



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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1991-92 AAZPA DEVELOPMENT COMMITTEE

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

Ad Liaison: Deborah

VICE CHAIR Glenn Ekey, Executive Director
~~Rhode Island Zoological Society~~ *Zool. Society of FLA*
~~Roger Williams Park Zoo~~ *12400 SW 152nd St.*
~~Providence, RI 02905~~ *Miami, FL 33177*

Ted Beattie, Director
Knoxville Zoological Gardens
P.O. Box 6040
Knoxville, TN 37914

Zool. Soc of
Charles Bieler, ^{*Dev Dir*} Director Emeritus
~~San Diego Zoo~~
~~1915 Sunset Boulevard~~ *PO Box 551*
San Diego, CA ~~92103~~ *92112-0551*

Joseph Ferrer, Executive Director
Zoological Society of Florida
12400 S.W. 152nd St.
Miami, FL 33177
Non-Floze Federer, Dev Dir
Zoological Soc of Houston
~~Houston Zoo~~
~~1517 N. MacArthur~~ *Houston TX 77*

Erich Hunker, Development Officer
~~Baltimore Zoo~~ *Toledo Zoo*
~~Druid Hill Park, Mansion House~~
~~Baltimore, MD 21217~~ *PO Box 4010*
Toledo, OH 43609

Sally Steele, Director of Operations
North Carolina Zoological Society, Inc.
Rte. 4, Box 200
Asheboro, NC 27203

Cynthia Sumner, Director of Development
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

Jim Thornton, Director of Development
Cincinnati Zoological & Botanical Garden
3400 Vine St.
Cincinnati, OH 45220

PO Box 66387
Houston 77266
(713) 529-2632



American Association of Zoological Parks and Aquariums

DATE: October 6, 1993

REPLY TO:

Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124
FAX: 612/431-9336 PHONE: 612/431-9299

TO: AAZPA Development Committee Members
Ted Beattie, Fort Worth Zoo
Chuck Bieler, San Diego Zoo
Glenn Ekey, Zoological Society of Florida
Mary Floye Federer, Zoological Society of Houston
Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoological Society
Cynthia Sumner, St. Louis Zoo
Jim Thornton, Cincinnati Zoo

RE: **Results of VOTE on Rhino Fund Recommendation**

The results of the vote on the IRF are given below:

The Development Committee of AAZPA recommends that the AAZPA Board of Directors enter into a relationship with the International Rhino Foundation in an attempt to raise money to help the desperate situation of rhinos.

 3 Yes

 4 No

Obviously this was a close call, due to a hesitation to set a precedent for approving individual projects, and a lack of specific information, while considering the importance of the effort. I have been asked to meet and discuss the IRF proposal at the end of October with several other AZA members. I will share our committee's thoughts at that time with the International Rhino Fund.

Thanks for your input.

cc: Bob Ramin, AAZPA Director of Development



American Association of Zoological Parks and Aquariums

AAZPA Development Committee
September 13, 1993

Members Present: Ted Beattie, Charles Bieler, Glenn Ekey, Mary Floye Federer, Erich Hunker, Kathryn Roberts, Cynthia Sumner

Absent: Sally Steele, Jim Thornton.

Others Present: Bill Dennler, Board Liaison
Bob Ramin, AAZPA
Sydney Butler, AAZPA
Sabin Robbins, AAZPA

The meeting started with a discussion by Jim Jackson and Bob Reece, both representing the International Rhino Trust. They distributed materials describing the plight of the rhino and a mechanism for securing moneys to help the emergency situation. Roberts asked the group for questions and comments. The Committee requested time to read the materials and formulate a recommendation. The IRF would like the Committee to recommend the AAZPA enter into a joint fund raising project with them. The project would be directed at institutions.

Committee members asked if they could give professional input to the project. Jackson and Reece welcome such input. Committee members also understand they can participate as individuals regardless of the recommendation affecting institutions.

Roberts will contact each of the members and ask for their vote on the following recommendation: The Development Committee of the AAZPA recommends the AAZPA Board of Directors enter into a relationship with the IRF in an attempt to raise money to help the desperate situation of rhinos.

Roberts will advise Jackson and Reece of the outcome.

The Committee heartily welcomed Bob Ramin to the meeting. Ramin reported on the new CEF campaign. (See Ramin's development report to the Board for description.) Members asked how he will work with Zoos and how he will avoid competition. Ramin talked about possible scenarios and assured everyone of his intent to work with us in the campaign.

Ramin also updated us on the National Advisory Board and its role in the CEF and other campaigns. Conway has agreed to do the "clean up" CEF campaign for the next 6 months. At that time someone else will be named. This person will likely come from the Zoo community. The Committee offered to help in any way.

If Committee members know of individuals who could be candidates for the Advisory Board, they should contact Ramin directly.

Protocols for cause related marketing were also discussed by Ramin. It was clear the Burger King effort offered Ramin a good introduction to development and marketing people in zoos. The guidelines which were approved by the Board will be distributed to the Committee and to the Development Advisory Board for comments. Comments should be sent to Ramin by October 15.

Butler asked that everyone interested in commenting on the Burger King promotion send comments in writing to Ramin.

Ramin also updated us on the design of a survey instrument which will lead to a file on each zoo. He will distribute and ask for responses.

The Committee expressed the desire to add individuals to the list of people on the Development Advisory Committee. It was felt the group should be expanded to include more marketing people. Hunker and Steele will take responsibility.

Roberts thanked Erich Hunker and Sally Steele for organizing the Sunday development workshop. She also thanked Mailworks and Target Marketing for supporting the day. It was agreed the same event will occur next year. Glenn Ekey and Fran Bernstein will organize the day.

The meeting was adjourned at 12:15.



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

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

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



Executive Committee

President

Frank N. Hawkins, Jr.

President Elect

Ralph Morera

Vice President

John K. Little

Treasurer

Laura Jack

Secretary

Lynn M. Cambest

Past President

Sherrill Hudson

Board of Directors

Harvey S. Abramson

Karine L. Armstrong

Mark D. Bloom

Donald L. Burgess

Lynn M. Cambest

Gerald C. Cherry

Sue M. Cobb

Ron Esserman

Douglas Falk

William J. Gallwey, III

Samuel Getz

Lester Goldstein

Micheal T. Greif

James C. Hartenstein

Barbara A. Ibarra

Linda Isenbour

Daryl L. Jones

Jack Lowell

James E. McDonald

Jeffrey J. Murphy

Allan J. Pekar

Louis F. Powell, Jr.

Patti Ragan

Eugenio Sanson

Monroe Scheiner, M.D.

Diane S. Sepler

Joe E. Sirven

Edward Soto

Al Townsel

Lawrence O. Turner, Jr.

Sam Verdeja

Andrew H. Weinstein

Georgia Wright

Metrozoo Director

Robert L. Yokel

Executive Director

Glenn Ekey

September 20, 1993

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

Dear Kathryn:

Congratulations on a well run development meeting in Omaha. If attendance is any indication, we're developing considerable momentum.

As you know, Erich Hunker coerced Fran Bernstein and me into coordinating the development sessions for '94. I'm glad to do it for one year but intend to completely distance myself from the strange politics that seem to surround development and marketing at the AAZPA. You'll be in the loop on everything and asked to bless decisions before they become final.

I'll be in touch. In the meantime, have a great fall season.

Best

Glenn Ekey
Executive Director

GE/gmc

cc: Bob Ramin

mailed 9-27



American Association of Zoological Parks and Aquariums

AAZPA Development Committee

September 13, 1993

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Absent: Sally Steele, Jim Thornton.

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Sydney Butler, AAZPA

Sabin Robbins, AAZPA

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AAZPA AAZPA AAZPA AAZPA OMAHA '93

D.W.C. Co.
Name - Address

BILL DENNLER - Toledo Zoo

GLENN EKEY - ZOOLOGICAL
SOCIETY OF FLORIDA

ERICH HUNTER - Toledo Zoo

MARY-FLOTE FEDERER - ZOO. SOCIETY OF
HOUSTON

~~Christine Sundberg - Jacksonville Zoo~~

SABIN ROBBINS - AAZPA

BOB RAMIN - AAZPA

TED BEATTIE - Fort Worth Zoo

Charles Bieler - San Diego Zoo

Cynthia Sumner - Saint Louis Zoo

Magic horn campaign: split of \$

Erich -- issue of AAZK

Chuck: asks for support from curatorial group

Should we be in position of approving individual campaigns?

Obviously an important animal -- in next days, KR will connect for a vote. Should the Dev. Comm. recommend a formal joint relationships with IRF and AAZPA. Not enough info to decide yet.

Bob: CEF report: will seek \$5M endowment; Ted: how do you selection foundations support endowment? Need to work with zoos; support local funds; link leads from us.

Mike Hutchins asked for 6 projects for FIGS, TAGS, SSPS

Mary: gets how national exposure can help local zoo.

Syd: says he will spend a lot of time with building endowment.

National Advisory Board: small and dedicated -- names objectives: entertainment value, guidelines for board.

Conway will wrap up old campaign in 6 months; materials for CEF by January. Do we need to help Conway? Syd will let KR know.

Protocols for Cause Related marketing

Board has addressed marketing guidelines.

Chuck: Do proposals go to marketing committee and development group? Increase advisory group to include marketing staff

Guidelines will be published in November. We circulate and return comments by Oct. 15.

Open up to full group: upset with Burger King promo -- maybe we should not do any discounts -- \$100,000.

Development guidelines for evaluating efforts: Wendy Fisher
Syd says he want an analysis of Burger King effort by each of us.

Survey Instrument Design

Wants to send out draft instrument.

Leads to a file on each zoo -- what works, what we want, etc.

Erich will take responsibility for adding to the list.

Chuck: concerned about the Fax tree. Should go to 20-30 institutions agreed to respond. 5 day response from us on marketing issues.

How do you add people to the advisory group?

Next year's conference -- should we do a PR day meeting? Glenn & Fran Bernstein.

Mid-year meeting. 12:15 meeting adjourned.

Demographics survey: asked 25-30 institutions -- much variation; no surprises.

Development

\$124 billion business.

90% told they are in the will change mind

80% have told us about gift in will.

Planned giving: major trust orgs in banks; attorneys; financial services -- visits

Advertised in mag and development for specific constituencies.

Developed newsletters

Yearly stewardship event

4 ways to give:

cash, bonds and stocks

bequests -- 80% of all gifts

-- 75% from members.

life insurance, trust -- life income plans

lead trust -- paying off pledge in regular payments; becoming more popular.

1993 tax act.

Real cash:

hunt in pairs

Don't rush project when he is big with gift -- 1-1/3 years and 110 contacts.

Ben Franklin -- patron saint of philanthropy.

Sequential fund raising: Peter Drucker
Phil Cotler U of Northwestern

Identify
Qualify Steps for giving
Cultivate
Solicit
Close

90% of all endowments come from planned giving -- needs seminars.

Nature Conservancy; Wilderness Society -- good ads

Planned Giving: office @ \$150,000

Suspect -- prospect

Reasons for giving:
 direct experience
 affinity/conservationists
 excellence.

UCLA -- women in Philanthropy.

Environmental Justice groups



American Association of Zoological Parks and Aquariums

Roberts

FOR MINUTES

AAZPA Development Committee

Monday, September 13, 1993

10:30 am - 12:30 pm

Holiday Conference Center Salon B
Omaha, Nebraska

Report by Jackson & Reece

AGENDA

Report from AAZPA Development Director (Bob Ramin)

- ~~Protocols for Cause Related Marketing Joint Ventures~~
- Participation Rate of Institutions in Promotions (Burger King, etc.) and How to Improve Future Programs (Proctor & Gamble)
- Survey Instrument Design
- ~~Conservation Endowment Fund Campaign~~

Review of AAZPA Strategic Plan Objectives Relating to Development

~~Need for a National Development Advisory Board~~

Dev. day - Wendy Fisher - Madwarles
Target Mitz

- Frick & Sally



American Association of Zoological Parks and Aquariums

DATE: August 30, 1993

REPLY TO: Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

TO: AAZPA Development Committee Members
Ted Beattie, Fort Worth Zoo
Chuck Bieler, San Diego Zoo
Glenn Ekey, Zoological Society of Florida
Mary Floye Federer, Zoological Society of Houston
Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoological Society
Cynthia Sumner, St. Louis Zoo
Jim Thornton, Cincinnati Zoo

RE: **AAZPA Development Committee Meeting in OMAHA**

I look forward to seeing you all at our scheduled Development Committee meeting on Monday, September 13 in Salon B of the conference hotel. I think Bob Ramin, AAZPA Development Director, will help us get things really moving. We've put together a tentative agenda, which is attached. If any of you have other items to discuss, please give me a call.

I want to thank all of you for your willingness to serve on the committee and to take on tasks to organize the development workshops on Sunday, September 12 and the conference sessions on Tuesday. You are responsible for these successes.

cc: Bill Dennler, AAZPA Board Liaison
Bob Ramin, AAZPA Development Director
Steve Wylie, AAZPA President
Dennis Merrit, AAZPA President-Elect
Syd Butler, AAZPA Executive Director
Sabin Robbins, AAZPA Marketing Director
Bob Wagner, AAZPA Administrative Officer

AAZPA Development Committee

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10:30 am - 12:30 pm
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Review of AAZPA Strategic Plan Objectives Relating to Development

Need for a National Development Advisory Board

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

FAX MEMORANDUM

TO: Sally Steele

FROM: Ginny Bender (Kathryn Roberts' secretary) Phone: 612/431-9299

RE: 1993/94 AAZPA Development Personnel Directory

What a list! Kathryn is on vacation for the month of July, but there are a few changes I can give you from Minnesota. First of all, Jolene Boe (formerly of the Duluth Zoo) has taken a job with the city of Duluth and is now longer at the Lake Superior Zoo. I can't tell you who her counterpart is now, though.

For the Minnesota Zoo, you can remove Donette Kranz and Pat Natko as it looks like only the "department head" types are listed. Anne Morrow is now the Development Officer/Membership Director for the Minnesota Zoo. In addition, Steve Ordahl is the Division Director who oversees Development, Membership, as well as Marketing/PR and Special Events (among other things). Any requests to participate in a cause-related marketing project requiring some sort of admission/membership discount would be routed through him, so he should be on the list. His title is Director, Enterprise Programs. (Address: Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124. Phone: 612/431-9323 and fax is 612/431-9300.

What a major job you've undertaken! Hope this helps.

Roberts



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



14T-5

MEMORANDUM

TO: The AAZPA Board of Directors

FROM: Robert A. Ramin
Director of Development

SUBJECT: Director of Development Report

DATE: 9 July 1993

Attached is the AAZPA Office of Development Report. I ask that the Board:

- 1) Approve the Campaign Plan for the Conservation Endowment Fund;
- 2) Approve the Marketing Guidelines for national proposals; and
- 3) Approve the Development Report.

enclosures: Draft Conservation Endowment Fund Campaign Plan
Draft Conservation Endowment Fund Mission Statement
AAZPA Marketing Guidelines

Conservation Endowment Fund

The Conservation Endowment Fund needs to be reinvigorated and expanded. The current "freeze" on grants, and the employment of an investment manager, presents an opportune time to address the original goals of the CEF, as well as look at the current status of "fair share" contributions by AAZPA member institutions. AAZPA President Wylie sent a letter in early May to the member institutions and societies that had not pledged their "fair share" to the CEF from 1984, or had not finished their original pledge. A status report on this drive will be presented to the AAZPA Board.

