



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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M MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

August 18, 1995

Roy Shea, AZA President
Indianapolis Zoo
1200 West Washington St.
Indianapolis, IN 46222-4500

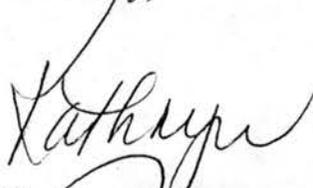
Dear Roy:

I want to thank you for all of your hard work and commitment to AZA. I can only imagine the level of effort you give as President of this auspicious organization.

Your leadership has been a delight to watch and made my participation easy.

Thanks again!

Sincerely,



Kathryn Roberts
Executive Director



August 14, 1995

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
Roy A. Shea
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222
Tel: 317-630-2005
Fax: 317-630-2194

Kathryn Roberts, Executive Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

Dear Kathryn:

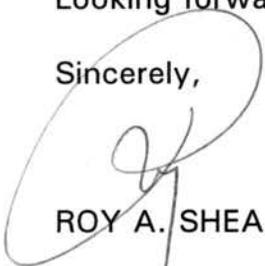
Now that you have been "licked" in French Lick, I hope you had a pleasant trip back home. I feel that our meeting was both productive and fun; thank you for being prepared and for making the weekend such a success.

Your participation in the discussions have helped us all set our sights on defining even more the programs and services of AZA. I feel certain that Steve and Syd will lead us into 1996 with a program to help define our plans for the next several years.

I am proud of what you have accomplished for AZA and want to express my appreciation for your support during my year as president.

Looking forward to seeing you all in Seattle.

Sincerely,



ROY A. SHEA

RAS/ga

cc: Syd Butler
Bob Wagner



To Roy Shea -

I want to thank you for all of
your hard work + commitment to A.A. I
can only imagine the level of effort you give
as President of this auspicious organization.
Your leadership has been a delight to watch +
made my participation easy. Thanks again,
WMM

R



30 December 1994

Kathryn Roberts, Ph.D.
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

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

Dear Kathryn:

The AZA has recently created a membership information database. Our information came from a general questionnaire circulated last year and should serve as a valuable tool for your institution.

The following categories of information, currently not included in the AZA Directory and may be of interest to you:

- Number of endangered species held by members
- What members are running a capital campaign
- What AZA members have:
 - Rainforest exhibits
 - Australia-specific exhibits
 - Desert habitats
 - Insect habitats
- What are annual advertising budgets for members
- What AZA members have
 - Halloween events
 - On-line capabilities
 - In-house graphics capabilities
 - Black-tie benefits
 - Holiday lights festivals

Can we get this on disc?

Lists can be tailored to fit specific criteria for zoos and/or aquariums. For instance, we can provide you with a list of member institutions in California with desert habitats or a list of aquariums that have in-house graphic capabilities.

We plan to continue updating this database, and as always we appreciate your institution's prompt response to our survey requests. We are also gleaning data from other sources such as press releases and member newsletters.

If you have any questions concerning this database, please contact Amy Beard at the AZA Executive Office (301) 907-7777. Have a safe and prosperous New Year!

Best regards,

Sydney J. Butler
Executive Director

*Amy Beard
WCB*

Tues



MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

November 23, 1994

Michael Hutchins
Director/Conservation & Science
AZA Executive Office & Conservation Center
7970-D Old Georgetown Road
Bethesda, MD 20814-2493

Dear Mike:

I forwarded your request for comments and recommendations about the SSPs to my animal care staff. They took the task seriously and developed comments.

I thought it might be most valuable to send you the comments unedited by me. I am not certain I agree with all of their conclusions. In some cases, my disagreement comes from the advantage of having more information than they have.

If you have any questions or want any additional follow-up information, please feel free to give me a call.

Sincerely,



Kathryn R. Roberts
Executive Director

KRR/gb

Att.

Happy Thanksgiving!

Strengthening the bond between people and the living earth

Comments and Concerns Regarding AZA Species Survival Plans

The following comments and recommendations were made at AZA's request as part of its first comprehensive review of SSP program performance.

Concerns with AZA Conservation and Science Office:

More guidance and support should be provided by the AZA Conservation and Science Office (CSO). The CSO gives verbal support but little concrete assistance in SSP program coordination and related project funding. Species Coordinators, individuals who volunteer their time to coordinate these programs, often have little institutional support and are expected to do everything, including fundraising. At least some programs need more guidance from the CSO.

In general, the CSO is more reactive than proactive, waiting for individuals to step forward with studbook and SSP petitions and reacting to individual institutional concerns rather than more actively promoting growth and prioritizing program needs. Specific suggestions regarding ways in which the Conservation and Science Office could take a more active role in encouraging and assisting SSPs include:

- 1) The CSO should develop a prioritized "wish list" regarding needed studbooks, SSPs and TAGs and should take a more aggressive role in promoting these needs.
- 2) The CSO should periodically evaluate SSP programs (e.g., every 2-3 years), both in terms of function and success and in terms of continued need. WCMC could possibly take a greater role in the evaluation of SSPs.
- 3) The CSO should work with beginning or unsuccessful SSPs to help the Species Coordinators "over the rough spots". Successful SSPs could be used as models, and "bad" SSPs should either be tutored or dissolved.
- 4) SSPs and Species Coordinators need to have more authority or more AZA support to encourage institutions to cooperate with SSP recommendations.
- 5) The CSO should offer more support in obtaining funding for SSP projects.
- 6) The CSO should recognize successful SSPs and associated individuals and institutions in front of the zoo directors and lobby for institutional support (time and resources) for SSP programs. Perhaps some form of financial compensation could be used to encourage SSP participation (e.g., 10% reduction in AZA membership dues for institutions which are responsible for coordinating at least two SSPs and two studbooks, etc.).

Concerns with SSP practices and coordination:

- 1) SSPs often end up frantically pairing aging but genetically valuable animals, often without consideration of the health and true reproductive status of these animals and the reality that life is not synonymous with the ability to reproduce. These animals should be bred when they are in their prime rather than when they are old.
- 2) Veterinary and nutrition advisors should be incorporated as part of all SSP Management Groups. Veterinary, reproductive advisors should assist with reality checks on these geriatric animals reproducing.
- 3) Surplus and other non-breeding animals should be used in research protocols for investigating and developing safe reversible contraceptive methods which are badly needed for some taxa. This is happening in some SSPs and TAGs but needs encouragement from the CSO.
- 4) SSP animals should not be "sold" but be freely loaned or donated. In at least one instance, the implication was made that assistance in placing animals from an institution was contingent upon the institution donating funds to an SSP field project.
- 5) Working meetings are not practical at the national AZA conference. SSP meetings at the national conference should be formally designated as open meetings to "report out" on progress of the SSP and to explain issues and answer questions from institutional representatives. Thus the format should be one of information sharing rather than a small group sitting around a table and talking to each other with their backs to the audience. This is important to gain support and cooperation from participating institutions. Most SSPs need separate mid-year meetings to serve as working meetings for the Management Group. Many SSPs are beginning to schedule mid-year meetings in conjunction with AZA regional meetings with moderate success.

