-9333
Fax: 612-431-9336

Subject: **New AZA Development/Marketing Committee Members**

I would like to ask you to appoint two new members to the Development Committee:

Gail Eaton of Zoo Atlanta

Dennis Baker of the Bronx Zoo.

Bob Ramin and I agree that both candidates would be excellent additions to the committee.

If you could make the appointments quickly, it will be possible to invite them to attend the next committee meeting scheduled for March 19th.

Please call me or Bob Ramin if you need further information.

Minnesota Zoological Garden 13000 Zoo Boulevard Apple Valley, Minnesota 55124 Telephone (612) 431-9200 Telecopier (612) 431-9300

MINNESOTA ZOO

January 24, 1997

Syd Butler, Executive Director
AZA
7970-D Old Georgetown Rd.
Bethesda, MD 20814

Dear Syd:

Please consider this letter as representative of my intent and commitment to run for the position of Vice President of AZA. I have attached a copy of a letter of support from my Board chair.

Sincerely,

Kathryn

Kathryn R. Roberts
Executive Director

Minnesota Zoological Garden 13000 Zoo Boulevard Apple Valley, Minnesota 55124 Telephone (612) 431-9200 Telecopier (612) 431-9300

MINNESOTA ZOO

January 22, 1997

Sydney J. Butler, Executive Director
AZA Executive Office
7970-D Old Georgetown Road
Bethesda, MD 20814-2493

Dear Mr. Butler:

This letter serves as endorsement by the Minnesota Zoological Board of Kathryn Roberts' nomination as Vice President of the AZA Board.

The board fully understands that this endorsement entails an obligation on the Minnesota Zoo to absorb costs of Kathryn Roberts' time and Zoo funds so she may adequately serve as an officer on the AZA board. Further, the board understands that the Vice President becomes the President-Elect and then the President, all positions which require increasing amounts of time and money to meet the obligations of the office.

The Zoo Board recognizes that Kathryn is fully capable of performing these additional duties and is cognizant of the honor which would be bestowed by her election.

John C Appel

Sincerely,

John Appel, Chair
Minnesota Zoological Board

Minnesota Zoological Garden 13000 Zoo Boulevard Apple Valley, Minnesota 55124 Telephone (612) 431-9200 Telecopier (612) 431-9300

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Executive Office and
Conservation Center
7970-D Old Georgetown Rd.
Bethesda, Maryland 20814
Tel: 301-907-7777
Fax: 301-907-2980
http://www.aza.org

To: AZA Board

From: Syd Butler

Subject: Wheeling Transition

Date: 20 December, 1996

Kris and I went to the Wheeling Office on Wednesday, to make sure that staff there was positioned to take on duties following Bob's departure today. We met with each staff member, and believe the meetings and assignments went well. For your reference, here's how Bob's past duties were assigned:

Office Operations--Linda Boyd is in charge.

Daily accounts, payroll, budget-preparation, investments--Tina Cook will continue her operational role, with oversight by Linda. Future oversight will be assumed by a Director of Finance and Administration.

Accreditation--Joyce Wolen will continue her operational duties, with Linda to oversee and sign minutes of meetings. Joyce and Linda will be calling more upon Clayton and Hayes for counsel, especially on "trouble shooting" matters (such as selecting visiting committee members).

Board of Regents--Kris Vehrs and Linda will attend the Regents' meeting in February, with Kris phasing out and Linda taking over until a new Education Director is hired. Sue Joseph will continue to update the manual.

Honors/Awards--Joyce will continue her role, with Linda's counsel.

Regional and Annual Conference Planning--Linda Boyd to be in charge, with increased assistance by Barbara Ray.

History Committee/25th Anniversary--Linda will replace Bob as Committee advisor, and as co-chair of 25th Anniversary events and history.