The AAZPA is restricted by the current operation of the CEF. The CEF needs to be repositioned - beyond a strict scientific conservation grant-making entity - to more closely reflect the original intent of the Board of Directors. Please refer to the attached CEF material that was included with the June Executive Director's Report, which includes a proposal for a new CEF Campaign. Executive Director Butler will be presenting this material for Board action. I ask that the Board approve the CEF Campaign Plan.

Marketing Guidelines

The AAZPA has been lacking a set of guidelines with which to properly review and evaluate the increasing number of marketing proposals. Please review the attached guidelines. I ask that the Board approve these guidelines.

In conjunction with these new guidelines, a new survey is being developed to ascertain exactly what type of promotions which interest individual AAZPA members. This survey would cover free and discount admission offers, national product tie-ins, and corporate sponsorship of Zoo and Aquarium Month and Conservation Day.

Foundation/Grant Activity

The Development Office is working in concert with the offices of Education and Conservation and Science to submit grants for funding. Potential sources are being explored, and we are putting together a number of outlines for full-blown proposals.

A \$25,190 proposal was submitted to the Institute of Museum Services entitled "Zoo and Aquarium Mentoring for Studbook Management of Species," and a planning grant is being prepared for the National Science Foundation for a conservation education methodology symposium/conference.

Corporate Activity

Many contacts with national corporations have been initiated regarding possible collaborative ventures and promotions, as well as general information regarding corporate philanthropy and support. A number of these discussions should prove fruitful in the near future.

Over 3,000 Burger King restaurants will be giving away "AAZPA Save the Animals" collector albums and endangered species collector's cards in August with the purchase of a "kid's meal." There are four different albums - mammals, birds, reptiles & amphibians, and fish - and 15 cards for each album.

Each album contains a coupon for free admission for one child under 12 with a paying adult. The coupon clearly states that "some zoos may offer other discounts in lieu of free admission. Call your local zoo for specific offer details." Burger King is making a \$100,000 donation in conjunction with this program.

Torresella Wine has recently agreed to support the AAZPA SSP program for birds. Torresella is an importer of Italian wines that feature birds on their labels. A \$10,000 donation will be presented in Omaha to kick-off this unique program that will feature national promotional material regarding the SSP program for birds.

Cracker Barrel restaurants have again contributed funds toward the production of AAZPA educational materials. Nancy Hotchkiss has developed an "Ask the AAZPA" series that will address the many letters that request general zoo and aquarium information, as well as serve as a useful tool for member institutions.

Chevron and the National Fish and Wildlife Foundation have each contributed \$5,000 towards the black footed ferret release festivities and SSP program. This initiation of zoo exhibits and third release of black footed ferrets into the wild will occur in early October.

Hang Ten International will be featuring a line of children's clothing - "Kids for Animals" - feature animal graphics. AAZPA information will appear on accompanying hang tags. Hang Ten will be providing \$5,000 a year for three years.

The Nordstrom Federal Credit Union in Seattle is donating \$5 for each account opened to the AAZPA from now until the end of the year. They are also providing SSP material throughout their branches. This should prove to be an innovative program, as the Credit Union's advertisements will feature endangered species and how the public can participate.

The Chadwick Group, a major supplier of children's shoes called "Play 'N' Wash," is inaugurating a new line called "A Day at the Zoo." Chadwick will be donating \$0.15 per pair shipped to retail outlets.

The AAZPA "Infant Diet/Care Notebook" is currently being revised. This revision will reflect the many advances that have been made by zoo and aquarium professionals since the first edition was produced. Pet Ag Inc., an AAZPA Commercial Member, is working on partial or total sponsorship of this invaluable publication.

DRAFT

CAMPAIGN PLAN

**AMERICAN ASSOCIATION OF ZOOLOGICAL PARKS AND AQUARIUMS
CONSERVATION ENDOWMENT FUND**

History of the Conservation Endowment Fund

The Conservation Endowment Fund (CEF) of the American Association of Zoological Parks and Aquariums has been in existence since 1984. The CEF's purpose was to "utilize investment proceeds... to provide finances for carefully considered conservation projects."

Special Funds Chairman Charles Bieler, at the AAZPA Board of Directors meeting in March 1984, noted six priority goals: 1) to provide support for SSP committee meetings, 2) to develop special publications, reports and meeting minutes, 3) to develop special publications important to SSP committee functions, 4) to provide necessary funds for transporting SSP animals, 5) to provide funds for staff resources, and 6) to develop promotional materials for a national awareness program with respect to SSP and other Association conservation endeavors.

Initial funding for the CEF came from a \$100,000 transfer from the AAZPA general fund, and from member institutions who pledged "fair share" contributions. This "fair share" was based on each member's budget, and pledges were allowed over a three-year period. A \$1.5 million goal was set by the Board for the CEF in 1984.

A booklet explaining the program was prepared and sent to all Institution, Society, Related Organization, Commercial and Registered Animal Supplier members, along with a letter of appeal and a pledge card. A letter was sent in 1987 to all of the above institutions encouraging full participation in the program at the "fair share" level. This was the last direct appeal to the AAZPA membership for CEF "fair share" funds, other than periodic announcements in *Communique* regarding members who had contributed to the CEF.

Total contributions to the CEF have totaled \$1,500,573 as of 1 June 1993. After earned interest is added (\$563,363.05) and grants are subtracted (\$437,114.91), the 1 June 1993 total is \$1,638,807.84.

Funds from the CEF are used to enhance and initiate programs that are vital to the entire zoo and aquarium profession. CEF awards have gone towards underwriting the development of the AAZPA Conservation Academy, supporting members of the AAZPA Small Population Management Advisory Group (SPMAG) to attend SSP masterplanning sessions and a second SPMAG training workshop, funding the preparation and distribution of contraceptive implants for zoo animals, and to finance further improvements to the Single Population Analysis and Record Keeping System (SPARKS).

Current Status of the Conservation Endowment Fund

The interest growth of the CEF has not kept pace with the Consumer Price Index (CPI). Steadily increasing award requests and erratic additions to the principal have left the CEF stagnant. Consequently, the AAZPA Board of Directors voted in March 1993 to suspend all standard grant awards from the CEF.

In addition to this grant "freeze," the Board authorized the employment of an investment manager. However, even with the freeze and the new financial management, the CEF will not meet the current needs of zoo and aquarium conservation, nor the increased demands and opportunities presented to the AAZPA and its member institutions.

This current freeze on CEF activity provides an opportune time to address the original goals of the CEF, as well as look at the current status of "fair share" contributions. AAZPA President Steve Wylie sent a letter in early May to the AAZPA Institutions and Societies that had not pledged their "fair share" to the CEF, or had not finished their original pledge. A status report on this latest drive will be presented to the AAZPA Board of Directors in August 1993, along with a new CEF Campaign strategy.

Goals of a New Conservation Endowment Fund Campaign

The CEF must be reinvigorated and expanded. When it was founded in 1981 there were 10 SSPs. Today, there are 67, with an expected growth to 100 by 1995 and 200 by the year 2000.

The AAZPA is also restricted by the current operation of the CEF. The CEF needs to be repositioned - beyond a strict scientific conservation grant-making entity - to more closely reflect the original intent of the Board of Directors.

To address the growing needs of the AAZPA and its member institutions, the CEF must grow to new levels as follows:

1993	Announcement at Omaha Annual Conference
1994	\$2 million
1997	\$4 million (25th anniversary of AAZPA independence)
1998	\$5 million

Conservation Endowment Fund Campaign

The new Campaign would be announced at the Omaha Conference and in conjunction with well-defined goals for the CEF - that transcend the current conservation grant-making role. In addition, for the first time, funds would be actively solicited from sources other than the AAZPA membership. The bulk of the funds would initially come from foundation, corporate, and individual support. The CEF mission statement would allow for the Fund to address pressing needs of the AAZPA and its member institutions - from Giant Panda conservation, to legislative initiatives, innovative education programs, and membership services needs.

New Campaign materials delineating the goals of the AAZPA and the CEF would be immediately developed. This package would inform our various constituencies about the organization, as well as provide compelling information regarding the vital work performed by the AAZPA and its member institutions on behalf of conservation.

Corporate Participation

Outside of traditional AAZPA royalty and cause-related agreements, the Campaign would seek corporate philanthropic funds. Corporations would become an important source of major gifts and challenge grants through the current corporate movement towards conservation funding

Foundation Participation

Foundation funding will also play a major role. Many large private foundations are supporting conservation projects. These sources will be aggressively pursued.

Individual Participation

Individual participation in the AAZPA - outside of professional and affiliate members - is very limited. Arrangements at a few of our member institutions and their societies - where check-offs are provided for the AAZPA/CEF - would be refined and expanded. In addition, an aggressive new effort will be made to encourage other individual contributions.

Member Participation

The AAZPA membership will again be invited to pledge to the new CEF Campaign through a fair formula that addresses the wide range of member's budgets. Members will be asked to participate - in the context of a broad-based participation that includes corporations and foundations - and with an understanding of services to be received in return. An appropriate starting date and payment period will be established, realizing that many members have only recently contributed.

DRAFT

MISSION STATEMENT

**AMERICAN ASSOCIATION OF ZOOLOGICAL PARKS AND AQUARIUMS
CONSERVATION ENDOWMENT FUND**

To launch the Campaign for the Conservation Endowment Fund - "Preparing for the Twenty First Century" - we must create and carry out programs that implement the dual mission of the AAZPA:

Excellence in Conservation
Excellence in Membership Services

Presently, neither mission is being adequately addressed. Funds are limited, and the original Board focus of the CEF has become too narrowly concentrated on small grants. When founded in 1984, the CEF was charged "to provide funds for staff resources, and to develop promotional materials for a national awareness program with respect to the SSP and other AAZPA conservation endeavors."

The CEF needs to be reinvigorated and expanded. When the SSP program was founded in 1981 there were 10 SSPs. Today, there are 67, with an expected growth to 100 by 1995 and 200 by the year 2,000. New SSP creation is currently restricted by budgetary constraints. The CEF is an integral part of AAZPA conservation initiatives on behalf of the entire membership.

The AAZPA is restricted by the current operation of the CEF. The CEF needs to be repositioned to more closely reflect the original intent of the Board of Directors. Specifically, a strict scientific conservation grant-making entity is not in the best interests of AAZPA and its member institutions, because of the many other pressing needs and opportunities.

The AAZPA needs to reestablish CEF goals, and prepare to raise funds through a new CEF Campaign: from fair-share assessments of our membership, and from contributions outside of our member institutions.

To achieve excellence in conservation and membership services, the needs to grow and become more viable to adequately address the following goals of the AAZPA and its member institutions:

Conservation and Science

- Facilitation of In Situ programs - regional and international
- Establishment of Conservation Speaker's Bureau
- Publication of SSP Husbandry Manuals and symposium proceedings
- Implementation of conservation programs
- Create scholarship for curatorial training internship
- Expansion of the SSP, TAG, FIG, and Scientific Advisory Groups
- Create more comprehensive grant program for member institutions on behalf of specific conservation projects

Education and Training

- Expand education training for smaller zoos and aquariums
- Provide demographic studies of our external audiences
- Improve professional development and training opportunities
- Establish information clearinghouse and archive system to include materials and expertise on education, management, conservation and science, exhibit development, master planning, government regulations, services and referrals
- Establish Education Resource Center
- Expand Conservation Day
- Create Informal Science Educators Symposium
- National Teachers Network
- Development of national marketing strategies
- Develop an AAZPA Quarterly
- Improved electronic communication

AAZPA MARKETING GUIDELINES

Proposals submitted to the American Association of Zoological Parks and Aquariums (AAZPA) shall be considered according to the following guidelines:

National Proposals Involving Discount Coupons, Two-For-One Admission or Other Incentives Involving Cash Discounts or Rebates to AAZPA Institutions.

Criteria:

- Minimum donation of \$100,000 to AAZPA. However, in cases involving significant non-monetary benefits (such as positive public relations and affiliation with a nationally respected organization), consideration may be given to smaller donations.
- AAZPA will negotiate directly with the sponsoring corporation, or in tandem with marketing companies representing the corporation.
- The corporation produces high-quality goods and/or services, and can demonstrate quantifiable financial stability.
- The corporation adequately answers questions regarding its environmental practices and policies, and adheres to accepted standards of corporate responsibility.

Procedure:

The AAZPA Director of Development is responsible for the preparation of a proposal summary that will be submitted to the Development Advisory Committee. This proposal summary will include:

- Exact length of time of promotion, including start and finish dates;
- Scope of promotion, to include national advertising strategy, product introduction, and estimated number of promotional material/coupons/packages to be produced;

- Mock-up of promotional materials, including placement of AAZPA and/or SSP logo;
- Exact wording of promotion regarding coupon redemption;
- Amount to be donated to the AAZPA, and payment schedule; and,
- Information regarding the corporation's financial stability and environmental policies.

The Development Advisory Committee will have five (5) working days to respond to the proposal. Approval/disapproval will be decided by simple majority vote.

Upon initial approval by the Development Advisory Committee, a final contract will be solicited from the corporation that will incorporate any concerns resulting from the review process. This final contract will be reviewed by AAZPA in-house legal staff, or by outside counsel if appropriate.

In the event the Development Advisory Committee recommends against approval, the Executive Director may submit the proposal to the Executive Committee if he/she believes the proposal would be of substantial benefit to the mission/objectives of the AAZPA.

The final contract will then be submitted to the Executive Committee (if deemed necessary by the Executive Director) for final approval. The Executive Committee will have five (5) working days to comment, or may refer the contract to the full Board of Directors for consideration.

Proposals involving royalties or cash payments to the AAZPA through the sale of a product or service.

Criteria:

- The product or service shall not be restricted to zoo and aquarium gift shops.

- The AAZPA will negotiate directly with the sponsoring corporation, or in tandem with marketing companies representing the corporation.
- Minimum royalty income per agreement must produce \$5,000 over the life of the agreement, or a percentage based on projected sales volume that will produce at least \$5,000.

Any royalty program of \$25,000 or below may be approved by the Executive Director and Director of Development.

- The corporation produces high quality goods and/or services, and can demonstrate quantifiable financial stability.
- The corporation adequately answers questions regarding its environmental practices and policies, and adheres to accepted standards of corporate responsibility.

Procedure:

Company submits proposal to AAZPA that includes:

- Information regarding the company, the product, and a sample or detailed photographs of the product/and or service being considered.
- Mock-up of promotional material, including placement of AAZPA and/or SSP logo.
- Scope of promotion, to include national advertising strategy, product introduction, estimated number of promotional material/packages to be produced.
- Exact length of time of agreement.
- Exact information regarding royalty amount or percentage, and payment schedule.
- Information regarding the corporation's financial stability and environmental policies.