Concerns regarding specific SSP programs:

1) Small-Clawed Otter SSP:

This SSP should not have been continued when it recently lost its coordinator, but should be maintained only as a studbook. A full-scale SSP for this non-endangered species is unnecessary and uses too much of the AZA's valuable resources which would be better spent for other, more deserving species. The need for each program should periodically be evaluated, particularly at critical points such as loss of the coordinator, rather than programs automatically being continued without sufficient need.

2) Clouded Leopard SSP:

This SSP needs outside help and attention. The coordinator is difficult to contact and does not respond to institutional concerns. This SSP is not focused on the overall management of the species. Last year's masterplan meeting discussed more technical solutions such as the use of AI, while institutions are being told that their animals are not to be bred and the SSP is not pursuing new founders for the population.

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

Bruce Read
Curator of Mammals
Saint Louis Zoo
Forset Park
Saint Louis, Mo. 63110

August 30, 1994

Dear Bruce,

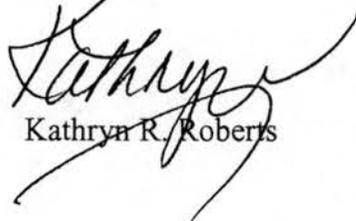
I read your paper with great interest. You know I completely agree with your assessment of the condition of AZA. I was one of the participants at the Tula session which had as its outcome the list of AZA values. The discussion on this point was spirited. The discussion reflected the same points you have raised. Different audiences view the role of Aza in different lights and as you say, hence the duality.

Perhaps most troubling to me is the inability of the members to agree on the primary purpose of the organization. By virtue of the use of the word "members" I am also including the Board. When continuing to serve at least two masters, the AZA is unable to deliver excellence in its programs.

The tension will continue. Conservation will look for more and more resources to expand its reach; membership services will do the same. Both are important goals. Having said that, I can only draw the same conclusion you have drawn. The Board and the Executive Director need to revisit the issue of plurality and either decide it is OK to continue as we are, or make the tough decision to support one of the functions at the expense of the other. It needs to be a well thought through decision as it will shape our successes for the future.

I would guess your article will spur the debate. Thanks for sending me a copy.

Sincerely,



Kathryn R. Roberts

Saint Louis ZOO

Forest Park
Saint Louis, Missouri 63110
(314) 781-0900
Fax (314) 647-7969

Charles H. Hoessle
Director

Luther J. Rollins, Jr.
Chairman, Zoological Commission



23 August 1994

Kathryn Roberts, Ph.D.
Director
MINNESOTA ZOOLOGICAL GARDEN
1300 Zoo Boulevard
Apple Valley, MN 55124-8199

Dear Kathryn:

Enclosed is a copy of an article as it will appear in ZOO BIOLOGY.

This may brand me as a trouble-maker, but I truly believe this issue needs to be faced and discussed.

Regards,

BRUCE READ
Curator of Mammals

BR:ks

Enclosure

Let me know what you think - + Karen Sussman
I sent a copy to Tom Otten. Thanks
for the card.

BR

EDITORIAL

THE DUALITY OF THE AAZPA

Question: What is the purpose (role) of our national organization?

Over the last twenty years the AZA has traveled a sometimes circuitous path. Encountering obstacles and detours on the way, we have nonetheless continued to move forward and upward. The journey has led us to a destination far beyond that which we anticipated at the start - perhaps even toward fulfillment of the role envisioned for us in the philosophies of such men as Bean, Crandle and Walker.

Reviewing the published account of the AAZPA's history ("The AAZPA - Its History, Zoological Parks and Aquariums in the Americas, 1992), we are told how the organization sought independence from the National Recreation and Park Association (NCPA) in 1971 in order to "better pursue and further expand its involvement in conservation, science, and education." That same historical record refers to subsequent changes: "Accreditation of institutions...providing its members with professional publications (and)...the bringing together of zoo and aquarium professionals, as well as those interested in zoological park and aquarium management." Such changes are described as being an "important service of the Association." However, in the decade following its break from the NCPA, the goals of the AZA changed significantly; and at its midyear meeting in Tulsa, 1980, the Board of Directors voted unanimously "that conservation become the Association's highest priority." Since 1971, the Association has done far more than "expand its involvement" in conservation. In truth, the AZA is a membership organization

functioning, to a large part, as a conservation organization. Herein lies the duality of the AZA.

There are historic as well as current indicators of a changing AZA. For instance, a change in an organization's priorities is reflected by its official expressions of recognition. Initial conservation efforts within AZA member institutions focused, not on genetic and demographic management, but on breeding and propagation. Reviewing the history of the Edward H. Bean Award, first presented in 1957, one sees that single and "first" births dominated the Awards through the 1960s. As North American zoos and aquariums gained experience, they refined and expanded their efforts. Consequently, second and third generation births (St. Louis/black lemur, Washington Park/Asian elephant and National Zoo/orang utan) received recognition in the 1970s. Since 1979, diverse, long-term propagation programs have dominated the Bean awards.

The AZA also indicated its commitment to conservation by instituting the positions of Director of Conservation and Science and Director of Government Affairs, and by establishing an office in Washington, D.C., intending it to "emerge as the Association's Conservation Center."

The Association reinforced its position by developing national programs (SSPs, TAGs, FIGs). Species in the collections of its member institutions are no longer managed as fragmented populations. The personnel of member institutions staff the work force operating these programs, contributing the time, equipment and travel required for participation as studbook keepers, coordinators, chairpersons and committee members. The extent of the AZA's contribution of personnel is seen in its recent commitment to the Giant Panda SSP, through which AZA staff members,

including its Executive Director, are actively involved in the development and management of a program for this species.

Financial support, perhaps the ultimate sign of commitment, is given to national conservation programs, through its Conservation Endowment Fund, but is made available to international efforts, including projects benefiting designated species such as Arabian oryx, golden lion tamarin and the Aruba Island rattlesnake. Two AZA-sponsored Fauna Interest Groups (FIGs) contribute funding for country-of-origin activities, including field research, in Zaire and Madagascar.