Certainly Bob's experience and problem solving skills will be missed, and some initial mistakes will be made. We are confident, however, that able staff will step forward.

cc: Vehrs, Boyd, Ramin, Freiheit, Carr, Swanagan, Walczak, Kisling

Kathryn Roberts' Itinerary
August 1-4, 1996

San Antonio AZA Board -- Aug. 2-4
(Meetings start Fri 8/2 morning. ~~Sat. evening is dinner at San Antonio Zoo.~~ Sunday morning meetings if necessary -- Jan has flight arriving noon on 8/1; out at 7:10 a.m. Sunday)

"Star Shuttle from airport $6.00 every 20 min.

Thursday, Aug. 1

NW #1806 departs Mpls. 11:25am Arr. Memphis 1:22 pm
NW# 1165 departs Memphis 2:15 pm Arr. San Antonio 4:03 pm

Hotel: Hilton Palacio del Rio (210) 222-1400 Fax: 210-270-0761
2200 South Alamo; San Antonio, TX 78205-3299
$115/night + 15% tax CN# 160196218

NW 1166 Memphis 5:15 7:02
#462 7:55 9:53

Sunday, Aug. 4

NW #1168 departs San Antonio 6:30 AM Arr. Memphis 8:15 AM
NW #452 departs Memphis 8:40 AM Arr. Mpls. 10:39 AM
Airfare: $340.00

pager 1-800 520-6096

Aug 5th

June 5, 1996

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
J. Stephen McCusker
San Antonio Zoological
Gardens & Aquarium
3903 N. Saint Mary's Street
San Antonio, TX 78212
Tel: 210-734-7184 ext. 110
Fax: 210-734-7291

arrive Tuesday
Aug. 1
Depart Sun?

Kathryn R. Roberts, Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

Dear Kathryn:

Please consider this note as a reminder of the August Board meeting in San Antonio. We will be meeting in the Hilton Palacio del Rio which is located downtown on the Riverwalk. It is within walking distance of the Alamo; if you've not been, it's a must! The rate (a one time good deal) is $115 for a single or double; please call the hotel directly to make your reservation -- phone 210-222-1400. Be sure to reference the AZA Board Meeting or mention the San Antonio Zoo.

Please call (210-733-8991) or fax (210-734-7291) your arrival/departure dates and times, and let me know if you'll be accompanied by a significant other. A "Star Shuttle" from the airport to the hotel costs $6 per person and runs every 20 minutes. However, I'll try to pick everybody up if possible. Also, if you want to plan a special outing prior to or following the meeting, let me know so we can make arrangements for you.

I look forward to seeing you in San Antonio.

Sincerely,

J. Stephen McCusker
President

P.S. It might be warm and perhaps a little humid; open collar, casual attire is appropriate.

JSM:jcl

American Zoo & Aquarium Association
BOARD OF DIRECTORS

MEETING

Preliminary Agenda		August 2 – 4, 1996
Thursday, Aug. 1	Arrival at hotel:	Hilton Palacio del Rio 200 South Alamo San Antonio, TX 78205 210-222-1400
Friday, Aug. 2	dinner at Zoo	
Morning	Meetings	
Noon	Catered lunch	
Afternoon	Meetings	
Evening	Enjoy the sights and sounds of San Antonio's famous Riverwalk from the unique vantage point of dinner on a River Barge.	
Saturday, Aug. 3		
Morning	Meetings	
Noon	Catered lunch	
Afternoon	Meetings	
~~Evening~~	~~Dinner at the San Antonio Zoo~~	
Sunday, Aug. 4		
Morning	~~Meetings~~ (if necessary)	

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Executive Office and
Conservation Center
7970-D Old Georgetown Rd.
Bethesda, Maryland 20814
Tel: 301-907-7777
Fax: 301-907-2980
http://www.aza.org

Confidential

GB - Pls copy for plan portion for SD, LK + Cofp Thx gb

To: AZA Board

From: Syd Butler

Subject: Long Range Plan/Wagner transition

Date: 15 November, 1996

Long Range Plan

I am pleased to enclose the final Long Range Plan. It differs little from the draft plan you received in August, with the exception of specific action steps inserted by staff. I welcome any questions, and thank all of you who worked so hard to create this important planning and guidance document.