If the royalty payment is over \$25,000, the Development Advisory Committee will review the proposal within five (5) working days.

Upon initial approval, a final contract will be solicited from the corporation that will incorporate any concerns resulting from the review process. This final contract will be reviewed by the AAZPA in-house legal staff, or outside counsel if appropriate.

In the event the Development Advisory Committee does not approve the proposal, the Executive Director may elect to submit the proposal to the Executive Committee for further review. The Executive Committee will have five (5) working days to comment, or may refer the proposal to the full Board of Directors for consideration.



American Association of Zoological Parks and Aquariums

DATE: July 2, 1993

REPLY TO: Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

TO: AAZPA President, Officers & Board Members

RE: **DEVELOPMENT COMMITTEE ANNUAL REPORT**

Accomplishments

The AAZPA Development Committee put together two ninety-minute sessions for the AAZPA Annual Conference. Committee members planned the sessions to provide valuable assistance to all marketing/development staff. The Advisory Committee stands ready to communicate upcoming promotions through its network of marketing/development professionals.

Plans for the Next Six Months

The mid-year meeting turned into an informal meeting of development/marketing/PR people because a majority of committee members were unable to attend, due to travel budgets. We are planning to meet during the annual conference.

Bob Ramin, AAZPA's Director of Development, has already enthusiastically tackled many issues which have been on the committee's agenda for some time. With Bob's help, I anticipate a tremendous boost in the committee's productivity.

Request for Board Action

None.

cc: Original + 22 to AAZPA Office
Steve Wylie
Bill Dennler, AAZPA Board Liaison
Syd Butler, AAZPA Executive Director
Bob Ramin, AAZPA Development Director
Sabin Robbins, AAZPA Marketing Director
Bob Wagner, AAZPA Administrative Officer
AAZPA Development Committee Members:
Ted Beattie, Fort Worth Zoo
Chuck Bieler, San Diego Zoo
Glenn Ekey, Zoological Society of Florida
Mary Floye Federer, Zoological Society of Houston
Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoological Society
Cynthia Sumner, St. Louis Zoo
Jim Thornton, Cincinnati Zoo



American Association of Zoological Parks and Aquariums

DATE: July 1, 1993

REPLY TO: Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

TO: AAZPA Development Committee Members
Ted Beattie, Fort Worth Zoo
Chuck Bieler, San Diego Zoo
Glenn Ekey, Zoological Society of Florida
Mary Floye Federer, Zoological Society of Houston
Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoological Society
Cynthia Sumner, St. Louis Zoo
Jim Thornton, Cincinnati Zoo

RE: **ATTACHED**

Enclosed are the submissions from Barbara J. Pickard and Cynthia Sumner, who are moderating the sessions at the annual conference. A big thanks to them both, and to Erich Hunker for taking on the task of recruiting them!

I've also enclosed some past correspondence (without all the attachments) to just refresh your memory about the Tropicana promotion. I again apologize to all of you for any unintended offense in my annual report to the AAZPA board. (You should have already received a copy of the corrected report.) Because we did not meet as a committee in March, we did not get to discuss what happened with Tropicana. My assumption was that we were all familiar with the details, as was the AAZPA board. Bob Ramin is already tackling draft protocols for future development and cause-related marketing joint-ventures with AAZPA for the committee to review, so perhaps we won't run into this problem in the future.

I presume most of us will be at the annual conference; I'll see you Sunday at the Development Workshop, at the conference development sessions Tuesday and at our Development Committee meeting.

cc: Bob Ramin, AAZPA Director of Development
Barbara Pickard

Bill Densler, Advisor

Kathryn Roberts



American Association of Zoological Parks and Aquariums

DATE: July 1, 1993

REPLY TO: Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

TO: AAZPA Development Committee Members
Ted Beattie, Fort Worth Zoo
Chuck Bieler, San Diego Zoo
Glenn Ekey, Zoological Society of Florida
Mary Floye Federer, Zoological Society of Houston
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I presume most of us will be at the annual conference; I'll see you Sunday at the Development Workshop, at the conference development sessions Tuesday and at our Development Committee meeting.

cc: Bob Ramin, AAZPA Director of Development
Barbara Pickard

1993 AAZPA Annual Conference
Omaha, Nebraska
September 12 - 16, 1993

TO: Kathryn Roberts

FROM: Paul Grayson, Chair, Conference Program Committee
Indianapolis Zoo, 1200 West Washington Street
Indianapolis, IN 46222 FAX (317) 630-5153

DATE: May 10, 1993

SUBJECT: Conference Moderated Session Proposal

It is my pleasure, on behalf of the Conference Program Committee to accept your proposal titled "IMS Grant Writing and Donor/Member Cultivation" as a moderated session. Your session is scheduled from 8:30 a.m. to 10:00 a.m. on Tuesday, September 14, 1993.

PLEASE COMPLETE AND RETURN BY MAY 28, 1993

1. Session Title: FROM ENDOWMENTS TO ENDEARMENTS

2. Moderator's Name: Barbara J. Pickard
Title: Executive Director
Institution*: Friends of the Burnet Park Zoo (Syracuse, NY)

MODERATOR IS REQUIRED TO CONTACT ALL SPEAKERS AND FORWARD ENCLOSED NOTICES

3. For each paper being presented in the session:

Paper's Title: Getting IMS Grants for Your Living Museums- WILD APPROACHES!

Speaker's Name: Dan Lukash
Title: Program Officer
Institution*: IMS (Institute of Museum Services)

Paper's Title: ADOPT/SPONSOR- What's In A Name?

Speaker's Name: Robin Higgins
Title: Director of Membership/Sponsor an Animal/ Volunteers
Institution*: Zoological Society of Milwaukee County

Paper's Title: Annual Giving Strategies

Speaker's Name: Terry Monteleone
Title: Vice-President for Development
Institution*: Greater Los Angeles Zoo Association

1993 AAZPA Annual Conference
Omaha, Nebraska
September 12 - 16, 1993

TO: Kathryn Roberts

FROM: Paul Grayson, Chair, Conference Program Committee
Indianapolis Zoo, 1200 West Washington Street
Indianapolis, IN 46222 FAX (317) 630-5153

DATE: May 10, 1993

SUBJECT: Conference Moderated Session Proposal

It is my pleasure, on behalf of the Conference Program Committee to accept your proposal titled "Major Gifts and Planned Giving" as a moderated session. Your session is scheduled from 10:30 a.m. to 12:00 p.m. on Tuesday, September 14, 1993.

PLEASE COMPLETE AND RETURN BY MAY 28, 1993

1. Session Title: "How to get REAL CASH, REAL ESTATE, and REAL DIRT"

2. Moderator's Name: Cynthia Sumner
Title: Director of Development
Institution*: Saint Louis Zoo

MODERATOR IS REQUIRED TO CONTACT ALL SPEAKERS AND FORWARD ENCLOSED NOTICES

3. For each paper being presented in the session:

Paper's Title: Prospect Research

Speaker's Name: Bob Ramin
Title: Director of Development
Institution*: AAZPA

Paper's Title: Major Gifts

Speaker's Name: James M. Hopper
Title: Senior Vice President Development
Institution*: The Audubon Institute

Paper's Title: Planned Giving

Speaker's Name: Michelle Morgan
Title: Director of Planned Giving
Institution*: New York Zoological Society



American Association of Zoological Parks and Aquariums

February 5, 1993

DATE:

REPLY TO:

Kathryn R. Roberts, Chair
AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
(612) 431-9299

TO: AAZPA Development Committee Members:

Ted Beattie
Chuck Bieler
Glenn Ekey
— Mary Floye Federer
Erich Hunker
Sally Steele
Cynthia Sumner
Jim Thornton

RE: **Enclosed Materials**

I have enclosed copies of my mid-year report to the AAZPA board, along with a proposed agenda for our March meeting. I am open to any and all suggestions for changes to the agenda. I assume you have all received registration materials for the Southern Regional Conference in Orlando, since John Hughes obtained your addresses for the purpose of including you on the mailing list.

I have also included, for your information, Sabin Robbins' mid-year report. Also of interest to us are the pages related to a proposed Tropicana sponsorship of Conservation Day, which has since been withdrawn because they could not get a commitment quickly. We'll talk about it at our mid-year meeting in Orlando.

See you there!

copies to:

Steve Wylie, AAZPA President
Bill Dennler, AAZPA Board Liaison
Sydney Butler, AAZPA Exec. Dir.
Bob Wagner, Chief Admin. Officer

+ Steve Ordall
Sabin Robbins

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

February 3, 1993

Nancy S. Hollenbeck, Assistant Director
Santa Barbara Zoological Gardens
500 Ninos Drive
Santa Barbara, CA 93103

Dear Nancy:

Thank you for your fax. I must admit I am also confused about the Tropicana offer.

I had thought that cause-related marketing proposals would be coordinated by Sabin and, in turn, he would provide them to the Development Committee for review. Our committee has developed a set of guidelines against which to judge specific proposals, and we have organized the AAZPA Advisory Committee, which is a network by which all zoos can be surveyed. The AAZPA Advisory Committee, through the Development Committee, is who would make recommendations about issues like *Will zoos accept proof of purchases to be used as cash?*

It's a moot point, though. When I contacted Sabin to make certain the coordination occurs between the Public Education Committee folks and Development folks, he told me that Tropicana had withdrawn their offer of sponsorship when told it would be March before a decision could be reached.

Thanks for the Heads up!

Sincerely,

Kathryn R. Roberts, Chair
AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

cc: Sydney Butler, Bob Wagner, Bill Dennler, Catherine Belden, Development Committee



American Association of Zoological Parks and Aquariums

DATE: January 26, 1993
 REPLY TO: Nancy S. Hollenbeck, Assistant Director
 Santa Barbara Zoological Gardens
 500 Ninos Drive
 Santa Barbara, CA 93103

Dear PEC Members,

All kinds of things have been happening! Our semi-annual report is due on February 8 so I must get it out quickly. I will briefly outline the topics below and if you have anything to add, please fax them to me ASAP.

1. Nancy Hotchkiss has completed work on the video tape entitled "Defining the Spectrum" and it will be issued soon. She did an outstanding job. Thanks also to Roger Hoppes, Agnes Spurlock and Bob Mindick for all their efforts in this production. Along with the video tape, a packet of support materials including readings, a bibliography, discussion guides, etc. will be sent to each member institution.
2. Congratulations Agnes, Survey Queen, on the completion and distribution of the AAZPA Conservation Resources Survey. It is very well done and completes one of the long range plan directives we have been assigned.
3. The T-shirt design for Conservation Day has been completed by Harlequin. It is well-done, as always, and is available for purchase. Inform your gift shop! We also continue to receive nice royalty checks from these designs. Cherie, Marcelle and Mary Lynn are pulling this year's event together. They have distributed the latest version of the Conservation Day Manual to event coordinators. Well done! It is chock-full of ideas, and members are encouraged to steal each others' ideas at will!
4. We have recently received a proposal from a marketing firm representing Tropicana. They are interested in sponsoring Conservation Day. I have included the initial letter for your review. We would appreciate any comments and specific ideas you may have as soon as possible. Of course they called me on Tuesday and wanted a plan and an OK by Wednesday. We will need to put forth a specific request to the board during the meeting in early March. Let me know soon!! The sponsorship comes with a \$100,000 fee, point-of-purchase displays in most major market stores and anything else we can come up with! I have forwarded a copy to Catherine Belden, Chair of the PR Committee for their input on how we can also incorporate Zoo and Aquarium Month.
5. I appreciate the thoughts you sent regarding Accreditation guidelines in education.

*Kathryn
 I would like
 your thoughts
 on this
 Thanks
 Ann
 P.S. It all
 sounds
 confusing &
 you have
 better give
 of the big
 picture.
 H4*

AAZPA Development Committee

Monday, March ²²~~21~~, 1993
1:00 p.m. - 4:00 p.m.

Note correct date!

in the Learning Center
at the Orlando's North Hilton & Towers

AGENDA

- I. Topic Assignments for Future COMMUNIQUE Articles**
 - a. summary of government funding sources, such as IMS, NSF, NEA, NEH;
 - b) IRS update on corporate sponsorship;
 - c) how to use volunteers/board in fund raising;
 - d) prospect research;
 - e) grant writing and submission procedures;
 - f) how to use resources/expertise at the Foundation Center and NSFRE,
 - g) funding tips for conference sponsorship; and
 - h) funding sources which are "friendly" to smaller zoos.

- II. Review of AAZPA Strategic Plan Objectives Relating to Development**

- III. Need for a National Development Advisory Board to Raise Conservation/Education Funds**
Brainstorm potential national advisory board candidates and identify possible contacts in major conservation groups (Wilderness Society, NWF, WWF); execs from national corporations (Ralston-Purina, Kellogg's, Kerr-McGee Oil, Exxon, Kodak, P & G); high profile media celebrities; advertising execs and wealthy individuals. AAZPA should develop a kind of Mission 2000 fund raising plan to provide a specific goal for such a committee.)

- IV. Review Development Guidelines**

- V. Begin Designing Survey Instrument of Institutions**
To assess (1) the level of development activity and income derived from AAZPA efforts and (2) what member institutions need and/or want prior to participating in national promotions which may involve free or discount admission coupons.

- VI. Topics for Annual Conference Development/Marketing Sessions**
(Development/marketing will be allotted two 90-minute sessions on the conference schedule; topics already suggested include: planned and major gift giving and endowment building AND how to move lower level members into higher categories of membership; and marketing -- what you need to "sell" a corporation on your idea for underwriting a project or promotion.

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

May 14, 1993

Ms. Barbara J. Pickard
Executive Director
Friends of the Burnet Park Zoo
500 Burnet Park Drive
Syracuse, NY 13204

(315) 422-1223

Dear Barbara:

Thank you for agreeing to moderate a 90-minute session for development professionals on new IMS grant guidelines and donor/member cultivation at the 1993 AAZPA Annual Conference in Omaha. Your session is planned for Tuesday, September 14, 1993 from 8:30 a.m. to 10:00 a.m.

The enclosed pages were just sent by Paul Grayson to be completed. I know Erich Hunker told you he'd let you know what the deadlines were for submission to Paul -- but with the time restraint and deadline of May 28th, I thought I would mail them directly to you. It also gives me a chance to thank you personally for your efforts.

As Erich said, if you can come up with a good title, that would be great. I would appreciate receiving a copy of your submission to Paul. Thanks again!

Sincerely,



Kathryn R. Roberts
Executive Director

KRR/gb

cc: Erich Hunker, Toledo Zoo

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

May 14, 1993

Ms. Cynthia Sumner
Director of Development
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

(314) 781-0900

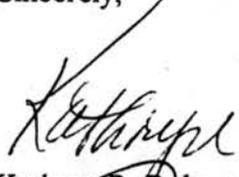
Dear Cynthia:

Thank you for agreeing to moderate a 90-minute session on major gifts, planned giving and prospect research at the 1993 AAZPA Annual Conference in Omaha. Your session is planned for Tuesday, September 14, 1993 from 10:30 a.m. to 12:00 p.m.