In spite of all these indicators, a more recent publication, the "AAZPA's Long-Range Plan 1991-1995 (updated 6/93)," reports that the Association's "Mission" is "to foster and support excellence in the purposes of zoological parks and aquariums." Within that Plan, "Commitment to Conservation" is listed third among six "Values." One would expect an organization's highest priority to be reflected in its mission statement or, at least, see its importance ranked higher than third place. As it stands, the AAZPA's most recent mission statement more accurately reflects the goals of the AAZPA, circa 1971. Is the AAZPA still a "service" organization, or is it a conservation organization? Is conservation truly its first priority, or only one of them?

Member institutions see the AZA as a membership organization that facilitates and coordinates the participation of individual institutions in national and international projects, while working to meet their individual needs. Those outside the organization itself, those organizations with which we interact (Fish and Wildlife, IUCN/SSC, and regional organizations representing Africa, Australia, Central and South America, Europe and Asia), have a different perspective. They view the Association as a lobbying body, concerned with conservation issues; as an organized

group of zoos, acting as a conservation body through established programs (SSPs, TAG, etc.); as part of the U.S. Fish and Wildlife permit process, through committee recommendations; as a governing body for application of scientific principles in the management of species; and as an education resource, in a position to influence millions with its conservation message.

In addition, the media keep the world well informed of our triumphs and tragedies, reporting on the results of our individual and combined efforts on behalf of endangered and threatened species. In the course of spot-lighting our activities, reporters routinely contact the AZA for a statement of its "official policy." We are vulnerable to public scrutiny; and, like it or not, what defines us as an organization is influenced by both internal and external forces - how others see us, as much as how we see ourselves.

We cannot expect to influence the perception of others as to our goals, if our self-perception is uncertain. It is time for the AZA Board of Directors to determine its path and state it clearly - not only to those within the same spheres of influence and with which it interacts, but to the member institutions it represents.

Bruce Read
Curator of Mammals, St. Louis Zoo

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

June 23, 1994

FAXED

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

Dear Syd:

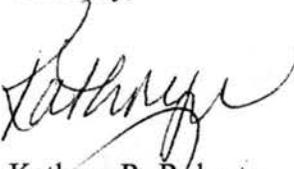
I have been working on my committee report for Development. In reviewing my notes from Oklahoma, I realized that I needed to talk to David Towne and reoffer my help with the panda project. I spoke to David yesterday about the upcoming meeting on July 15. I strongly suggested that David consider asking Bob Ramin to attend the meeting.

While at first blush it may not seem necessary to send Bob to this small planning meeting, I believe there are several compelling reasons to include Bob. First, he is well aware of philanthropic connections that zoos now enjoy. He will be able to offer insight regarding potential contacts based on those already enjoyed by zoos. Conversely, he will be able to direct the consultants and the committee away from the possibility of "stepping on another zoo's toes" when considering cooperation for gifts. Secondly, this campaign should ultimately bring support to the CEF. If the consultants are aware of Bob's plans for the CEF, both should enjoy mutual benefits.

The Development Committee did make the commitment to support the panda program. David invited me to the meeting. I will be unable to attend. We talked about having Chuck Bieler represent the committee at this meeting, but decided having Bob attend was the best solution. If Bob can attend the meeting, he can both represent me for the Development Committee as well as realize the other benefits mentioned above.

Call me if you have any questions or comments. I hope your trip to China went well.

Sincerely,



Kathryn R. Roberts
Executive Director

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

April 13, 1994

Roy A. Shea, President-Elect
American Zoo and Aquarium Association
c/o Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222

Dear Roy:

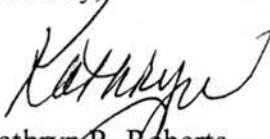
In response to your call for volunteers to serve on AZA committees, I would like to continue serving as Chair of the Development Committee and I would be willing to also serve on the Nominating Committee.

Although terms for committees are generally three years, the Development Committee was formed three years ago -- so all members of the committee have completed three terms. We are working well together and I believe a complete turnover of members would be less than desirable. As I am sure you are aware, one major task of any zoo director is development work, which gives me the experience needed to serve on this committee. I have also developed a good working relationship with AZA Development Director Bob Ramin. (The committee is now working on expanding its members from 9 to 15 to give us added expertise in marketing, since cause-related marketing has become so important in fund-raising.)

Through my involvement with AZA committees, as well as my work as a steering committee member for CBSG, I have gotten to know many current AZA members, and I have a good understanding of desirable characteristics for membership as well as good judgment in assessing leadership qualities.

If I can provide you with any additional information, please call me at (612) 431-9333.