Bob Wagner Transition

As you know, Bob will be leaving the Wheeling office physically beginning 1 January 1997. Kris and I spent two days in Wheeling this week, talking to staff and working with Bob on specific details of his transition. We believe the transition is going well. While I am sure Bob is uncomfortable with this major change in his career, he clearly understands and accepts the necessity that he be absent from the office so that others on staff feel free to take on new duties.

In essence, Bob will be working out of his home and most likely a small leased office. We will set him up with the necessary phone, fax, and reasonable office expenses. I told Bob that he should feel free to be in contact with anyone necessary to accomplish his tasks, and that he could visit the Wheeling office up to a half day or so each week. I also told Bob that he could use Wheeling staff on occasion to help with some administrative support to accomplish his continuing assignments.

Bob will continue his work with accreditation (Joyce will transition to the lead role); with the Board of Regents (a new Education Director would transition in before Bob leaves in September); with the production of a commemorative 25th Anniversary *Communique*; with the transition to a new Director of Finance and Administration; and other miscellaneous matters.

No doubt there will be some bumps in the road over the next few weeks and months, but I think we are off to a pretty good start with Bob. I welcome your counsel and suggestions.

AMERICAN ZOO AND AQUARIUM ASSOCIATION
LONG RANGE PLAN
1996-2001

VISION

The American Zoo and Aquarium Association has one vision that boldly moves us forward: Above all, we are committed to working cooperatively in our shared passion to save and protect the wonders of the living natural world.

MISSION

AZA is dedicated to providing the best possible service to its members.

We are guided by a passion to save and protect the wonders of the living natural world, and will seek to provide the service members most need to advance our shared goals of conservation, education, science, and recreation. We are committed to teamwork and communication, and will continually seek to achieve financial excellence and the highest standards of quality and professional ethics.

VALUES

Service to our Members
As a membership association, AZA is committed to providing those services our members most need to advance our shared goals. AZA will continue to be member service-driven, asking members what they need, and seeking to fulfill those needs in efficient, responsive and innovative ways.

Conservation of the Living Natural World
AZA deeply values the conservation of the living natural world and is committed to facilitating, developing partnerships with, and supporting the conservation programs of AZA members, as well as providing the infrastructure necessary to achieve unified conservation action, planning, research, and training.

High Standards of Quality and Ethical Conduct
From our Charter, Bylaws, Code of Professional Ethics and Accreditation standards to our daily conduct and programs, AZA values and enforces the high standards of our profession.

Forceful Advocacy
AZA values forceful and collective advocacy of its members' missions, programs, and legislative interests.

Education of Members and the Public
AZA values the continuing education of our members and will continue to provide schools, training sessions, fora, conferences, and other programs to advance our members' goals. We value our members' public education programs and will continue to find ways to encourage, support, and facilitate those programs at local, national, and international levels.

Promoting our Members' Missions and Programs
In a world of intense competition for media exposure, AZA values the powerful and pervasive presentation of our members' missions and programs.

Financial Strength and Excellence
AZA values financial strength and excellence--in operating funds, reserves and endowments--to better provide the services our members need to advance their interests. We realize that our financial strength depends upon providing current and prospective members with timely services of real value to them.

Cooperation and Teamwork
We value the cooperation and professional teamwork within the zoo and aquarium community. Virtually every product or service AZA provides is dependent upon this cooperation and teamwork. We will continue to respect, encourage, foster, and recognize these vital qualities at both an association and a staff level.