The enclosed pages were just sent by Paul Grayson to be completed. I know Erich Hunker told you he'd let you know what the deadlines were for submission to Paul -- but with the time restraint and deadline of May 28th, I thought I would mail them directly to you. It also gives me a chance to thank you personally for your efforts.

As Erich said, if you can come up with a good title, that would be great. Could you also send me a copy of what you submit to Paul? Thanks again.

Sincerely,


Kathryn R. Roberts
Executive Director

KRR/gb

cc: Erich Hunker, Toledo Zoo

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



TOLEDO
ZOO

May 7, 1993

Ms. Barbara J. Pickard
Executive Director
Friends of the Burnet Park Zoo
500 Burnet Park Drive
Syracuse, NY 13204

Dear Barbara:

On behalf of the AAZPA Development Committee, I want to thank you for agreeing to moderate one of the two sessions for development and marketing professionals at the AAZPA National Conference. As we discussed, your session will be a total of one and one-half hours, divided into two, forty-minute parts.

The first part of your session is to focus on the new IMS grant guidelines - particularly for the General Operating Support grants - as well as what "buttons" zoos and aquariums need to push to help garner favorable reviews from IMS. In other words, what should we highlight or how should we address our needs when applying for IMS-GOS support. I strongly recommend contacting Ms. Mary Gooden with IMS at (202) 606-8539 who has already indicated her willingness to speak at the conference.

The second 45 minutes of your session is to be on upgrading members and how to get additional support from a membership base (annual gifts, adopt programs, etc.).

Paul Grayson has asked that we come up with a "catchy" title for this session, possibly relating it to the conference theme of Real Challenges, Real Solutions.

As soon as I know what deadlines Paul has for submitting the necessary information about speakers, paper topics, etc. I will let you know. If you have any questions, please give me a call.

Thanks again Barbara! You are a real trooper!!

Sincerely,

Erich J. Hunker
Director of Development and Marketing

See you in Omaha!

cc: Dr. Kathryn Roberts, AAZPA Development Committee Chair



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



TOLEDO
ZOO

May 7, 1993

Ms. Cynthia Sumner
Director Of Development
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

Dear Cynthia:

On behalf of the members of the AAZPA Development Committee, I want to thank you for agreeing to moderate one of the two sessions for development and marketing professionals at the AAZPA National Conference. As we discussed, your session will be a total of one and one-half hours.

Your session is to be on major gifts and planned giving. The three parts of the session to be addressed are: major gifts, planned giving and prospect research. The session should focus on the "how to do" or "how to get" aspects and I would recommend one speaker for each topic.

Paul Grayson has asked that we come up with a "catchy" title for this session, possibly relating it to the conference theme of Real Challenges, Real Solutions.

As soon as I know what deadlines Paul has for submitting the necessary information about speakers, paper topics, etc. I will let you know. If you have any questions, please give me a call.

Thanks again Cynthia! You are a true team player!!

Sincerely,

Erich J. Hunker
Director of Development and Marketing

See you in Omaha!

cc: Dr. Kathryn Roberts, AAZPA Development Committee Chair



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

April 22, 1993

Dennis A. Meritt, Jr., Ph.D.
AAZPA President-Elect
Lincoln Park Zoological Gardens
2200 North Cannon Drive
Chicago, IL 60614

Dear Dennis:

This letter is in response to your request that AAZPA committee chairs evaluate their committee members prior to making new assignments for next year.

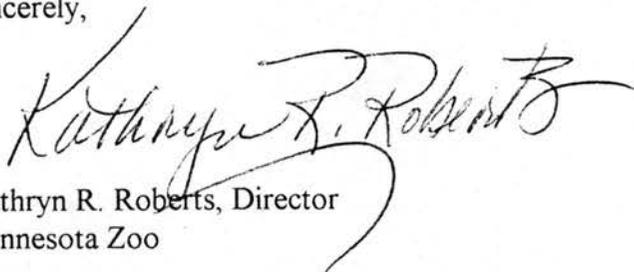
DEVELOPMENT (Dennler)

Kathryn Roberts, Chair	VP (self)
Glenn Ekey, V-C	P (very involved in rebuilding of Miami Metro Zoo)
Ted Beattie	P
Charles Bieler	P
Mary Floye Federer	P
Erich Hunker	VP
Sally Steele	VP
Cynthia Sumner	VP
James Thornton	(has not attended any meetings)
Advisor: Sydney Butler	

Now that Bob Ramin has joined the AAZPA staff as Development Director, I expect the committee to be far more effective. Up to this point, we have been trying to assume a staff position in too many cases. I also hope that Steve Wylie's proposal to streamline the regions may help in narrowing the choice options for a mid-year meeting.

Please consider this letter also to be my response to your call to service. I am most willing to continue serving the Association in my current capacity. (I serve as Chair of the Development Committee, and am a member of the new In-Situ Conservation Committee, Strategic Plan Monitoring Committee, and AAZPA/CBSG Relationship Task Force.)

Sincerely,



Kathryn R. Roberts, Director
Minnesota Zoo



American Association of Zoological Parks and Aquariums

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



9 April 1993

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

Dear Kathryn:

Now that we have issued our "call for service," which appeared in the April edition of *Communiqué*, I am asking each of you to carefully evaluate the members and advisors on your committees. As the chairperson, you are the best person to advise me of the effectiveness of those serving with you.

Attached is a list of those serving on your committee. Those marked with an asterisk have completed their two full terms of service and must step down. All others are subject to replacement if their service has not been productive. As incoming President, I will be appointing approximately one-third of the members of a committee, as well as the chair and vice-chair. Please help me to ensure active, capable committees by commenting on all of your members and advisors and noting either "very productive" or "productive" by each name. Except for Bob Wagner, Syd Butler, and your Board Liaison Representative, your comments will be kept in confidence. If you prefer, please call and share your thoughts in person.

Also, I will appreciate your suggestions for potential candidates from our membership, especially those who have either offered service to you, to your committee, or who have demonstrated expertise that relates to it.

Please submit your response by 24 May. I hope to begin committee assignments soon after that date and will need your input to make the best selections possible. By virtue of receiving a copy of this letter, I am also asking that your Board Liaison Representative provide me with an evaluation of the committee and its members. Thanks, and I look forward to working with you during the coming year.

With personal regards,

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

Copies to: Bob Wagner, AAZPA Chief Administrative Officer
Syd Butler, AAZPA Executive Director
Board Liaison Representative

Reply to: Lincoln Park Zoological Gardens, 2200 North Cannon Drive
Chicago, IL 60614

Enclosure

DAM/jkw



Institute of Museum Services

A Federal agency serving the nation's museums

Program Office • 1100 Pennsylvania Avenue N.W. • Washington D.C. 20506 • (202) 606-8539
April 20, 1993

Mr. Paul Grayson, Chairman
AAZPA Conference Program Committee
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222

Dear Mr. Grayson:

Per our conversation last week, I am submitting one proposal for your consideration for the annual conference in September in Omaha, NE.

The title is: **Things are Changing at IMS -- Strategies for the Future**

The narrative is as follows:

Starting with FY 1993, the Institute of Museum Services has made significant changes in some of its grant programs. This general information session will briefly discuss each. Major revisions were made in both the General Operating Support (GOS) and the Conservation Project Support (CP) programs. These range from the length of the grant period and the amount of the grant award for GOS to the number of deadlines per year for CP.

Changes were made to increase the number of high quality museums that receive grants from IMS and to make the programs more accessible. Other programs that will be discussed are the new GOS reviewer training conference and the new funding category, the Museum Leadership Initiative (MLI).

For the session, an overhead projector will be needed. In addition to the presentation, I would also like to reserve a space in the exhibit hall for the IMS staff representatives to counsel conferees about IMS grant programs. It would also be preferable to schedule the counseling times before or after the session.

Thanks again for your help, and please contact me if you have any questions concerning the proposal and/or counseling times.

Sincerely,

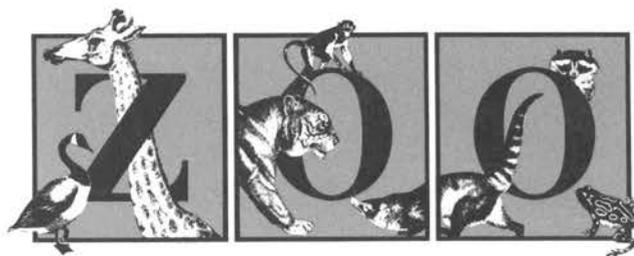
Mary Gooden
Program Specialist

**The Zoological
Society of Houston**

Houston Zoological
Gardens

George R. Brown
Education Center

Post Office Box 66387
Houston, Texas 77266
713-529-2632



April 6, 1993

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Joan G. Wicks
Executive Director

William E. Denham III
Concessions Director

Ms. Kathryn R. Roberts
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, Minnesota 55124

Dear Kathryn:

I hope all is well with you. I was very sorry that I was unable to attend the regionals in Florida and that the Development Committee meeting was cancelled. Your memo expressed your disappointment that many couldn't attend a meeting that was scheduled well in advance. I wanted to let you know that it was a very busy time here in Houston with two new facilities opening in the next several months. Sometimes it is easier to make plans with less advance time since you never know what will develop. I am very pleased to be serving on the Development Committee and have full intentions of giving my time and energy.

I wanted to let you know that I must pay personally for all my conference and Development Committee expenses. The Zoological Society is supportive of my involvement, but is unable to pay my expenses. This is not an excuse, but rather an element that is involved in my planning.

I look forward to seeing you in Omaha.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Mary Floye Federer'.

Mary Floye Federer
Director of Development



Recycled Paper



April 5, 1993

Kathryn R. Roberts, Director
Minnesota Zoo
3100 Zoo Blvd.
Apple Valley, Minnesota 55124

Dear Kathryn:

I have just received your memorandums regarding the AAZPA Development Committee and the suggested topics for the 1993 Annual Conference in Omaha.

I would ask that you make a correction in your mailings. I am no longer at the Knoxville Zoo. I have been the Director of the Fort Worth Zoo since last August. I want to be sure to receive all future mailings. Thanks for making this change and I look forward to hearing from you soon.

Sincerely,

Ted A. Beattie
Director/CEO

TAB/ps

Mr. Beattie - the mistake is obviously mine - not Kathryn's (Kathryn's secretary)

apologizing for my carelessness,

*I had him listed wrong on the memo, but the address label was right.
Sorry Jerry*

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

FAX TRANSMISSION

No. of pages 6

TO: Bob Ramin FAX: (301) 907-2980
AAZPA Development Director

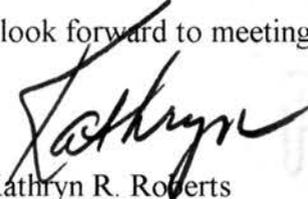
FROM: Kathryn Roberts FAX: (612) 431-9336

Dear Bob:

Thanks for your memo of introduction. I am thrilled to have you on board and so enthusiastic about pitching in with the Development Committee's work. I welcome any and all assistance. Your offer to design the survey instrument is timely, and I'd like to hear your suggestions for additional columns in COMMUNIQUE. A survey which Sabin did follows, but I don't think it really answered the questions we had.

I just mailed you a copy of my memo to committee members yesterday. You should get it Monday or Tuesday. We can talk after that. Although most of Erich's notes from the Orlando session were incorporated in my memo, the actual notes from Erich follow.

I look forward to meeting you.


Kathryn R. Roberts
Director

MEMORANDUM

To: Dr. Kathryn Roberts
Minnesota Zoo

From: Erich Hunker
The Toledo Zoo

Date: March 29, 1993

Re: AAZPA National Conf. Session Topics/Sunday Development &
Marketing Workshop

AAZPA National Conference

After meeting with about 15 development and marketing folks in Orlando on Monday, March 22nd from 1:00 to 4:30 p.m., here are the topics the group recommends for the two ninety minute sessions at the AAZPA National Conference:

Session I (90 minutes)

Topic: Major gifts & planned giving
a) outright major gifts
b) deferred or planned gifts
c) prospect research

= this would be a "how to get" or "how to do" session with possible speakers from outside the zoo and aquarium field (college or university fundraisers with expertise in planned gifts or prospect research)

Session II

Part 1 (45 minutes)

Topic: IMS grant writing & funding

= Susannah Simpson Kent (if available and affordable) would objectively discuss IMS guidelines and focus on what to highlight, how to write the grant, etc.

Part 2 (45 minutes)

Topic: Donor/Member cultivation

Page 2

= how to upgrade members, how to get additional support from your members (annual gifts, adopt gifts, etc.)

I am sure that we (Sally Steele, Cynthia Sumner and myself) could help to find speakers and moderators for these sessions. In addition, the group has requested that these two sessions - if possible - both be on Monday or at least one on Monday and one on Tuesday. Budgets are tight and it would be easier on travel budgets if the sessions were closer together during the conference.

Sunday Workshop

On another note, all in attendance believe very strongly that another Sunday workshop should be held (since we had about 200 people attend last year's) prior to the national conference to provide further on going education. Wendy Fisher (Mailworks) and Janet Laughead (Target Marketing) have agreed to sponsor a Sunday workshop and pay for any room or a.v. rental fees plus sponsor two coffee breaks.

A database of development and marketing professionals has been assembled (by Sally Steele) and information about the workshop would be handled by mailings to those in the database, an advertisement in ZOO CONNECTIONS magazine and by a mailing to all directors of AAZPA accredited institutions. The group does not see that there would be any cost to the AAZPA for the workshop.

Here is how the day would be broken down:

9:00 - 12:00 noon

Topic 1: Database management (moderated by Wendy Fisher and Janet Laughead)

Topic 2: How to get board members to raise money

Topic 3: Upper-level memberships (how to promote, premiums used, etc.)

= these three sessions would be discussion or panel-type sessions with no formal "papers" being presented

12:00 - 1:00 Lunch on your own

1:00 - 4:00 p.m.

Roundtables (3, one hour sessions)

- black-tie galas
- family oriented events/fundraisers
- product enhanced fundraising programs
- corp. underwriting

Page 3

- how to launch a new event

= participants would be able to choose and attend three of these five roundtables (these would be facilitated by someone in the field with knowledge of the topic, with no paper having to be prepared or presented).

It appears that the network of development and marketing professionals is continuing to grow in our field and that the Sunday workshop provides a much-needed forum for a wide range of topics. The group stated that it will proceed to organize a Sunday afternoon workshop whether or not AAZPA lends its approval. I think what would be best is that the AAZPA help the network spread the word about the Sunday workshop but make it clear that AAZPA will not help with any arrangements or expenses.

Please call me as soon as possible so we can discuss.

cc: Bill Dennler
Sally Steele
Cynthia Sumner

CONSERVATION CENTER REPORTS

MARKETING

SURVEY SHOWS DISCOUNT ADMISSIONS ARE POPULAR

The results of a December 1991 survey of AAZPA zoos and aquariums reveal an overwhelming majority of our institutions regularly participate in discount admission promotions. Typical promotions include two admissions for the price of one, or a free child's admission with a paying adult.