Sincerely,


Kathryn R. Roberts
Executive Director

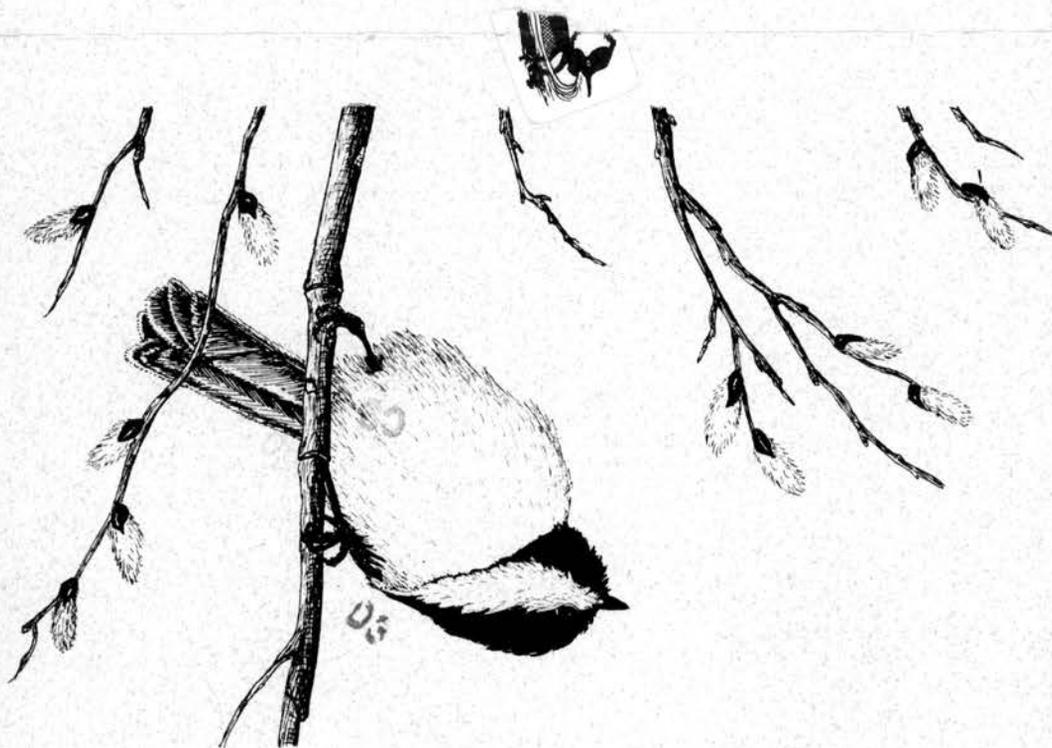
cc: Bob Ramin

BLACK-CAPPED CHICKADEE: The titmouse family, of which the Black-capped Chickadee is a member, has captivated people throughout its range. These birds have several characteristics which have endeared them to humans. They display a saucy demeanor which leads to fearless approach of people and mobbing of predators many times their size. They are also easily trained to be hand fed at birdfeeders. Some, including the Black-capped Chickadee, nest in cavities and sometimes use birdhouses put up by people.

The Black-capped Chickadee's "fee bee" song is one of the first signs that Spring is really on the way. I also very much enjoy small bands of chickadees that stop their foraging to investigate and scold me on my walks through cedar swamps near our home.

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Meitt
2200 N. Cannon Drive
Chicago, IL
60614



Kathryn Roberts, Ph.D.
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124



7 July 94

Fort Garry

Dear Kathryn -

Just a short note to add my own best wishes as you become a member of the Board of AZA. As a twice elected Board member I assure you it will be a stimulating and enlightening experience, one that is full of rewards.

If there is anything I can do to assist you just ask. I look forward to sharing time and to getting to know each other better.

See you in Wyoming early next month. I hope your extended vacation was relaxing and refreshing. As always,
Dennis



Comis for
RT
Mie
Susie

MEMORANDUM

10 March 1994

To: Kathryn Roberts
 From: Michael Hutchins
 Subject: Wildt Letter

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

Dear Kathryn, I am sorry that we didn't get a chance to talk in Oklahoma City. I was very busy with the AZA Board and Marsupial and Monotreme TAG meetings. Bob Ramin indicated that he had spoken with you regarding David Wildt's letter. I have enclosed a copy of my response for your information.

We are currently in the process of revising the paper based on reviewer's comments. We will do our best to remove any potentially misleading comments from our draft prior to publication. However, we feel that it is important that these critical issues be discussed openly and honestly. I'm not convinced that we have all the answers either; however, I'm hoping that our paper will generate some interesting debate and I suspect some improvements will result. Its time we realize that no one individual or group has all the answers. I think the issues we bring up in our paper are legitimate and that they need to be discussed in the peer-reviewed literature.

If you have any comments, please let me know. I had a very productive discussion with Nate Flesness at Conservation Academy and he has sent some excellent suggestions, some of which I plan to incorporate into the paper.

Take care. I hope to hear from you soon.

P.S.: Good news! Smithsonian Institution Press has agreed to establish a joint publication series in zoo biology and conservation. The first volume will be "Ethics on the Ark: Zoos, Animal Welfare and Wildlife Conservation." These are the proceedings of the 1992 Atlanta Bioethics Conference organized by Bryan Norton, Terry Maple and myself.

Post-It™ brand fax transmittal memo 7671		# of pages > 3
To KATHRYN ROBERTS	From	MICHAEL HUTCHINS
Co.	Co.	
Dept. FYI	Phone #	
Fax #	Fax #	





24 February 1994

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

Dr. David Wildt
NOAHS Center
National Zoological Park
3000 Block of Connecticut Ave. NW
Washington, DC 20008

Dear David:

Thank you for your letter dated 18 February and concerning our draft paper: "Strategic collection planning: Theory and practice." With regard to this issue, we will have to agree to disagree. Interestingly, we have sent this article to nearly 30 key individuals in the AZA, EEP, IUCN, IUDZG, and JMSG for review. We have received written and/or verbal responses from fifteen of these individuals; to date, your letter is the only negative reaction we have received. We will be making a few adjustments to our paper based on the constructive comments we have received. However, some of our TAG chairs are already using the protocols described within to help organize and facilitate their regional collection planning efforts.

You have suggested that we consider withdrawing our article from Zoo Biology. However, you have not offered substantive comments on the paper, nor on its contents, other than to say it is "not scientific." We assume that by "not scientific," you mean not quantitative. It is our opinion that an article can be scholarly, yet not quantitative, and still be appropriate for publication. In fact, Zoo Biology has published many such articles, and we consider our paper to be the first scholarly treatment of an important issue facing the zoological profession. There are numerous issues facing our profession (including those related to organizational processes and ethics) that cannot be resolved quantitatively, but are certainly ripe for scholarly discussion.

You also state that our article "does little except to list in tortuous detail differences in personal philosophy" and that it is "the equivalent of airing our dirty laundry in the peer reviewed scientific literature." Again, we'll have to agree to disagree. Isn't the careful documentation of differing ideas, philosophies and interpretations precisely what the peer review and publication process is all about? Ideas, including differing opinions, are stated in a thoughtful and scholarly manner. Individuals with different, or even widely divergent views, have an opportunity to respond in a similar fashion and it is the lively and honest debate that pushes the profession or discipline forward. From this perspective, we contend that the active avoidance of all controversy would be bad for science, conservation, and the zoological profession.

Your letter suggests that our motive in writing the paper was to "denigrate the substantial contributions of the IUCN's CBSG." In fact, our purpose in writing the article was to critically examine the current collection planning process, assess its strengths and weaknesses, and suggest improvements. Although we do make several constructive suggestions for how many of their existing processes could be improved, we do not believe that the article is overly critical of or unfair to CBSG.

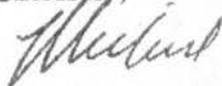


If you can give us specific examples of misrepresentation or suggestions for how any false impressions can be eliminated, we are certainly willing to listen to them. However, any suggested changes should not affect the basic integrity of the article. (We should point out that we also question certain practices of some of our own TAGs; for example, when they have attempted to involve themselves in GCAPs before their own initial Regional Collection Plans have been completed).