KEY RESULT AREA I - SATISFYING AND EXPANDING THE MEMBERSHIP

Preamble: The AZA membership continues to support the belief that the Association is a membership-oriented organization that should be proactive in satisfying the needs of its members. It is understood there is a relationship between membership revenues and related services and that the retention and expansion of the membership base is the foundation upon which the Association depends. Therefore, it is important that an emphasis be placed on membership-related programs and services.

In order for the following objectives to be accomplished, it is strongly recommended that the Association employ the services of a consulting firm that specializes in membership-related matters.

Objective 1: Evaluating and retaining the current Membership Base.

Strategy 1: Evaluate all current member benefits.

Action Step 1: Conduct a thorough review of member benefits: publications, accreditation, professional development, information services, voting privileges, exhibiting, job listings, Directory listing, committee service, the specific types of services most needed by institutions, individuals, commercial members, and others.

Action Step 2: Working with the committees noted above, review qualifications and categories of membership and develop initiatives and programs to expand membership.

Strategy 2: Evaluate methods for current membership retention.

Action Step 1: Look at what other associations do.

Action Step 2: Conduct a satisfaction survey of current members: prioritize current benefits, performance evaluation of services.

Action Step 3: Develop a retention plan.

Strategy 3: Formulate improved membership services.

Action Step 1: Develop new services as requested by membership: consulting, information data base, additional professional development, non-accredited zoo/aquarium mentoring.

Action Step 2: Expand the membership classifications to increase the flexibility of services.

Objective 2: Conduct a cost/benefit analysis of member benefits.

Strategy 1: Conduct a comparative study of other association's dues structures.

Strategy 2: Establish current cost per member category.

Strategy 3: Formulate a plan to control membership services costs in order to maximize member benefits.

Objective 3: Define and acquire new members.

Action Step 1: Compile list of new membership markets: public sector, corporate sector, ancillary groups, conservation groups, others.

Action Step 2: Develop new membership programs: benefits and costs.

Action Step 3: Develop a membership program to recruit new members from within accredited institutions and related organizations.

Objective 4: Develop relationships with other associations.

Strategy 1: Network at conferences.

Action Step 1: Exchange exhibit booth space to promote membership: American Association of Botanical Gardens and Arboretums, American Association of Museums, International Association of Amusement Parks & Attractions.

Strategy 2: Exchange information.

Action Step 1: Compare various administrative costs/procedures: dues structure, advertising costs, exhibiting costs, membership classifications, price of publications, printing costs, conference costs, type of programs, etc., of other organizations such as American Association of Botanical Gardens and Arboretums, American Association of Museums, International Association of Amusement Parks & Attractions, American Association of Zoo Keepers, Association of Records Managers and Administrators, Zoo Registrars Association, Zoo Horticulturists Association, Association of Zoo and Aquarium Docents, National Marine Educators, National Science Teachers.

Objective 5: Develop an implementation plan.

KEY RESULT AREA II - ENHANCE OUR IMAGE

Preamble: It is essential that AZA develop and implement a strong Public Relations and Marketing plan. AZA has a responsibility to its members to inform the public about its endeavors in conservation, education, fundraising, recreation, and government affairs. In every effort to enhance the professional image of AZA and its members, there is an opportunity to increase the understanding of all areas of zoo and aquarium expertise. In the present and future dynamic information age, the responsibility and opportunity to communicate effectively is paramount to the success of AZA and its member institutions.

Objective 1: Seek ways to increase resources in order to implement a strong Public Relations and Marketing plan for both internal and external uses.

Objective 2: Develop an energetic and aggressive media/ promotional campaign.

Strategy 1: Develop and release a monthly tip sheet of hot story ideas to national media; include intense news and feature releases.

Strategy 2: Develop a list of easily accessible video and photo resources.

Strategy 3: Include Video and Audio News Releases in PR Plan.

Objective 3: Become the North American Resource Hub for information on zoos and aquariums. Information should be gathered and used for members, media, general public, government/legislators, and the scientific and educational communities.