The one-page survey, sent out by the Marketing Office, was designed to make sure that AAZPA endorsed only national marketing/promotion programs that would assure maximum benefits to participating zoos and aquariums. The results, based on 90 surveys returned out of 165, are as follows:

- *Ninety percent of zoos and aquariums regularly participate in discount admission coupon promotions, although sometimes the participation is conditional on benefits beyond increased attendance and in-park spending, such as free advertising, donation or local marketing support.

- *Maximum discounts provided were two for one; typically free child with paying adult (70 percent); \$1 off (10 percent); 50 percent reduction off admission (7 percent); 20-25 percent admission price reduction (6 percent); \$2-4 off (4 percent).

- *Eighty-two percent would offer similar discounts for AAZPA-endorsed national promotions, although many surveyed indicated participation would be conditional on compatibility of mission, local promotions, time of year and extent of local monetary or advertising-marketing support.

- *Seventy-one percent preferred discounting admission rather than membership dues; 29 percent preferred or would agree to discounting memberships.

- *Sixteen surveys were left blank, because the institution had free admission. In those cases, most would consider participating in national promotions by offering discounted or free parking, beverages or inexpensive souvenirs.

(S. Robbins)

GOVERNMENT AFFAIRS

DRIFTNET UPDATE

On 25 February 1992, H.R. 2152, a bill to enhance the effectiveness of the United Nations international driftnet fishery conservation program, was passed unanimously in the House of Representatives. The bill denies U.S. port privileges to any foreign fishing vessel using driftnets, requires the President to embargo all shellfish, fish, fish products and sport fishing equipment from countries that

do not comply with the U.N. driftnet moratorium deadline (31 December 1992), authorizes the President to use his discretionary embargo authority against those countries which continue to ignore the U.N. deadline, expands the President's discretionary embargo authority to include any product imported from an offending nation, requires the Coast Guard and the Departments of Commerce and Defense to enter into an agreement to increase the effectiveness of enforcement of domestic and international fishery laws and urges the President to address environmental concerns when considering trade negotiations.

MANAGEMENT GUIDELINES FOR THE WELFARE OF ZOO ANIMALS ARE AVAILABLE

In December 1991, the publication of management guidelines by the Federation of Zoological Gardens of Great Britain and Ireland was announced in COMMUNIQUE. The prices were listed as including postage, but for orders from outside the U.K., £3.00 for the first copy and £1.00 for each additional copy must be added. The first copy of the introduction is supplied free of charge, and £.50 should be added for each additional copy.

(K. Vehrs, L. Willbanks)

PUBLIC AFFAIRS

MEDIA

The 20 February issue of USA Today featured a story on aquariums that are about to open, as well as a few established AAZPA member institutions that are opening new facilities.

AAZPA President Steve Taylor's response to the Ted Williams article on canned hunts that appeared in the January/February issue of Audubon was published in the March/April edition of the magazine. The letter states that AAZPA zoos are doing everything possible to assure that zoo animals are not part of this sickening exploitation of wildlife. He goes on to say that if Mr. Williams has proof to support his statement that "major zoos supply few cats and probably only a small percentage of the hoofed stock," he should bring it to the attention of the AAZPA. It is a violation of AAZPA's Code of Ethics for a member to provide animals for such operations.

The CBS weekly news magazine, "48 Hours," aired its program on endangered species on 11 March. It contained two zoo segments, one on the reproduction research program at Omaha's Henry Doorly Zoo and the other on the move of Timmy, the Cleveland Metroparks Zoo's gorilla, to the Bronx Zoo.

PUBLICATIONS

It's been a few years in the making, but The Nature Catalog is finally being distributed by Vantage/Tilden Press. The AAZPA Public Affairs office worked closely with



DEC 3 1991

AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 301-907-2980



Conservation ♦ Development ♦ Education ♦ Legislation ♦ Public Relations

DISCOUNT ADMISSION SURVEY

To help AAZPA structure marketing programs with maximum benefit to your institution, would you please answer these few questions and return the survey to Sabin Robbins, AAZPA Marketing Office, 3101 S. Ocean Blvd. Suite 510, Highland Beach, FL 33487.

1. Do you participate in discount admission coupon promotions? If not, why not?

yes.

2. What is the maximum discount admission coupon you permit (e.g. \$2 off with a paying visitor, two for one, etc)?

It depends on the organizing, the time of year and the Aq. benefit trade - the most we have given in off-season is one free child with paying adult or 3.00 off

3. If AAZPA supports a national cause-marketing promotion that features discounted admission coupons obtained from product proof-of-purchases, would you participate? And would the maximum allowable discount be the same as your answer to Question Two. If you couldn't participate, why not?

We would consider, based on the above. Could not participate in summer promo

4. If possible, would you prefer a discount membership dues promotion rather than discount admission? What would the maximum discount on your member dues be (e.g. \$5, \$10 off, etc.)?

No, membership is too cost intensive. Only a small discount would work.

Institution *National Aquarium in Balt.*

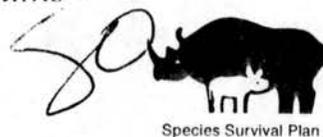
Signed *Kath. Cloud Sher*

Title *As. Dir. Mktg. U.S.* Date *12/91*



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: (301) 907-2980



April 27, 1993

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

Dear Ms. Roberts:

Kathryn

I have "come on board" at the AAZPA Bethesda Office as Director of Development, and am looking forward to working with you regarding advancement opportunities. The collective expertise that we have throughout the zoo and aquarium world is enormous, and we have a great chance to capitalize on the increased awareness of wildlife conservation.

As I finish my "soapbox" introduction, I have a business matter to alert you to. UniDisc, Inc. of Soquel, California contacted the AAZPA last summer regarding a proposal to have all zoos and aquariums depicted in a "Zoo CD-ROM" that would be marketed to the public. To participate, UniDisc requested maps, pictures of animals, zoo and aquarium sounds, and a great deal of animal information. The AAZPA Development Committee decided that the projected income was too low to justify endorsement, it would be time consuming for each institution to provide the information requested, and the education value of the product was questionable.

UniDisc, Inc. is now approaching individual zoos and aquariums regarding this project. I wanted to let you know that although AAZPA has turned down UniDisc because of the reasons stated above, by the Development Committee, you may certainly decide if your institution would like to participate. Please do not hesitate to contact me at (301) 907-7777 regarding this company, or any other development or marketing concerns.

Best regards,

Bob
Robert A. Ramin
Director of Development

*Thanks for
all of your guidance during
my 1st month. Your Committee
is marvelous!
Bob*



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: (301) 907-2980



MEMORANDUM

TO: Kathryn Roberts
Development Committee Chair

FROM: Bob Ramin
AAZPA Director of Development

DATE: April 1, 1993

SUBJECT: Introduction

I have "come on board" at the AAZPA Bethesda Office, and want to build a relationship with you that best suits your availability. I will call to discuss your ideas and expectations regarding fund raising and marketing. In the meantime, here are some initial thoughts.

- A. Review proceedings of Orlando meeting. Erich Hunker mentioned that a joint marketing/development/public relations group met, and that he has forwarded his notes to you. Could you provide me with a copy so that I am "up to speed?"
- B. Omaha - Development Sessions. May I help prepare these sessions? I spoke with Paul Grayson, and he mentioned that you had just faxed him two session outlines. He thought that the major gifts/planned giving and IMS grant writing sessions would be good, and suggested that we might think of adding one on "hidden" funding sources in the federal government. We brainstormed on a forum on funding from entities such as the Department of Energy and the National Science Foundation.
- C. Development and cause-related marketing protocols. I am preparing a draft set of protocols for the AAZPA that will also include a step-by-step procedure for responding to corporations wishing to enter into joint-ventures with the AAZPA. These development guidelines would subsequently be reviewed by you and your committee and the Board of Directors.

Post-It™ brand fax transmittal memo 7671	# of pages ▶ 2
To: DR. KATHRYN ROBERTS	From: BOB RAMIN
Co. AAZPA	Co. AAZPA
Dept.	Phone #
Fax #	Fax #

Kathryn Roberts
4/1/93
Page 2

- D. Initiation of a development survey of member institutions, as per the charge of the committee in Toronto. In particular, a reading of membership needs and expectations regarding national promotions and discount coupons. May I help with the drafting of this? Let's talk about a schedule for the preparation and mailing of the survey.
- E. I have some ideas regarding "Communique" articles on development and marketing strategies. I will prepare a list and forward this for your comment.

Thank you for your attention, and I look forward to working with you.

cc: Sydney Butler
Bill Dennler

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

March 30, 1993

Paul Grayson, Chairman
AAZPA Conference Program Committee
Indianapolis Zoo
1200 West Washington St.
Indianapolis, IN 46222

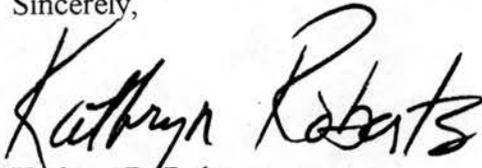
Dear Paul:

Enclosed are proposals from the AAZPA Development Committee for its two reserved 90-minute sessions. We request that both sessions be scheduled on Monday, if possible, or one on Monday and the other on Tuesday to consolidate travel schedules.

I realize the accompanying proposal pages are less complete than many others might be, but we will keep you advised as details are arranged.

If you need additional information, please call me, and I'll find out from committee members what you need to know.

Sincerely,



Kathryn R. Roberts
Executive Director

MODERATED SESSION PROPOSAL (90 minutes)

A. APPLICANT INFORMATION:

AAZPA Development Committee
c/o Kathryn Roberts, Chair
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
Phone: (612) 431-9299
Fax: (612) 431-9336

B. SESSION TITLE

Major Gifts and Planned Giving.

C. DESCRIPTION

This topic would include outright major gifts, deferred or planned gifts, and prospect research. This would be a "how to get" or "how to do" session.

D. MODERATOR INFORMATION

Moderator will be a member of the Development Committee.

E. SPEAKERS/PANELISTS

Possibly speakers from outside the zoo and aquarium field (college or university fund raisers with expertise in planned gifts or prospect research.)

MODERATED SESSION PROPOSAL (90 minutes)

A. APPLICANT INFORMATION:

AAZPA Development Committee
c/o Kathryn Roberts, Chair
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
Phone: (612) 431-9299
Fax: (612) 431-9336

B. SESSION TITLE

Part 1. IMS Grant Writing and Funding
Part 2. Donor/Member Cultivation

C. DESCRIPTION

Part 1. Discuss IMS guidelines, focusing on what to highlight and how to write the grant.
Part 2. How to upgrade members; how to get additional support from your current members (annual gifts, adopt gifts, etc.).

D. MODERATOR INFORMATION

Moderator will be a member of the Development Committee.

E. SPEAKERS/PANELISTS

Susannah Simpson Kent, former IMS director, if available and affordable for Part 1.
Speakers for Part 2 will be identified by Development Committee team members (Erich Hunker, Sally Steele and Cynthia Sumner).



American Association of Zoological Parks and Aquariums

DATE: March 30, 1993

REPLY TO: Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

TO: Paul Grayson, Chairman, AAZPA Conference Program Committee
c/o Indianapolis Zoo (FAX: 630-5153)

RE: **TOPICS FOR ANNUAL CONFERENCE SESSION IN OMAHA**

The Development Committee is recommending the following topics for its two 90-minute sessions. We also request that they both be scheduled for Monday, or one on Monday and the other on Tuesday.

SESSION I. 90 minutes

- A. AAZPA Development Committee
- B. Major Gifts and Planned Giving.
- C. This topic would include outright major gifts, deferred or planned gifts, and prospect research. This would be a "how to get" or "how to do" session.
- D. Moderator will be a member of the Development Committee.
- E. Possibly speakers from outside the zoo and aquarium field (college or university fund raisers with expertise in planned gifts or prospect research.)

SESSION II. 90 minutes

- A. AAZPA Development Committee
- B. Part I. IMS Grant Writing and Funding
Part 2. Donor/Member Cultivation
- C. Part 1. Discuss IMS guidelines, focusing on what to highlight and how to write the grant.
Part 2. How to upgrade members; how to get additional support from your current members (annual gifts, adopt gifts, etc.)
- D. Moderator will be a member of the Development Committee.
- E. Susannah Simpson Kent, former IMS director, if available and affordable for Part I. Speakers for Part 2 will be identified by Development Committee team members of Erich Hunker, Sally Steele and Cynthia Sumner.

If you have questions, please feel free to call me at (612) 431-9299.

cc: Development Committee
Bob Ramin, AAZPA Development Director

FAX MEMORANDUM

To: Erich Hunker (419) 385-6935

From: Kathryn R. Roberts

Fax: (612) 431-9336

Phone: (612) 431-9333

Re: Development Sessions at AAZPA Annual Conference

Paul Grayson advised me that there would be no problem with the two sessions as submitted, except he wanted to have Parts 1 & 2 of Session II combined under one title. He also sent a paper proposal from Mary Gooden of IMS, suggesting that it might fit in well with our session. Have you decided if it would be political suicide to use "former" rather than current IMS staff for the session?

Please let me know your thoughts on the above, as well as any suggestions you may have for "catchy" titles somehow relating to the theme of the conference, Real Challenges, Real Solutions -- which is just what we're proposing to present...

Thanks again, Erich, for all your help.



American Association of Zoological Parks and Aquariums

DATE: March 30, 1993

REPLY TO: Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

TO: AAZPA Development Committee Members
Ted Beattie, ~~Knoxville Zoo~~ *Fort Worth Zoo*
Chuck Bieler, San Diego Zoo
Glenn Ekey, Zoological Society of Florida
Mary Floye Federer, Zoological Society of Houston
Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoological Society
Cynthia Sumner, St. Louis Zoo
Jim Thornton, Cincinnati Zoo

RE: **TOPICS FOR ANNUAL CONFERENCE SESSION IN OMAHA**

Enclosed is a copy of a memo to Paul Grayson, Conference Program Chair. The topics are the result of discussion at the regional conference in Orlando, synthesized by Erich Hunker. Erich, Sally Steele and Cynthia Sumner have agreed to find speakers and moderators for the sessions.

In addition to these AAZPA sponsored sessions during the conference, there will be a Sunday workshop, sponsored by Wendy Fisher (Mailworks) and Janet Laughead (Target Marketing) preceding the conference. Wendy and Janet have agreed to pay for any room or audio-visual rental fees plus two coffee breaks for the following workshop agenda:

9:00 - 12:00 noon (Panel-type sessions with no formal "papers.")

Topic 1: Database management (moderated by Wendy Fisher and Janet Laughead)

Topic 2: How to get board members to raise money

Topic 3: Upper-level memberships (how to promote, premiums used, etc.)

12:00 - 1:00 Lunch on your own.

1:00 - 4:00 p.m. Roundtables (3 one-hour sessions); participants would attend 3 of 5 offerings.