Alternatively, are you suggesting that we should not openly discuss legitimate philosophical differences within our profession? We believe that self-examination is one of the healthiest things our profession can do at this critical point in its history. In the absence of scholarly discussion and debate, we do not see how the zoo and aquarium community will be able to resolve the many complex ethical, organizational, and technical issues facing it today. As long as the criticism is honest and constructive, no organization or individual should be above this form of scrutiny. We are not convinced that our manuscript represents a "final" solution; however, we do provide one viewpoint that can be further developed, modified, or even rejected as the process evolves.

In our opinion, the peer reviewed literature is the most appropriate place for such a debate to occur. In fact, our profession has a long history of failing to document (in writing) its debates and its advances--both philosophical and scientific. It is time for this to change, so that individuals both within and outside our community can have a better understanding of the issues, as well as participate in the process. In fact, we believe that the AZA Conservation and Science Office has a professional obligation to question and critically assess--in a fair and scholarly manner--all technical products and organizational processes that impact its Conservation Program, as well as the assumptions behind them.

Sincerely,



Michael Hutchins, Ph.D.
Director, Conservation And Science



Robert Wiese, Ph.D.
Assistant Director

Kevin Willis, M.S.
Conservation Biologist



cc: S. Butler, D. Lindburg

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

February 9, 1994

Ms. Maria Pavia
Manager, Big Cat Survival Fund
Ralston Purina Company
PO Box 1606
St Louis, MO 63188

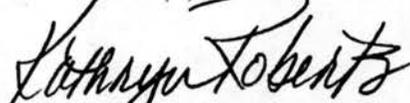
Dear Ms. Pavia,

Thank you for your continued support of the Minnesota Zoo. The signed agreement letter for this summer's Big Cat Survival promotion has been mailed under separate cover. Planning is already underway to keep this event one of the highlights of our summer season.

I hope that negotiations between Purina and the AAZPA are equally successful as it is these funds that truly make a difference in promoting research in felid conservation. Your contribution is certainly what "Little Cats helping Big Cats" is all about.

The Minnesota Zoo is dedicated to AAZPA's research and conservation efforts and we appreciate Purina's continued support of this important project.

Sincerely,


Kathryn Roberts
Executive Director



American Association of Zoological Parks and Aquariums

Executive Office and Conservation Center
7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 907-2980



28 December 1993

Kathryn Roberts, Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

*Sharon
did we do
this?*

Dear Kathryn:

Thanks to many of you who contacted our office regarding the Ralston Purina Big Cat Program. As of this date, Purina has not committed to the amount it will donate to the Big Cat Survival Fund for 1994. I understand that contracts are due from individual AAZPA institutions, however, and I want to update you on our position.

In my recent letter outlining the history of Purina's support, I requested that you delay signing your contracts until AAZPA negotiates 1994 funding for felid research. As we have not determined the 1994 portion, I do not want to hold up your negotiations. Please sign your contracts, as you deem advisable.

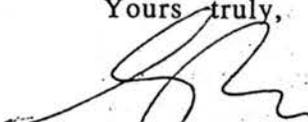
When you return your signed agreement, I would appreciate your attaching a cover letter urging support, at a minimum level of \$250,000, for the felid research component of the promotion. The stated purpose of each year's contract between AAZPA and Ralston Purina is to "support AAZPA's Species Survival Plans to protect endangered big cats." However, only 35% of the total 1993 Purina contribution (\$175,000 of \$500,000) was specifically made available for that purpose, and the 1994 amount may be even less. I believe consumers support the Fund because they believe "little cats are helping big cats." Is not the stated purpose of the promotion, and the public trust, better served if at least 50% of the proceeds goes to support endangered big cats?

Several of you commented on the administrative portion received by AAZPA in administering the Fund. This portion covers the operation of an extensive peer review system for all Big Cat Survival Fund research applications, AAZPA Conservation and Science staff time to coordinate the Fund, as well as travel to St. Louis to negotiate with Purina staff. Eight AAZPA staff members spend hundreds of hours total on these tasks, as well as helping to develop, promote, assess, and administer Big Cat projects. If any of you have additional questions, I would be happy to answer them and provide more specific tasks summaries.

Attached is a letter sent by Lisa Tryon from the Connecticut Zoological Society. **Would you please attach a similar letter, to Ms. Maria Pavia, asking for support at the \$250,000 level for AAZPA SSP efforts to protect big cats?** Thank you for your help and continued interest.

With best wishes

Yours truly,


Sydney J. Butler
Executive Director

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

September 22, 1993

Dennis Meritt, AZA President
Lincoln Park Zoological Gardens
2200 North Cannon Drive
Chicago, IL 60614

Dear Dennis,

Again, let me offer my congratulations on your new position with the AZA. I have every confidence it will be a busy and productive year for you.

As special tasks and projects emerge over the year I would like you to keep me in mind. I would very much like the opportunity to help you and the Association move forward. I'll watch the *Communique* for announcements, and I will hope you keep me in mind for tasks that don't require as much formal announcement.

I'm glad we finally were able to meet and I look forward to working with you.

Sincerely,



Kathryn R. Roberts
Executive Director

KRR/gb



American Association of Zoological Parks and Aquariums

Office of Membership Services
Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 242-2283



31 August 1993

Kathryn Roberts, Ph.D., General Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

Dear Kathryn:

The task of evaluating AAZPA Committees and Advisory Groups has been completed. This significant volunteer force, of which you are a member, is one of the strengths of the Association. Our collective work could not proceed without the dedication and hard work of so many individuals. The overwhelming majority of the evaluations were in the excellent to outstanding range. I am sincerely grateful for your input in this process.

It gives me great personal, as well as professional, pleasure to appoint you as Chairperson of the Development Committee for the coming year. I know that during my tenure as President, you will continue your efforts on behalf of the profession. Your appointment to this key position becomes effective with the close of the Annual Conference in Omaha, Nebraska, in September. During the Annual Business Meeting on Wednesday, 15 September, please sit in the front of the room in anticipation of questions from the delegates when the floor is opened for comments.

I have also appointed you to serve as a member of the In Situ Conservation and Strategic Plan Monitoring Committees and the AAZPA/CBSG Relationship Task Force, and as an advisor to the Public Relations Committee for the coming year.

I am enclosing, for your reference and use, the names of the current members of your committee or advisory group for this coming year. I have contacted each of them to advise them of their appointment and to thank them for their continuing service. I am also enclosing a list of Board Liaison assignments for the year and encourage you to use your liaison as an advocate and advisor.