Objective 4: Develop a series of training programs and tools to better prepare members for addressing issues important to our profession.

Strategy 1: Develop a series of Media Training seminar workshops to be held at Regional and Annual Conferences.

Strategy 2: Create a Crisis Communications Plans development and training workshop to be held at Regional and Annual Conferences.

Strategy 3: Prepare responses/white sheets for issues which will face zoos in the future, to be included in the PR Resource Book quarterly updates.

Objective 5: Develop an internal communication system among AZA and its members to provide pertinent information to keep all on the same page. Build pride in AZA and increase ways to empower its members while enhancing the image of AZA.

Strategy 1: Develop a bimonthly or quarterly glossy magazine to supplement a more concise monthly version of Communiqué for AZA members.

KEY RESULT AREA III - DESIGN AND IMPLEMENT CONSERVATION PROGRAMS TO MATCH AZA'S EXPANDED VISION OF THE ROLE OF ZOOS AND AQUARIUMS IN CONSERVATION AND SCIENCE

Preamble: Fulfilling the above KRA will require a clear understanding of the functions of AZA member institutions as well as the AZA organization as a whole. Key concepts underlying this understanding are:

- The recognition that AZA member institutions have the primary responsibility for developing and implementing conservation programs, collaborative and otherwise.
- The recognition that the primary role of AZA staff is to work cooperatively to facilitate, promote, and support member objectives in conservation and science. Policy will continue to be set by the AZA Board of Directors in consultation with the AZA Wildlife Conservation and Management Committee and AZA Field Conservation Committee.
- The understanding that modern technology provides tools for the collection and open dissemination of information necessary for cooperatively implementing conservation programs.
- The recognition that effective species conservation programs should be linked with conservation programs in the range countries as appropriate.
-The recognition that every conservation program should include a conservation education component.

Objective 1: Manage our collection inventory scientifically and cooperatively.

Strategy 1: Facilitate cooperative management by AZA member institutions of all species selected in AZA Regional Collection Plans for long-term viability by developing more efficient and effective population management procedures.

Strategy 2: Link AZA propagation programs with other regional programs when appropriate and/or necessary for the benefit of the species or population.

Strategy 3: Utilize modern technology to improve communication, enhance cooperation among members and their conservation partners, and cut down costs for meetings and travel.

Objective 2: Link institutional conservation and science programs with range country programs (including increased involvement in North America) through ecotourism, scientific research, technology transfer, information transfer, professional training, public education, field conservation, and financial support.

Strategy 1: Foster links between AZA members and programs with appropriate governmental agencies.

Strategy 2: Foster links between AZA members and programs with national and international conservation organizations.

Strategy 3: Foster links between AZA members and programs with scientists and scientific societies.

Objective 3: Address ethical issues related to animal care, animal management, and research.

Strategy 1: Continue to foster improved methods of animal care and exhibition.

Strategy 2: Continue dialogue with rational animal welfare organizations.

Objective 4: Utilize collaborative AZA conservation funds as a basis for expanding fundraising capabilities.

Strategy 1: Use CEF funds as seed money to initiate conservation programs, programs which can then in turn be used to attract outside funding. However, it is recognized that the primary responsibility for funding institutional conservation programs rests with institutions.

Objective 5: Utilize species and habitat conservation programs as a basis for institutional conservation education programs.

Strategy 1: Encourage Integration of structured educational components into all institutional and cooperative conservation programs.

KEY RESULT AREA IV- ADVANCING OUR GOVERNMENT AFFAIRS ADVOCACY PROGRAM

Preamble: The legislative and regulatory issues facing the Association and its members at the international, national, and local levels are ever-changing. The AZA and its members must continue a leadership role in anticipating and defining the issues and the efforts to address these issues.

Objective 1: Identify priority issues.

Strategy 1: Identify international and national legislative and regulatory priorities that impact zoos and aquariums.

Action Step 1: At Annual Conference, Government Affairs Committee to discuss means of establishing priorities.