- ◆ black-tie galas
- ◆ family oriented events/fund raisers
- ◆ product enhanced fund raising programs
- ◆ corporate underwriting
- ◆ how to launch a new event.

Sally Steele has a database of development and marketing professionals who will be advised of the workshop. Apparently there is real interest in continuing to hold a Development workshop on Sunday preceding the conference. We must stress that this workshop is not AAZPA sponsored or Development Committee sponsored.

On another note, I will be writing you again in the next few weeks to see if we can wrap up our unfinished business through the mail or by fax. Please note, too, that AAZPA has hired a Development Director, Bob Ramin, who will be helping us in the future.

cc: Bill Dennler, AAZPA Board Liaison
Bob Ramin, AAZPA Development Director
Steve Wylie, AAZPA President
Syd Butler, AAZPA Executive Director
Sabin Robbins, AAZPA Marketing Director
Bob Wagner, AAZPA Administrative Officer

AAZPA Development Committee

Monday, March 21, 1993

1:00 p.m. - 4:00 p.m.

in the Learning Center
at the Orlando's North Hilton & Towers

AGENDA

- I. **Topic Assignments for Future COMMUNIQUE Articles**
 - a. summary of government funding sources, such as IMS, NSF, NEA, NEH;
 - b) IRS update on corporate sponsorship;
 - c) how to use volunteers/board in fund raising;
 - d) prospect research;
 - e) grant writing and submission procedures;
 - f) how to use resources/expertise at the Foundation Center and NSFRE,
 - g) funding tips for conference sponsorship; and
 - h) funding sources which are "friendly" to smaller zoos.

- II. **Review of AAZPA Strategic Plan Objectives Relating to Development**

- III. **Need for a National Development Advisory Board to Raise Conservation/Education Funds**
Brainstorm potential national advisory board candidates and identify possible contacts in major conservation groups (Wilderness Society, NWF, WWF); execs from national corporations (Ralston-Purina, Kellogg's, Kerr-McGee Oil, Exxon, Kodak, P & G); high profile media celebrities; advertising execs and wealthy individuals. AAZPA should develop a kind of Mission 2000 fund raising plan to provide a specific goal for such a committee.)

- IV. **Review Development Guidelines**

- V. **Begin Designing Survey Instrument of Institutions**
To assess (1) the level of development activity and income derived from AAZPA efforts and (2) what member institutions need and/or want prior to participating in national promotions which may involve free or discount admission coupons.

- VI. **Topics for Annual Conference Development/Marketing Sessions**
(Development/marketing will be allotted two 90-minute sessions on the conference schedule; topics already suggested include: planned and major gift giving and endowment building AND how to move lower level members into higher categories of membership; and marketing -- what you need to "sell" a corporation on your idea for underwriting a project or promotion.

MIDYEAR REPORT-1993

Marketing Office

TO: AAZPA President, Officers and Board Members and
Development Committee Members

FROM: Sabin Robbins

Significant growth in unrestricted donations from marketing efforts during the past year exceeded expectations by an encouraging 33%. And that income does not include the more than \$500,000 that Ralston Purina gave AAZPA and participating member institutions this year as part of the growingly successful Purina Big Cat Survival Fund promotion.

Recent efforts to develop strong, nationwide cause-marketing promotions with major corporations such as Burger King, Subway, and Nabisco bode well for the future.

A. MARKETING PROMOTIONS

1. Although awaiting final signing of the contract, AAZPA has agreed to participate in a major, summer-long promotion with Burger King. Though similar to last spring's premium give-away program with more than 1,000 McDonald's west coast stores, this promotion will involve more than 5,000 restaurants in the Burger King chain from coast to coast. Customers who purchase a Kids' meal (similar to McDonald's Happy Meal) will receive free endangered species collector cards and albums. Printed materials will focus on an educational message and highlight the conservation achievements of zoos and aquariums. A certificate will admit a child with a paying adult to participating institutions. Special events are expected at many facilities. The six-week promotion will have national advertising support and in-store displays. Some 15 million albums, which will feature the AAZPA logo and activities, are expected to be distributed. Burger King has guaranteed an unrestricted donation of \$100,000 to AAZPA.

2. Another nationwide food company, Subway Sandwich and Salad Shops, is planning a spring, 1993 promotion similar to Burger King. Purchasers of Subway's Kids' Pack (again similar to McDonald's Happy Meal) will receive one of four different animal statuettes along with fact sheets and photos of the animals and information on AAZPA and its Species Survival Program. Participating stores will receive display signage and ad slicks to promote the tie-in. AAZPA will receive an unrestricted \$5,000.

B. NEW LICENSING/ROYALTY PROGRAMS

1. Bailey Banks & Biddle stores in six major cities worked with AAZPA zoos and aquariums in a winter '93 introduction of a new line of 18K gold jewelry and watches. The upscale jewelry store is expected to donate \$7000 (split between AAZPA and participating institutions) from the sale of special, gold animal necklaces. Newspaper ads, store signage, and in-store receptions publicized the conservation tie-in with AAZPA.

2. Shoestrings Holdings, Ltd., producer of animal-themed shoelaces, has agreed to donate a portion of all sales from shoe store chains, shoe manufacturers, and speciality shops nationwide.

3. Wemco, Inc., creator of a distinctive, new line of silk neckties themed to endangered species, has agreed to donate an unrestricted \$10,000 annually to AAZPA. Wemco hopes to coordinate promotion/donation special events with participating zoos and aquariums similar to ones done with other wildlife organizations.

C. ON-GOING LICENSING/ROYALTY PROGRAMS

1. Since 1992, Dakin, Inc. (largest producer-seller of plush animals) from worldwide sales of a new "AAZPA line" of zoo/aquarium animals. The three-year program is expected to generate \$250,000 for AAZPA.

2. Since 1992, Stefano International from nationwide sales of animal jewelry and gifts.
3. Since 1992, The Mundus Amicus Group from environmental action cards (Participating member institutions as well as AAZPA received almost \$20,000 in the first year).
4. Since 1992, Tracks Unlimited from lifesize, bronze castings of animal tracks.
5. Since 1992, Russell's Gallery and Studio from animal-decorated ceramic vases.
6. Since 1991, Cartridge Technology from toner cartridges to member institutions.
7. Since 1991, the Endangered Species Federation, Ltd. from lifesize, plush sea turtles.
8. Since 1990, Sundancer Jewelry from endangered animal jewelry (\$15,000 was given AAZPA at the 1991 San Diego Annual Conference).
9. Since 1990, Sedgwick James Insurance from insurance to member institutions.
10. Since 1989, Morla Corporation from souvenir patches.
11. Since 1989, Zoo Life magazine from subscriptions and ads.

Royalty donations have so far totalled \$76,500.

D. POSSIBLE FUTURE PROGRAMS

Nabisco is very interested in a nationwide summer '93 tie-in with AAZPA to promote a new fish-shaped snack cracker called Snorkels (similar to Goldfish). Components being suggested include child admission passes with paying adult, fun-educational information on wildlife, four-color inserts in major magazines, and educational programs targeted at elementary schools. Donation to AAZPA would be \$100,000.

E. THE DEVELOPMENT COMMITTEE

Formed in 1991 and chaired by Minnesota Zoo Director Kathryn Roberts, the Development Committee met a second time in 1992 at the annual conference in Toronto. The committee organized a successful development/marketing session at the conference and produced a comprehensive AAZPA 1992-1993 development personnel directory. The committee also decided to launch a series of ongoing reports in COMMUNIQUE to help fund raisers in their development and marketing efforts. Other committee projects being explored include a list of foundations that might provide grant support for AAZPA conferences, as well as foundations and corporations likely to fund smaller zoos and aquariums. It also felt that AAZPA should develop a kind of "Mission 2000" fund raising plan to provide specific goals for a yet-to-be-formed National Development Advisory Board. Finally, the committee felt that AAZPA development/marketing efforts would be much enhanced if more was known about what individual zoos and aquariums specifically want out of national promotions.

F. SUMMARY

Like crabgrass ("First it sleeps, then creeps, then leaps!"), marketing income shows signs of moving into the "leap" stage. As the economy improves, companies will be interested in major promotions with AAZPA which can benefit participating zoos and aquariums as much as AAZPA. Crucial to this success, however, will be convincing member institutions to participate because they want to help AAZPA not just help themselves. Similarly, the increase in major royalty programs promises to create a reliable and dramatically expanding cash cow.

Memorandum

To: Erich Hunker
Sally Steele
Cynthia Sumner

Date: March 16, 1993

From: Kathryn Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124
(Fax: 612/431-9336 Phone: 612/431-9299)

Re: Development/Marketing Topics for the Annual Conference

Since you three had volunteered at last year's annual conference to coordinate a pre-conference Development workshop, I am assuming that you are still willing to work on Development sessions which are going to be mainstreamed into the conference itself. At last year's meeting, Cindy Andrews, the Omaha Zoo's Development Officer, was also prepared to help with the planning. Perhaps she would also like to be involved.

I have confirmed with Paul Grayson, Program Chair, that two 90-minute sessions are being reserved for topics planned and presented by Development Committee staff (or others). Certainly our sessions will fit in well with the conference theme of "Real Challenges, Real Solutions."

Previously suggested topics are

- ♦ planned and major gift giving and endowment building,
- ♦ moving lower level members into higher categories of membership
- ♦ what's needed to "sell" a corporation on underwriting a project or promotion.

I believe it would be helpful to have one session for smaller zoos, and/or "Development 101" -- which would include an explanation of federal grants available, including IMS, as well as a "how-to" session explaining how to use the Foundation Center, public libraries with Foundation Center resources, etc. (with handouts for future reference).

Since moderated session proposals are due to Paul Grayson, Program Chairman, by March 31, I am asking that you work by telephone (or perhaps Cynthia and Erich can discuss in Orlando with other Development people) so I can have your proposals by March 29.

By a copy of this memo, I am asking other Development Committee members to contact you with their suggestions for topics or offers to participate in any panels planned.

cc: Ted Beattie, Committee member
Chuck Bieler, Committee member
Glenn Ekey, Committee member
Mary Floye Federer, Committee member
Jim Thornton, Committee member

Bill Dennler, AAZPA Board Liaison
Syd Butler, AAZPA Executive Director
Bob Wagner, AAZPA Chief Admin. Officer
Steve Wylie, AAZPA President

From: Kathryn Roberts
To: Erich Hunker
Company: Toledo Zoo

Date: March 18, 1993
Time:
FAX #: 419/385-6935

Message: If you've already left for Orlando, I hope you'll be calling in for messages. Your idea of inviting Susanne Simpson Kent to speak at the annual conference in Omaha is dynamite! Perhaps one of the session could feature presentations by funders -- Mrs. Kent on IMS, and perhaps someone from private foundations or corporate giving officers. Will you sound out other development people on this in Orlando, too?

I appreciate your picking up on the ball on the conference. I'm glad I can count on you.

One question about Mrs. Kent -- would she be expecting reimbursement for her expenses or an honorarium? If she is, that wouldn't necessarily rule her out, but it does add a little something to think about.

As you said, we'll talk on the 29th when you get back.

Our FAX number is 612-431-9336

FAX MEMORANDUM

3/11/93

TO: *Sored* Erich Hunker, Toledo Zoo (419) 385-6935
Sored Cynthia Sumner (314) 647-7969

FROM: Kathryn R. Roberts, Chair, AAZPA Development Committee
c/o Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124
Phone: (612) 431-9299 Fax: (612) 431-9336

RE: **Cancellation of Scheduled Development Committee Meeting**

I am sorry to cancel our meeting scheduled for March 22 at the Southern Regional Conference. We obviously have a lot of work to do as a committee, but it seems pointless to try to do everything when there would only be 3 of the nine committee members in attendance. I know this inconveniences you both, but you did say you were going to the conference anyway.

Unfortunately, I got responses to my memo asking if we'd be better off with a conference call too late to prevent Sally Steele from cancelling her airline tickets. I also told John Hughes the meeting would be held, but I will advise him by a copy of this memo that there will be no meeting.

I intend to send a letter to all committee members next week to try to identify a time for a conference call, unless I feel I can make assignments and do our business by mail. Needless to say, I am extremely frustrated by people's inability to get to a meeting which has been on the books for almost a year.

I appreciate your willingness to travel to a mid-year meeting and hope you will enjoy the rest of the conference despite this cancellation.

cc: John Hughes *Sored*
Sabin Robbins
Syd Butler *Sored*
Bill Denner

*Do attendance
check in 2 yrs.*

MINNESOTA ZOO

FAX Transmission

From: Kathryn Roberts
To: John Hughes
Company: Central Florida Zoo

Date: January 14, 1993
Time:
FAX #: 407 - 321-0900

323 4450

Message: The following are names and addresses for members of the Development Committee, which you requested this morning.

Kathryn Roberts (Chair)
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

NO Glenn Ekey (Vice Chair) *(305) 255-5551*
Zoological Society of Florida
12400 S.W. 152nd St.
Miami, FL ~~3377~~-1499 *(Lisa Marshall)*
33177

NO Ted Beattie, Director
Fort Worth Zoological Park
1989 Colonial Parkway
Fort Worth, TX 76110

NO Charles Bieler, Dev. Dir. *(419) 231-1515*
Zoological Society of San Diego
P.O. Box 551 *web 557-3998*
San Diego, CA 92112-0551

NO Mary-Floye Federer, Dev. Dir.
Zoological Society of Houston
P. O. Box 66387 *(713) 529-2632*
Houston, TX 77266

NO Erich Hunker, Dev./Mktg. Dir. *web*
Toledo Zoo
P.O. Box 4010 *(419) 385-5721*
Toledo, OH 43609 *determine and*

NO Sally Steele *(919) 819-7250*
North Carolina Zoological Society
Route 4, Box 200
Asheboro, NC 27203

YES Cynthia Sumner *(314) 781-0900*
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

NO Jim Thornton *web*
Cincinnati Zoo *(513) 281-4704*
3400 Vine Street *559-7719*
Cincinnati, OH 45220 *not San Diego, Toronto, Toledo*

Bill Dennler (Board Liaison)
Syd Butler (AAZPA Staff Liaison)
Sabin > Yes *(John Reynolds not for good)*

If you have questions, please call Ginny Bender at (612) 431-9299.

Our FAX number is 612-431-9336

Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

March 22 1-4 at conference hotel

Memo

To: Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoological Society
Cynthia Sumner, St. Louis Zoo

From: Kathryn Roberts (Fax: 612-431-9336)

Date: March 3, 1993

Re: Scheduled Development Committee Meeting (March 22, 1993)

Those listed above are planning to attend the Development Committee, in addition to myself. Sabin has also advised me that he is planning to come for the meeting, although he will not stay for any of the conference, which is also the case with me.

I am wondering since we have less than half our committee attending (I have not yet heard from Jim Thornton) if you would rather see if we could conduct our business via conference call, or if we should meet anyway since we have a full agenda, and rumor has it that AAZPA has hired a Development Director. If you plans are already made and you would forfeit your money for fares and registration, we'll meet. Please advise me. Thanks!