I look forward to the coming year and thank you in advance for your assistance and advice. I remain, on behalf of the AAZPA,

Sincerely,

Dennis A. Meritt, Jr., Ph.D.
President-Elect

DAM/jkw

Enclosures: Committee/Advisory members
Board Liaison Assignments

BOARD LIAISON REPRESENTATIVES

COMMITTEE

Accreditation Commission
AAZPA/CBSG Relationship Task Force
AAZPA History Task Force
Animal Health Committee
Board of Regents
Charter & Bylaws Committee
Conference Host Committee
Conference Program Committee
Development Committee
Ethics Board
Ethics Code Task Force
Exotic Game Ranch Task Force
Finance/Budget Committee
Government Affairs Committee
Honors & Awards Committee
In Situ Conservation Committee
Investments Committee
Mammal Standards Task Force
Membership Committee
National Zoo Act Task Force
Nominating Committee
Permit Evaluation Committee
Public Education Committee
Public Relations Committee
Regional Conference Task Force
Strategic Plan Monitoring Committee
Wildlife Conservation & Management

BOARD LIAISON

Steve McCusker
Steve Wylie
Hugh Quinn
Betsy Dresser
David Anderson
Karen Sausman
Dennis Meritt
Roy Shea
William Dennler
David Anderson
Roy Shea
Steve McCusker
Steve Wylie
Roy Shea
Steve McCusker
Terry Maple
Steve Wylie
John Prescott
Karen Sausman
David Towne
Steve Wylie
Tom Otten
Tom Otten
David Towne
Bill Dennler
Steve Wylie
Hugh Quinn

DEVELOPMENT (Dennler*)

Kathryn Roberts, Chairperson
Glenn Ekey, V-C

Ted Beattie
Charles Bieler
Mary-Floye Federer
Erich Hunker
Sally Steele
Cynthia Sumner
James Thornton

Advisors

Sydney Butler
Bob Ramin

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

August 9, 1993

Bruce Read
Curator of Mammals
St. Louis Zoo
St. Louis, MO 63110

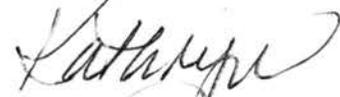
Dear Bruce,

Thanks for the opportunity to read your article for ZOO BIOLOGY. As you know, the duality of the AAZPA has been an issue to me for as long as I have been a member. The organizational culture includes trying to be all things to all institutions. Some member organizations expect excellent member services; some institutions expect excellent conservation leadership. In my opinion, neither expectation can be met.

In order for AAZPA to **really** set its priority, strong leadership will be required. We are a group of highly diverse and opinionated people representing even more diverse institutions. We need to believe the organization has made a choice in its direction and that it will walk the talk. Continuing to change Presidents every year will only exacerbate the issues. Board members will need to acknowledge their support of the stated direction and priority and make certain the membership follows.

I couldn't agree with your final statement more strongly. Despite the difficulty in AAZPA trying to "determine its path and state it clearly," it needs to happen.

Sincerely,



Kathryn R. Roberts
Executive Director

KRR/gb

COMMENTARY

THE DUALITY OF THE AAZPA

Question: What is the purpose (role) of our national organization?

Reviewing the published account of the AAZPA's history ("The AAZPA - Its History, Zoological Parks and Aquariums in the Americas, 1992), we are told how the organization sought independence from the National Recreation and Park Association in 1971 in order to "better pursue and further expand its involvement in conservation, science, and education." That same historical record refers to subsequent changes: "accreditation of institutions...providing its members with professional publications (and)...the bringing together of zoo and aquarium professionals, as well as those interested in zoological park and aquarium management." Such changes are described as being an "important service of the Association." However, it is also noted historically that in its midyear meeting in Tulsa, 1980, the Board of Directors voted unanimously "that conservation become the Association's highest priority."

Herein lies the duality of the AAZPA. We are a membership organization acting like a conservation organization. The Association's commitment to conservation as its "highest priority" has been made evident by its instituting the positions of Conservation Coordinator and Legislative Coordinator; by developing the Species Survival Program and the Endowment Fund; and by establishing an office in Washington, D.C., intending it to "emerge as the Association's Conservation Center." In spite of all these indicators, a more recent publication, the AAZPA's Long-Range Plan 1991-1995 ("updated 6/93"), reports that the Association's "Mission" is "to foster and support excellence in the purposes of zoological parks and aquariums." Within

*Are they
in order of
importance?*

that Plan, "Commitment to Conservation" is listed third among six "Values." One would expect an organization's highest priority to be reflected in its mission statement or, at least, see its importance listed better than third place. As it stands, the most recent mission statement more accurately reflects the goals of the original AAZPA, circa 1971. Is the AAZPA still a "service" organization, or is it a conservation organization? Is conservation truly its first priority, or only one of them?

Internally, member institutions see the AAZPA as a membership organization that facilitates and coordinates the participation of individual institutions in national and international projects, while working to meet their individual needs. Externally, the Association is viewed as a lobbying body, concerned with conservation issues; an organized group of zoos acting as a conservation body, through established programs (SSPs, TAGs, etc.); as part of the U.S. Fish and Wildlife permit process, through committee recommendations; as a governing body for application of scientific principles in the management of species; and as an education resource, able to influence millions with its conservation message. In addition, the media keep the world well aware not only of individual institution's triumphs and tragedies, but our daily and long-term combined efforts as well. Surely, like it or not, what defines us as an organization is influenced by both internal and external forces; how others see us, as much as how we see ourselves. But we cannot expect to affect our image in the eyes of others if we are uncertain among ourselves.

It is time for the AAZPA to determine its path and state it clearly - not only to those within the same spheres of influence, but to the member institutions it represents.

Bruce Read

Curator of Mammals, St. Louis Zoo

MINNESOTA ZOO

Strengthening The Bond Between People and The Living Earth.

Minnesota Zoo • Apple Valley, Minnesota • 55124 • 612/431-9200

*Annex
90 Conf.*

MEMORANDUM

To: KRA LEADERS
(Bruce Read, Steve Taylor, Steve Wylie)

From: Kathryn R. Roberts

Re: IMPORTANT MEETING NOTICE

David Jenkins, AAZPA Deputy Director, and I, as incoming chair of the Long Range Planning Committee, feel it is imperative that the four KRA leaders get together to make sure we are still on track and meeting time lines. We need to begin talking about the Long Range Planning document with the membership.

We have arranged to meet at the Westin Hotel on Wednesday morning, September 26, at 7:45 a.m. in Senate 1. The meeting will be over by 9:00 a.m. when the morning session begins.