Action Step 2: In January each year, Government Affairs staff prepare document identifying priorities (short-term and long-term schedule).

Action Step 3: Distribute document to Board and Government Affairs Committee for input and approval.

Action Step 4: Distribute approved document to Institutional Legislative Contacts.

Action Step 5: Government Affairs Committee to evaluate both the document and its effectiveness on an annual basis.

Objective 2: Increase communication with AZA members.

Strategy 1: Maintain effective, concise communication network.

Action Step 1: Maintain phone, fax/mailing system that is topic-related, fast and efficient.

Action Step 2: Ask that all who send letters to legislators regarding AZA issues send copies of these letters to Government Affairs staff, as well as copies of legislators' written replies, in order to facilitate follow-up from Government Affairs committee.

Action Step 3: Review other means of communication to membership.

Action Step 4: Provide in-depth articles for Communiqué on Government Affairs issues.

Objective 3: Strengthen effectiveness of AZA before Congress and Federal and State agencies.

Strategy 1: Form coalitions with other organizations for specific issues to establish and impact shared legislative objectives.

Action Step 1: Identify appropriate organizations.

Action Step 2: Select appropriate organizations with whom to form coalitions.

Action Step 3: Identify and assign AZA members to selected groups and coalitions.

Action Step 4: Evaluate the effect of each coalition either annually or at the end of each campaign.

Strategy 2: Establish state liaisons to inform Government Affairs Department of State Legislative and Regulatory Actions.

Action Step 1: Identify appropriate contact in each state.

Action Step 2: Ask for assistance from appropriate contact.

Action Step 3: Assist state contacts as needed on legislative and regulatory actions.

Strategy 3: Hire an outside firm or legislative specialist who will supplement AZA's Government Affairs staff on an as needed basis.

Action Step 1: Identify agencies that can be of assistance to us.

Action Step 2: When required, develop and distribute requests for proposals from these agencies.

Action Step 3: Select appropriate outside assistance for specific topics.

Strategy 4: Increase visibility of AZA legislative agenda.

Action Step 1: Seek Presidential proclamation for importance of zoos and

aquariums.

Action Step 2: Work with AZA Public Affairs to get media coverage of legislative and regulatory actions of importance to AZA.

Objective 4: Increase member knowledge and awareness about legislative and regulatory issues facing them.

Strategy 1: Inform institutional members of their legislators and committees on which legislators serve.

Action Step 1: Develop and maintain list of legislators and committees on which they serve.

Action Step 2: Distribute the list to institutional members.

Action Step 3: Distribute Congressional Directory for each Congress.

Strategy 2: Provide information and education to AZA institutional members on government affairs issues.

Action Step 1: Educate AZA members through various means such as Legislative Alerts, Legislative Manual, Legislative Conference, Congressional Directory and Conference Roundtables.

Action Step 2: Develop materials for TAG chairs on permitting process.

Objective 5: Develop resources to increase advocacy role.

Strategy 1: Maintenance of contingency fund for use in crisis management for government affairs, lawsuits, or public relations.

KEY RESULT AREA V - SUPPORT AND PROMOTE THE EDUCATIONAL COMPONENTS OF AZA

Preamble: Every AZA member institution is inherently an educational resource. The Education Department, incorporating the AZA's values of collaboration, excellence, advocacy, professionalism and leadership, should strive to weave an educational component into the fabric of every AZA endeavor. It should facilitate and enhance the flow of information among AZA institutions and become a primary communicator for the AZA's position and objectives, both inside and outside the Association. In the next five years, the Education Department must assume a more active role assisting in the professional development of AZA members and promotion of the education programs of the AZA.

Objective 1: Compile data relevant to the education interest of AZA.

Strategy 1: Request information from member institutions through Communiqué.

Strategy 2: Request information from non-AZA organizations.