American Association of Zoological Parks and Aquariums

February 16, 1993

DATE:

REPLY TO:

Kathryn R. Roberts, Chair
AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: AAZPA Development Committee Members:

Ted Beattie
Chuck Bieler
Glenn Ekey
Mary Floye Federer
Erich Hunker
Sally Steele
Cynthia Sumner
Jim Thornton

RE: **TOPICS FOR ANNUAL CONFERENCE SESSIONS**

I have enclosed a copy of the call for papers which was in the most recent AAZPA newsletter. The proposals must be submitted by March 31, which is only 10 days after our mid-year meeting.

I would like to ask each of you to think about topics and sessions which we would like to have covered in our two 90-minute sessions. Please bring these ideas with you to our mid-year meeting. Hopefully we will be able to finalize topics at that meeting and get them to Paul Grayson on time.

KRR/gb

CALL FOR PAPERS

AAZPA ANNUAL CONFERENCE 12-16 September 1993 Omaha, Nebraska



The AAZPA Annual Conference program offers zoo and aquarium professionals an opportunity to present challenging ideas and share valuable information with delegates from around the world.

The Annual Conference program is organized around moderated, 90-minute general and concurrent sessions. General sessions focus on broad issues that are of interest to the majority of conference delegates. Concurrent sessions present information that will be of interest to a specific group of delegates. In addition to the moderated sessions, information is also shared through graphic and audiovisual poster displays. Poster displays are extremely useful for informal information exchange between colleagues without the inhibiting factor of a large audience.

Proposals are currently being accepted by the Conference Program Committee for moderated sessions, individual papers, and poster displays for the 1993 AAZPA Annual Conference to be held in Omaha, Nebraska, from 12-16 September. The theme of the conference is "Real Challenges, Real Solutions." All proposals must be typed, single-spaced, on 8.5" x 11" paper and include the following information:

Moderated Session Proposal Guidelines

- Section A. Applicant's name, title, institution or business, address, and telephone and FAX numbers. NOTE: The applicant is responsible for organizing and implementing their session, including: soliciting and selecting papers; identifying audiovisual needs; and collecting papers for publication in a timely manner.
- Section B. Session title.
- Section C. A brief description of the session topic.
- Section D. Moderator's name, title, institution, or business.
- Section E. List speakers or panelists (name, title, and institution or business) that will be solicited for this session. If any speaker or panelist has confirmed his or her willingness to participate, please note.

Selection Criteria: In reviewing moderated session proposals, the Conference Program Committee will be seeking the following: interested and descriptive titles, significant topics (general session proposals must address the conference theme), opportunities for open discussion between panelists and delegates, moderators who can synthesize information and lead discussions, and panelists qualified to discuss the topic.

Individual Paper Proposal Guidelines

- Section A. Applicant's name, title, institution or business, address, and telephone and FAX numbers.
- Section B. Paper title.
- Section C. A brief statement of the essential thoughts presented in the paper.

Selection Criteria: In reviewing individual paper applications, the Conference Program Committee will be seeking proposals that offer new and significant information. Papers that have been previously published will not be considered. Presentations are limited to 20 minutes.

Poster Display Proposal Guidelines

- Section A. Applicant's name, title, institution or business, address, and telephone and FAX numbers.
- Section B. Poster title.
- Section C. A brief statement of the essential thoughts presented in the poster.

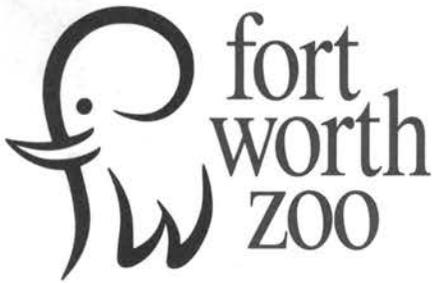
Selection Criteria: In reviewing poster display applications, the Conference Program Committee will be seeking concise, descriptive proposals that offer new information. Displays are limited to poster, audiovisual, or combinations of poster and audiovisual. Audiovisual equipment is not provided.

All proposals must be submitted by 31 March 1993 to:

Paul Grayson, Chairman
AAZPA Conference Program Committee
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222

(317) 630-2054; FAX 630-5153

Committee and special group meetings are coordinated by Linda Boyd. Those wishing to conduct meetings at the conference should contact her as soon as possible at the AAZPA Wheeling Office.



February 12, 1993

Kathryn R. Roberts, Director
Minnesota Zoo
13000 Zoo Blvd.
Apple Valley, Minnesota 55124

Dear Kathryn:

Thank you for forwarding the materials concerning the AAZPA Development Committee.

The agenda for the March meeting in Orlando certainly looks inclusive. Unfortunately this date conflicts with one of my Board of Directors' meetings here in Fort Worth. Therefore, I will be unable to attend. Please let me know what occurs at the meeting. As you know, I am most interested in the development direction of the Association and am certainly hopeful the committee can continue to provide the necessary guidance and assistance.

Best wishes for a successful meeting.

Sincerely,

Ted A. Beattie
Director/CEO

TAB/ps

*Who else is
not coming before we
go ahead with this - ?*

February 8, 1993

Kathryn R. Roberts, Chair
AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: AAZPA President, Officers & Board Members

RE: **Mid-Year Report for DEVELOPMENT COMMITTEE**

Accomplishments

The Development Committee met in Toronto at the Annual Conference on September 14. A new national directory of development and marketing personnel was distributed at the conference. The committee agreed to prepare columns for COMMUNIQUE to assist member institutions in fund raising and marketing efforts. The first two columns were written by Sabin Robbins and submitted through Kris Vehrs. A decision was made to mainstream the development/marketing sessions with two 90-minute sessions on the annual conference schedule in lieu of continuing pre-conference sessions.

Plans for Next Six Months

The committee is meeting on Monday, March 21 at the Southern Regional Conference. At that time, topic assignments will be made to committee members for writing future COMMUNIQUE articles of interest to AAZPA institutions. We will also begin to design a survey to more accurately assess (1) the level of development activity and income derived from AAZPA efforts and (2) what member institutions need and/or want prior to participating in national promotions which may involve discount admission coupons. A list of topics for future development/marketing sessions will also be generated.

If the AAZPA Development Director is on board by the time of the meeting, the committee will also review the AAZPA strategic plan goals for reporting to the Strategic Plan Monitoring Committee; brainstorm about a National Development Advisory Board and the type of members needed to raise substantial dollars for AAZPA conservation/education programs; and review the development guidelines.

Request for Board Action

None

copies to:

Executive Office (original + 19)
Steve Wylie, AAZPA President
Bill Dennler, AAZPA Board Liaison
Sydney Butler, AAZPA Exec. Dir.
Bob Wagner, Chief Admin. Officer
Development Committee Members (with agenda for March meeting)

American Association of Zoological Parks and Aquariums



February 5, 1993

DATE:

REPLY TO:

Kathryn R. Roberts, Chair
AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
(612) 431-9299

TO: AAZPA Development Committee Members:

Ted Beattie
Chuck Bieler
Glenn Ekey
Mary Floye Federer
Erich Hunker
Sally Steele
Cynthia Sumner
Jim Thornton

RE: **Enclosed Materials**

I have enclosed copies of my mid-year report to the AAZPA board, along with a proposed agenda for our March meeting. I am open to any and all suggestions for changes to the agenda. I assume you have all received registration materials for the Southern Regional Conference in Orlando, since John Hughes obtained your addresses for the purpose of including you on the mailing list.

I have also included, for your information, Sabin Robbins' mid-year report. Also of interest to us are the pages related to a proposed Tropicana sponsorship of Conservation Day, which has since been withdrawn because they could not get a commitment quickly. We'll talk about it at our mid-year meeting in Orlando.

See you there!

copies to:

Steve Wylie, AAZPA President
Bill Dennler, AAZPA Board Liaison
Sydney Butler, AAZPA Exec. Dir.
Bob Wagner, Chief Admin. Officer

+ Steve Ordahl
Sabin Robbins

MINNESOTA ZOO

FAX Transmission

From: Kathryn Roberts 
To: Kris Vehrs
Company: AAZPA Executive Office

Date: February 4, 1993
Time:
FAX #: 301-907-2980

Message: Sabin wanted me to let you know that I thought his mid-year report was fine. I'm not quite sure if that means you should submit his 20 copies for board distribution.

Sabin also submitted through me two articles for the COMMUNIQUE, which he said to forward to you. I had assumed that you would then have them printed in the COMMUNIQUE, but I never saw the one I sent you in October. The second one I just faxed to you on January 12, hopefully in time for the February issue. Have I misunderstood the process?

The reason for my concern is that I, as chair of the Development Committee, have committed to providing columns for the COMMUNIQUE on a regular basis. When our committee meets in March, we will set up a schedule for writing Development columns, and I should know the procedure. Since Sabin has always asked that his articles be sent to you, I assumed you then forwarded them to the Wheeling office for inclusion in the COMMUNIQUE.

Will you set me straight?

Our FAX number is 612-431-9336

Minnesota Zoo, 13000 Zoo Boulevard, Apple Valley, MN 55124

sent to Kris Velos 10/7/92

MONEY-RAISING TIPS FROM AAZPA's DEVELOPMENT COMMITTEE

This article inaugurates a series of on-going reports in COMMUNIQUE by the AAZPA Development Committee. They are designed to help your institution do a better job of fund-raising through a variety of development and marketing strategies. Each article will focus on a particular aspect or opportunity in fund-raising such as sources of foundation funding for small zoos or aquariums, how to use Board members and volunteers in development campaigns, where to find the latest, best information on grant-making agencies and foundations who regularly donate to zoos and aquariums, what the IRS requires on corporate sponsorship reporting, and how to write and submit winning grant applications. You are urged to save these timely features for future reference. You are also urged to contact the Chairperson of the Development Committee (Kathryn Roberts, Director, Minnesota Zoo, 13000 Zoo Blvd., Apple Valley, MN 55124) with topic suggestions for future reports.

AAZPA's Long Range Plan recognized some years ago that additional funding would be necessary to support the increasingly successful and expanding Species Survival Plan (SSP) and other collective conservation efforts coordinated and staffed by AAZPA. In late 1988, AAZPA hired its first Development Officer, Sabin Robbins, and within a year marketing and royalty programs were beginning to generate increased dollars.

In addition to launching national marketing programs that provide income for AAZPA and income, increased attendance, in-park spending, and publicity for participating member zoos and aquariums, the Development Officer assisted member institutions thru one-on-one advice, and reports on development-marketing opportunities for member zoos and aquariums. Though marketing programs have increased in size and number since 1988, the role of AAZPA's Marketing Officer remains the same: to raise dollars for AAZPA and to help members do the same for their own institution. Fund raisers who need help or advice, should contact Sabin Robbins, AAZPA Marketing Office, 3101 S. Ocean Blvd., Suite 510, Highland Beach, FL 33487; Tel. 407-243-3122. By early 1993, AAZPA expects to hire a fulltime Development Director who will work out of the Conservation Center in Bethesda, MD.

In 1991, AAZPA established a new Development Committee Chaired by Kathryn Roberts, Director of the Minnesota Zoo. Made up of development-marketing leaders in the zoo-aquarium community, the Committee serves as a liaison and advisor to member institutions and the AAZPA. It also serves as a sounding board for cause-related marketing ideas raised by AAZPA staff. So far, the Committee has drafted guidelines to ensure that development programs benefit both AAZPA and its members, drafted a position description for the 1993 hire of a Development Director, and created an Advisory Group to establish a national communication network with zoo and aquarium development professionals throughout North America. The group consists of two co-chairs (North Carolina

PAGE TWO
MONEY RAISING TIPS

Zoo Society's Sally Steele and Toledo Zoo's Erich Hunker), five regional chairs, and 3-5 members-at-large in each region. The group reviews cause-related marketing proposals for AAZPA, provides insight for various AAZPA fund raising activities, and acts as a broad-based sounding board for the Development Committee. The Advisory Group has also organized special development-marketing sessions at AAZPA regional and annual conferences and has just produced a national directory of all development and marketing professionals in the field.

Upcoming goals for the Development Committee include creating a list of foundations and corporations who are "friendly" to zoos and aquariums, mostly for the benefit of the smaller institutions; considering the benefits of a National Development Advisory Board of Corporate and foundation executives; and exploring specific programs to help development-marketing efforts at member institutions. This column is, of course, one such effort.



American Association of Zoological Parks

MARKETING OFFICE, 3101 S. Ocean Boulevard, St
Highland Beach, Florida 33487
(407) 243-3122

To: KATHRYN ROBERTS
DIRECTOR, MINNESOTA ZOO

FROM: SABIN ROBBINS

MEMO

TO: Kris Vehrs
THRU: Kathryn R. Roberts, AAZPA Development Comm. Chair
FROM: Sabin Robbins *SR*
DATE: January 11, 1993
SUBJECT: Marketing Report for Upcoming Communique

PER YOUR 12-28-92 REQUEST.
IF OK, PASS ON TO KRIS VEHR'S.

*Let's see
what happens -*

1992 Donations to AAZPA Better Than Expected

The past year was 33% better than expected when it came to unrestricted donations to AAZPA. And that nearly \$100,000 did not include the more than \$500,000 that Ralston Purina donated to AAZPA and participating member institutions as part of their growingly successful Purina Big Cat Survival Fund promotion.

Big donor promotions in 1992 included McDonald's (for a West Coast, 1000-store giveaway of endangered animal statuettes and educational materials); Citation Companies (for plush animal sales through supermarkets); Sedgwick James Insurance (as part of the AAZPA-sponsored insurance program for member institutions); Con Agra (for a Kid Cuisine TV meal promotion themed to endangered wildlife); and Wemco, Inc. (for a wildlife tie royalty program).

Although 1992 marketing efforts exceeded budgeted projections, it is expected that 1993 will be even better. AAZPA has signed a licensing/royalty agreement with Dakin, Inc. of California, one of the world's largest sellers of plush animals, that could generate a quarter of a million dollars over the length of the three year program. And current proposals by major, national companies, if approved by AAZPA, could alone double the 1992 donation total. A dozen or so on-going royalty agreements with corporations selling animal-themed goods or services will continue to increase donor totals in 1993-and beyond. In summary, if the old year was good for AAZPA donations, the New Year should be great!

eb/2/93

Post-it™ brand fax transmittal memo 7671	# of pages	1
To	From	<i>Kris Vehrs</i>
Co.	Co.	<i>MIN ZOO</i>
Dept.	Phone #	<i>431-5259</i>
Fax #	Fax #	<i>431-9336</i>

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

February 3, 1993

Nancy S. Hollenbeck, Assistant Director
Santa Barbara Zoological Gardens
500 Ninos Drive
Santa Barbara, CA 93103

Dear Nancy:

Thank you for your fax. I must admit I am also confused about the Tropicana offer.

I had thought that cause-related marketing proposals would be coordinated by Sabin and, in turn, he would provide them to the Development Committee for review. Our committee has developed a set of guidelines against which to judge specific proposals, and we have organized the AAZPA Advisory Committee, which is a network by which all zoos can be surveyed. The AAZPA Advisory Committee, through the Development Committee, is who would make recommendations about issues like *Will zoos accept proof of purchases to be used as cash?*

It's a moot point, though. When I contacted Sabin to make certain the coordination occurs between the Public Education Committee folks and Development folks, he told me that Tropicana had withdrawn their offer of sponsorship when told it would be March before a decision could be reached.