Please be there.

cc: David Zucconi
David Jenkins
Linda Boyd





American Association of Zoological Parks and Aquariums

EXECUTIVE OFFICE AT OGLEBAY PARK, WHEELING, WV 26003 - 1698
(304) 242-2160; FAX: (304) 242-2283

August 21, 1990

MEMO TO: K. Roberts, Director, MSZ

FROM: D. Zucconi, AAZPA President-Elect

OFFICERS

President
CHARLES H. HOESSLE

President-Elect
DAVID G. ZUCCONI

Vice President
PAUL S. CHAFFEE, D.V.M.

Immediate Past President
PALMER E. KRANTZ, III

Executive Director
ROBERT O. WAGNER

DIRECTORS

SUSAN M. ENGFER

STEVE H. TAYLOR

STEPHEN R. WYLIE

TED A. BEATTIE

DENNIS A. MERITT, JR., Ph.D.

CHRISTEN M. WEMMER, Ph.D.

CLAUDIA E. COLLIER

ROY A. SHEA

R. GREGORY TARRY

A few thoughts for your consideration as incoming LRPC Chair; these derive from the Board's recent meetings in St. Louis:

- (1) Ted Beattie is organizing a Development Committee meeting in New Orleans, prior to Indianapolis; I suspect this meeting will result in some very important input for the Membership KRA;
- (2) several suggestions were put forth by the Advisory Committee, re Action Plans, and by way of [^]I am asking Linda Boyd to update you on these; _{Xc}
- (3) Bill Conway, Satch Krantz suggested that they would be providing some input for the Membership KRA;
- (4) I think the "Plan for Communicating the Plan" will be a very important consideration for the LRPC, "in order to provide everybody with knowledge of the plan as they need it in terms of their assignments and roles" (R. Smith). The Advisory Committee feels that a "slick" is in order for general distribution/communication, but that still leaves the question of who else receives how much information, and in what format(s).
- (5) although there appears to be no budgetary roadblock to implementation of the Action Plans through 1991, it will be necessary to "look down the road" for 1992 and to suggest budgetary priorities for the Board's consideration next year.

DZ:bm

CC:C. Hoessle
B. Wagner
R. Smith
B. Denler
T. Beattie
L. Boyd
W. Conway
S. Krantz

Linda Boyd, Administrative Assistant (Advisor) Telephone: (304) 242-2160 Fax: 304/242-2283
AAZPA Executive Office
Oglebay Park
Wheeling, WV 26003

Nicholas Brown, Executive Director Telephone: (301) 576-3821 Fax: 301/576-8238
National Aquarium in Baltimore
Pier 3 - 501 E. Pratt Street
Baltimore, MD 21202

William Conway, Director Telephone: (212) 220-5100 Fax: 212/220-7114
New York Zoological Park
185th Street & Southern Boulevard
Bronx, NY 10460

William Dennler, Executive Director Telephone: (419) 385-5721 Fax: 419/385-6935
Toledo Zoo
P. O. Box 4010
Toledo, OH 43609

Susan Engfer, Director Telephone: (719) 633-9961 Fax: 719/633-2254
Cheyenne Mountain Zoo
4250 Cheyenne Mountain Zoo Road
Colorado Springs, CO 80906

Charles Hoessle, Director Telephone: (314) 781-0900 Fax: 314/647-7969
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

Palmer Krantz, Director (Advisor) Telephone: (803) 779-8717 Fax: 803/256-6463
Riverbanks Zoo
P. O. Box 1060
Columbia, SC 29202

Kathryn Roberts, Director (Chair) Telephone: (612) 431-9299 Fax: 612/431-9300
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

Michael Robinson, Director Telephone: (202) 673-4721 Fax: 202/673-4607
National Zoological Park
3000 Block of Connecticut Avenue, N.W.
Washington, D.C. 20008

Steve Taylor, Director Telephone: (216) 661-6500 Fax: 216/661-3312
Cleveland Metroparks Zoo
3900 Brookside Park Drive
Cleveland, OH 44109

Stephen Wylie, Director (Vice Chair) Telephone: (405) 424-3344 Fax: 405/424-3349
Oklahoma City Zoo
2101 NE 50th St.
Oklahoma City, OK 73111



REQUEST FOR APPROVAL TO INCUR SPECIAL EXPENSES

1. NAME AND TITLE OF REQUESTOR Kathryn Roberts, General Director	2. PHONE 612/431-9333	3. DATE THIS FORM PREPARED 7/24/90
---	--------------------------	---------------------------------------

4. APPROVAL IS REQUESTED FOR THE FOLLOWING: ("X" all that apply):

(a) <input type="checkbox"/> Meal(s) which exceed maximum state allowance	(d) <input checked="" type="checkbox"/> Conference and registration fee(s)
(b) <input type="checkbox"/> Meal(s) within work area	(e) <input type="checkbox"/> Lodging within work area
(c) <input type="checkbox"/> Refreshments (coffee, tea, or soft drinks)	(f) <input type="checkbox"/> Other Special Expense (Specify):

5. FULL NAME OF CONFERENCE, MEETING, ORGANIZATION, ETC. (No Acronyms, Initials, etc.) 66th Annual Conference of American Association of Zoological Parks and Aquariums	7. DATE(S) AND TIME(S) OF EVENT 9/23-27/90 beginning Sunday afternoon
6. LOCATION OF EVENT (NAME AND ADDRESS OF HOST FACILITY) Westin Hotel, 50 South Capitol Indianapolis, IN 46204	

8. DESCRIBE WHY THE STATE SHOULD PAY THESE EXPENSES:

Annual meeting of zoo professionals nationwide in which colleagues meet to exchange information and attend programs and meetings of numerous zoological committees

9. ITEMIZATION OF COSTS:

DESCRIPTION	QUANTITY	\$ UNIT COST	\$ TOTAL
Conference registration fees	1 non-member	300	300
Conference registration fees	16 member	200	3200

0. NAME OF SPONSOR OF MEETING, CONFERENCE, OR WORKSHOP Indianapolis Zoological Society	TOTAL REQUESTED FOR APPROVAL ➔ \$3,500
---	--

1. FOR WHOM IS APPROVAL OF SPECIAL EXPENSE BEING REQUESTED?

a. REQUESTOR ONLY ("X") STATE EMPLOYEES (List Names and Titles If Other Than Requestor) Kathryn Roberts, General Director Dick Buske, Director of Operations Peter Thomas, Project Manager Ron Tilson, Director of Conservation Kate Murray, Continuing Ed. Coordinator Gerry Binczik, Research Biologist Julie Lee, Communications Director Ken Guillaume, Zoologist Asst. John Prevost, Aquarist Al Maguire, Aquarist Jim Pichner, Curator Nick Reindl, Curator Kathy Castle, Curator Mike DonCarlos, Curator Kim-Thomas McCauley, Horticulturist	b. OTHER PARTICIPANTS
---	-----------------------

2. DEPARTMENT APPROVALS:	DATE	APPROVED FOR AN AMOUNT NOT TO EXCEED \$ <u>3,500</u>
<i>K. Roberts</i>	7/24/90	NOT APPROVED BECAUSE:

DEPARTMENT OF FINANCE
 AUTHORIZATION FOR TRAVEL

SUBMIT AT LEAST TEN WORKING DAYS PRIOR TO ANTICIPATED DEPARTURE DATE.