Strategy 3: Organize a database. AZA should hire a full-time librarian or data manager. AZA should provide information on where or how to get the information and not the actual information itself.

(Note: Include masterplans, grants, successful programs, evaluations, member program statistics. Also, include why people don't visit zoos and aquariums, and trends, i.e., where other entertainment dollars are spent.)

Objective 2: Identify, facilitate, and, when appropriate, promote educational initiatives and programs for AZA member institutions.

Strategy 1: Establish the Education Department as a resource of appropriate informal education materials and programs. In most instances, the Education Director should compile others' materials, not create new ones.

Strategy 2: Work with PEC and the AZA Development and Marketing Department and Public Relations Department to implement these programs.

Objective 3: Disseminate the data relevant to the educational interests of AZA.

Strategy 1: Establish the Education Department as the AZA information center through creation of written materials including newsletters, white papers, Communiqué, and through the use of electronic media.

Strategy 2: Act as educational resource and liaison to AZA members through facilitators and participation in AZA programs such as FIG, TAG, SSP, and PEC.

Objective 4: Enhance professional development of AZA members through AZA professional schools, workshops, presentations, programs, and written materials.

Strategy 1: Assume the role of advisor, staff liaison, and/or resource to Board of Regents, Annual Conference Program Committee, and Conservation Endowment Fund.

Strategy 2: Monitor and describe trends and standards relevant to AZA educational needs.

Objective 5: Liaise with non-AZA organizations to promote cooperation, expand our education message, and gain information.

Strategy 1: Participate in non-AZA organization conferences and programs to coordinate potential partnerships and access trends in new technology and education. Survey members to find out which ones would be useful. Year 2-5, target certain organizations.

KEY RESULT AREA VI - BENEFITING MEMBERS THROUGH FINANCIAL EXCELLENCE

Preamble: Simply put, the AZA faces two major challenges: to 1) respond to the pressure for more sophisticated member services and 2) take advantage of the growing public mandate that our members provide the highest professional care of wildlife and wild places.

We must embrace a commitment to be a healthy, dynamic, and creative organization in order to generate excitement and interest in zoos and aquariums which will increase our ability to actively raise and manage money for the benefit of our members.

The AZA is financially stronger than ever. However, no matter how aggressively the organization manages its current funds, we cannot respond effectively to the stated challenges unless we maintain and increase our fund-raising capabilities.

Objective 1: Ensure sound financial management.

Strategy 1: Establish a department of finance and administration.

Action Step 1: Hire appropriate staff.

Action Step 2: Charge department to manage for growth with calculated risk.

Objective 2: Continue growth of the Conservation Endowment Fund (CEF).

Strategy 1: Implement the CEF Campaign Plan with the goal of reaching $6 million by the year 2002.

Action Step 1: Raise and distribute $2 million in "direct action" funds by the year 2001.

Objective 3: Substantially increase the amount raised for unrestricted (member services) funds.

Strategy 1: Determine increase from base of $350,000.

Action Step 1: Increase corporate collaboration regarding cause-related marketing multi-year promotions.

Action Step 2: Establish licensing program with minimum annual royalty revenue of $25,000.

Objective 4: Raise restricted funds for special AZA projects.

Strategy 1: Set annual goal of $500,000.

Action Step 1: Increase foundation grant activity.

Objective 5: Implement new national membership organization.

Strategy 1: Secure national corporate sponsor with minimum of $25,000.

Action Step 1: Implement in 1997.

Objective 6: Establish operating surplus of $1 million.

Strategy 1: Continue success in raising operating funds.

Action Step 1:. Develop and implement plan for distribution of funds.

Objective 7: Raise $25,000 in 1996/1997 to implement the AZA 25th Anniversary celebration.

Strategy 1: Work with corporate sponsors to underwrite anniversary projects.

Action Step 1. Develop appropriate vehicles to celebrate growth of AZA and corresponding achievements of member institutions and individuals over past 25 years.