Division <i>Operations</i>		Name(s) and Title(s) of Employee(s) Making Trip--
Name of Event 1990 AAZPA Annual Conference		
Location of Event Indianapolis, IN		
Date(s) and Time(s) of Event 9/23 - 9/28/90		
Date of Request 7/25/90	Departure Date 9/23/90	Return Date 9/28/90

Mode of Travel: Air Private Automobile Rail
 Bus Motor Pool Vehicle Other _____

Itemized Cost of Trip:

- FARE (round trip) \$ _____
- LODGING
2 nights at
 \$ 90 per night \$ ~~150~~ 180
- MEALS
2 days at
 \$ 25 per day (max) \$ ~~125~~ 50
- REGISTRATION FEE \$ _____
- OTHER (specify) _____
 _____ \$ _____
 _____ \$ _____

TOTAL ESTIMATED COST \$ _____

JUSTIFICATION OF TRIP (Explain in Detail) --
 --why trip is in best interest of the state
 --what reports and/or workshops will be generated as a result of the trip

Meet colleagues and exchange information to become current with programs, philosophy at zoos around the country.

This is the annual meeting of the only national organization of zoos, the American Assn. of Zoological Parks & Aquariums.

RECOMMENDED BY:

REQUESTOR _____ Date _____

X SUPERVISOR _____ Date _____

APPROVED IN THE AMOUNT OF \$ _____

 DIVISION DIRECTOR Date _____



American Association of Zoological Parks and Aquariums

EXECUTIVE OFFICE AT OGLEBAY PARK, WHEELING, WV 26003 · 1698 (304) 242-2160

5 July 1989

MEMO TO: KATHRYN ROBERTS, Ph.D.

FROM: CHARLES HOESSLE, PRESIDENT-ELECT

Charlie

SUBJECT: COMMITTEE ASSIGNMENTS

OFFICERS

President
PALMER E. KRANTZ, III

President-Elect
CHARLES H. HOESSLE

Vice President
DAVID G. ZUCCONI

Immediate Past President
L. RONALD FORMAN

Executive Director
ROBERT O. WAGNER

DIRECTORS

PAUL S. CHAFFEE, D.V.M.

CLAYTON F. FREIHEIT

EARL B. WELLS

SUSAN M. ENGFER

STEVE H. TAYLOR

STEPHEN R. WYLIE

TED A. BEATTIE

DENNIS A. MERITT, JR., Ph.D.

CHRISTEN M. WEMMER, Ph.D.

I am pleased to appoint you to serve on the Charter & Bylaws Committee during my term as President. I have just completed my committee assignments and have informed the chairmen of the results. Please note that not all committees will conduct meetings during the Pittsburgh Annual Conference. Therefore, refer to the July NEWSLETTER for the times and places of the committee meetings. If your committee is scheduled to meet, your participation will be greatly appreciated.

I sincerely appreciate your willingness to serve the Association. It is most pleasing to me personally and professionally that I received so many offers to assist me in the discharge of my duties and responsibilities for the coming year. I am sure that together we can accomplish much for the benefit of captive wildlife and our Association.

As was the case in past years, I will request that all committee chairmen evaluate the individual performances of all their committee participants to ensure that the Association gets the best possible service available.

Please personally call on me if I can be of any assistance to you during the coming year. Again, thanks for your help.

CHH/jkw

Copies to: AAZPA Board of Directors
Committee Chairman



*sent to Bob B.
2-27-87*

American Association of Zoological Parks and Aquariums

EXECUTIVE OFFICE AT OGLEBAY PARK, WHEELING, WV 26003 - 1698 (304) 242-2160

23 February 1987

OFFICERS

President
WARREN J. ILIFF
Director
Dallas Zoo

President-Elect
L. RONALD FORMAN
Director
Audubon Park &
Zoological Garden

Vice President
PALMER E. KRANTZ, III
Director
Riverbanks Zoological Park

Immediate Past President
GEORGE R. FELTON, JR.
Director
Greater Baton Rouge Zoo

Executive Director
ROBERT O. WAGNER
AAZPA
Oglebay Park
Wheeling, WV

DIRECTORS

GILBERT K. BOESE, PH.D.
Director
Milwaukee County Zoological Gardens

CHARLES H. HOESSELE
Director
St. Louis Zoological Park

EDWARD C. SCHMITT
Assistant Director/Animal Collections
Chicago Zoological Park

ROBERT B. BEAN
Director
Louisville Zoological Garden

JOHN H. PRESCOTT
Director
New England Aquarium

LEE G. SIMMONS, D.V.M.
Director
Henry Doorly Zoo

CLAYTON F. FREIHEIT
Director
Denver Zoological Gardens

GEORGE D. RUGGIERI, S.J., PH.D.
Director
New York Aquarium

EARL B. WELLS
Director
Fort Wayne Children's Zoo

Ms. Kathryn Roberts, Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124

Dear Kathryn:

In reviewing our Conservation Endowment Fund records, I noted that your institution made a contribution of \$5,000 in 1986. Please accept this letter as a personal appeal that your institution continue to support this very special program and consider increasing your contribution to the suggested fair-share level. According to our records, the fair-share level for your institution would be \$7,500 a year over a three-year period, for a total of \$22,500.

The Conservation Endowment Fund is now in its fourth year, and more than \$600,000 has been received in contributions and pledges. Several institutions have completed their three-year commitments at the fair-share level; and for that, we are very grateful.

Please call or write me or Bob Wagner for any assistance or additional materials, and accept my sincere appreciation for your past support.

Most sincerely,

L. Ronald Forman
Chairman, AAZPA Special Funds Committee

Copies to: Bob Wagner
Warren Iliff