Thanks for the Heads up!

Sincerely,

Kathryn R. Roberts, Chair
AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

cc: Sydney Butler, Bob Wagner, Bill Dennler, Catherine Belden, Development Committee

Post-It[®] brand fax transmittal memo 7671 # of pages ▶ 6

To	Nancy Hollerbach	From	Kathryn Roberts
Co.		Co.	
Dept.		Phone #	(612) 431-9299
Fax #	(805) 962-1673	Fax #	(612) 431-9336

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

February 3, 1993

Nancy S. Hollenbeck, Assistant Director
Santa Barbara Zoological Gardens
500 Ninos Drive
Santa Barbara, CA 93103

Dear Nancy:

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I had thought that cause-related marketing proposals would be coordinated by Sabin and, in turn, he would provide them to the Development Committee for review. Our committee has developed a set of guidelines against which to judge specific proposals, and we have organized the AAZPA Advisory Committee, which is a network by which all zoos can be surveyed. The AAZPA Advisory Committee, through the Development Committee, is who would make recommendations about issues like *Will zoos accept proof of purchases to be used as cash?*

I will contact Sabin to make certain the coordination occurs between the Public Education Committee folks and Development folks. My goal will be to do whatever is most positive and successful for AAZPA and our zoos.

Thanks for the Heads up! When I hear from Sabin, I will let you know.

Sincerely,

Kathryn R. Roberts, Chair
AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

cc: Sydney Butler, Bob Wagner, Bill Dennler, Catherine Belden, Development Committee

Transmit Confirmation Report

No. : 001
Receiver : 962 1673
Transmitter : MN 200
Date : Feb 03,93 15:21
Time : 00'57
Mode : Fine
Pages : 01
Result : OK

santa barbara
zoological gardens



Zoo FAX

Santa Barbara Zoological Gardens
500 Ninos Drive
Santa Barbara, CA 93103

(805) 962-5339
FAX (805) 962-1673

To: Kathryn Roberts

From: Nancy Hollenbeck

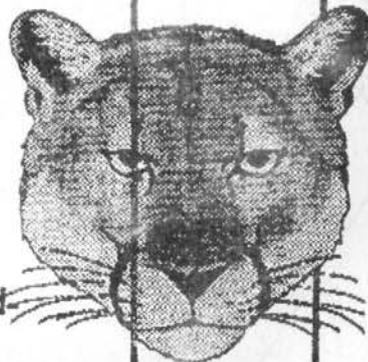
Date: 2/1/93

We are transmitting 9 pages including this cover sheet. If you do not receive the entire message, please call the number listed above.

Message:

Zoo FACTS

You could enjoy the Zoo with your family as often as you like for only \$40 per year! Become a family member now. Free admission for your immediate family, gift shop and special program discounts, a subscription to Zoo News and an invitation to Members' Night are just some of the advantages. Call today for more information!





American Association of Zoological Parks and Aquariums

DATE: January 26, 1993

REPLY TO:

Nancy S. Hollenbeck, Assistant Director
 Santa Barbara Zoological Gardens
 500 Ninos Drive
 Santa Barbara, CA 93103

Dear PEC Members,

All kinds of things have been happening! Our semi-annual report is due on February 8 so I must get it out quickly. I will briefly outline the topics below and if you have anything to add, please fax them to me ASAP.

1. Nancy Hotchkiss has completed work on the video tape entitled "Defining the Spectrum" and it will be issued soon. She did an outstanding job. Thanks also to Roger Hoppes, Agnes Spurlock and Bob Mindick for all their efforts in this production. Along with the video tape, a packet of support materials including readings, a bibliography, discussion guides, etc. will be sent to each member institution.
2. Congratulations Agnes, Survey Queen, on the completion and distribution of the AAZPA Conservation Resources Survey. It is very well done and completes one of the long range plan directives we have been assigned.
3. The T-shirt design for Conservation Day has been completed by Harlequin. It is well-done, as always, and is available for purchase. Inform your gift shop! We also continue to receive nice royalty checks from these designs. Cherie, Marcelle and Mary Lynn are pulling this year's event together. They have distributed the latest version of the Conservation Day Manual to event coordinators. Well done! It is chock-full of ideas, and members are encouraged to steal each others' ideas at will!
4. We have recently received a proposal from a marketing firm representing Tropicana. They are interested in sponsoring Conservation Day. I have included the initial letter for your review. We would appreciate any comments and specific ideas you may have as soon as possible. Of course they called me on Tuesday and wanted a plan and an OK by Wednesday. We will need to put forth a specific request to the board during the meeting in early March. Let me know soon!! The sponsorship comes with a \$100,000 fee, point-of-purchase displays in most major market stores and anything else we can come up with! I have forwarded a copy to Catherine Belden, Chair of the PR Committee for their input on how we can also incorporate Zoo and Aquarium Month.
5. I appreciate the thoughts you sent regarding Accreditation guidelines in education.

*Kathryn
 I would like
 your thoughts
 on this
 Thanks,
 Nancy
 P.S. It all
 sounds
 confusing &
 you have
 better grasp
 of the big
 picture.
 H4*

I am now in the process of sorting through it all and writing a report to the Accreditation Commission. They will also be meeting in early March. I will forward the report to each of you. (This is part 1 of the Ethical and Professional Standards goal we set in Toronto and was also requested by the Accreditation Committee.)

6. We now have a traveling display which can be used to promote AAZPA and its programs at teacher's conferences and other gatherings. If you have materials which Nancy may want to include (special photos, brochures, etc.) please send them along. The display is flexible and can be used for any number of purposes. It would be helpful if photos, brochures, etc. were mounted on foam board with velcro on the back.

7. The PEC will be sponsoring two workshops at each regional conference this spring. Nancy Hotchkiss will be moderating them. The idea of the workshops is to explore conservation education - what it is, what our commitment to it is, what our commitment should be and how we can accomplish that. This is part two of the Ethical and Professional Standards in Education goal we established at our Toronto meeting. One workshop at each regional will be for educators and one will be for Directors. We hope that the results of these workshops will give us an idea of where we stand, what is expected and what we need to do as a committee to further our conservation education programs. Please plan on attending the one in your region and urge the other appropriate staff members from your institution to do so too. Steve Wylie is sending out a letter to each Director, encouraging their participation.

8. The Public Relations Committee is meeting at the Western Regional. Those of us who are attending will meet with the PR committee to go over our involvement in Zoo and Aquarium Month, etc. If you will not be there and have anything you would want us to bring up with them, please let me know.

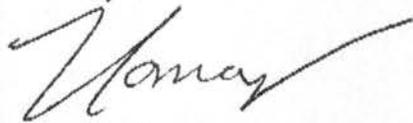
9. Because it was mentioned in the Annual report last year our report to the Board will state that there has been an excellent working relationship between the PEC and the AAZPA Education Director.

10. Nancy Hotchkiss and I have discussed the next step in our role to provide institutions with the tools to counteract any anti-zoo movements by animal rights groups in your area. The tape will be an excellent in-house tool to stimulate discussion and bring everyone to a common ground of understanding about this problem. I hope everyone saw the study put out by Roper. It was commissioned by Sea World and entitled "Public Attitudes Toward Aquariums, Animal Theme Parks, and Zoos." It was very positive and showed public sentiment for zoos and aquariums. It can also be argued that it was designed to show these results because it was commissioned by a company who wanted to see these results. Nancy and I discussed preparing a general framework which zoos could use to perform their own surveys. We need to measure our educational effectiveness and it requires a professional

approach to do this meaningfully. Or, we could do one nationally, but that may not be as effective. This would provide tools, facts, resources to use in our proactive approach to developing support for our conservation programs. What do you think? Let us know. We would be researching what it would entail this spring and developing a proposal to submit to the Board in August.

There is alot here which I need input on in a very short amount of time. I would appreciate you getting back to me next week. I am especially curious about any ideas you have for the Tropicana Conservation Day proposal. Thank you for all your hard work (and there has been alot of it!) during these last 6 months.

Sincerely,



Nancy S. Hollenbeck, Chair
AAZPA Public Education Committee

cc: Nancy Hotchkiss, Sydney Butler, Robert Wagner, AAZPA Board of Directors,
Catherine Belden, Kathryn Roberts



LEO BURNETT U.S.A.

35 West Wacker Drive, Chicago, Illinois 60601, Tel: (312) 220-5959, Fax: (312) 220-3299

January 25, 1993

VIA FAX
301-907-2980

Ms. Nancy Hotchkiss
Education Director
American Association of Zoological
Parks and Aquariums
7970 D Old Georgetown Road
Bethesda, MD 20814

Re: Tropicana/Conservation Month - Proposed Program

Dear Ms. Hotchkiss:

Thanks in advance for your continued support in developing proposed Tropicana program.

Attached is a list of cities where we plan to actively promote Conservation Month with a message to visit your local zoo and use Tropicana proofs-of-purchase ("Tropicash") to shop at Zoo Gift Stores. Please see page entitled Program Overview for details.

We have a client meeting on Wednesday, January 27th. I'll call you to review today to get your sense of the viability of what we plan to present as described in this letter. Following are promotional details that need to be cleared with each zoo per our previous discussion. Please advise as to process, materials needed and timing required to contact/clear with each zoo.

We are interested in working with you to design the broadest program that would be accepted. To this end, we'd like your frankest opinion of what we are proposing.

- 1) Will zoos accept Tropicana proofs-of-purchase (in a collection device) to be used as "cash" to purchase items in Gift Shop?
 - we'd like to pay each zoo 25¢ for each 50¢ coupon redeemed, up to 10 proofs per family/household
 - for example, if the retail price of an item is \$10.00, zoo would accept 10 proofs @ 50¢ plus \$5.00 cash (and appropriate taxes) for a total payment of \$7.50
 - a limited number of official redemption certificates would be distributed in each market, i.e. 50,000 with a potential redemption of 3% of 1,500 x 10 proof maximum or 15,000 x 50¢ = \$7,500 towards the purchase of merchandise. Tropicana would reimburse the zoo \$3750 plus a modest fee for handling.

Please note that this is a high side estimate, however, we can discuss "protective clauses" as necessary.

- 2) If Tropicana becomes the title sponsor of "Conservation Month" to what extent are local zoos planning any media/membership/venue promotions and how will Tropicana be included?
 - Details would help make the sale, i.e. if the Bronx Zoo were to accept Tropicana and it is planning a \$X campaign, this would be included in our financial benefits analysis
- 3) Can you provide a list of 25 market zoos and their TV/radio/print affiliation/use, plus circulation of member newsletters (and ability to be included therein)?
- 4) Please advise if zoos have requirements regarding sampling as to:
 - Manpower to be used
 - Sample pack/size of sample
 - Insurance
 - Et al
- 5) If we chose not to sponsor Conservation Month but still want to be active in June is this OK?
 - Again, we'd like to use proofs-of-purchase and product purchase incentive
- 6) What is the approval process for all program material clearances?
 - You as agent or each zoo
 - Conversely, if Tropicana is included on zoo materials, we would want to review overall plan and elements before production

Again, thanks for your continued support.

Yours truly,

LEO BURNETT COMPANY

Lori Lindenbaum
Lori Lindenbaum
Event Marketing Account Executive

LL/sdc

cc: Linda Morgenstern - IBCo
Roger Grabekas - LBCo
SabinRobbins - AAZPA

TROPICANA ZOO PROGRAM
25 Key Markets

GROUP I (6)

New York City
Boston
Philadelphia
Hartford/Springfield
Baltimore/Wash
Chicago

GROUP II (10)

Buffalo/Rochester
Cincinnati/Dayton
Houston
Dallas/Ft. Worth
New Orleans
Los Angeles
San Diego
San Francisco
Sacramento
Seattle/Tacoma

GROUP III (9)

Charlotte
Raleigh/Greensboro
Detroit
Grand Rapids
Milwaukee
Indianapolis
Phoenix/Tucson
St. Louis
Minneapolis

PROGRAM OVERVIEW

Program consists of two main elements:

1) In-Store Merchandising

- Point-of-sale communicates incentive to purchase
 - . shop at your local zoo
 - . spend "Tropicash"

2) Zoo Activity

- Sample product
 - . opportunity for consumer to take own photo against Tropicana provided backdrop (option)
- Shop at Gift Shop
 - . use proofs-of-purchase valued at 50¢ each (up to 10/\$5.00 off any product)

WHAT:

- Sponsorship of promotional event
 - . features consumer purchase incentive
 - . supports "Conservation Month"

WHEN/WHERE:

- Month of June
 - . 25 cities (see list)
- Proofs accepted June 1, 1993 through August 31, 1993
- Consumers can redeem proofs-of-purchase at local zoo gift stores
 - . Tropicana will reimburse zoo 25¢ for each 50¢ coupon, plus one time handling and service charge (TED)

MARKETING:

- In-store POS
- Inclusion on all zoo materials/media/newsletters
- Tropicana radio barter
- Possible tag of mainstream (non-promotional) media

OVERLAY (Option):

- Work with individual grocery chains to promote and/or provide specific related activities, i.e. "Take The Safeway bus to the zoo"

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

December 28, 1992

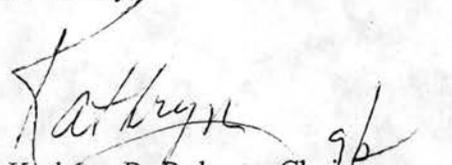
Sabin Robbins
AAZPA Marketing Office
3101 South Ocean Blvd., Suite 510
Highland Beach, FL 33487-2544

Dear Sabin,

I echo Bob Wagner's thanks for your efforts in developing income for AAZPA through marketing promotions. Until I read Bob's letter to you, I did not realize the extent of success -- certainly exceeding projections by 33% is an accomplishment of which to be proud.

Would you write another column for the COMMUNIQUE, telling all our members of the successes? If possible, I would like to review it prior to submitting for the February issue (which has a January 15th deadline). I apologize for the short notice, especially during the holiday season. If you can't comply, please let me know as soon as possible.

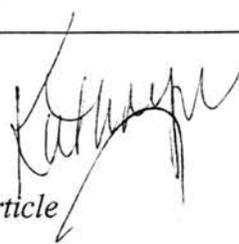
Sincerely,


Kathfyn R. Roberts, Chair
AAZPA Development Committee

KRR/gb

Memorandum

To: Kris Vehrs
From: Kathryn R. Roberts
Date: 10/7/1992
Subject: COMMUNIQUE article



The Development Committee decided at our meeting in Toronto to produce an article for the COMMUNIQUE. Sabin took the lead and produced the first of what will hopefully be a regular feature.

I have enclosed a copy for you to edit and use as appropriate. I will be sending others in the future. They will probably be less than regular. Let me know if I need to do anything else. Thanks for your help.

MONEY-RAISING TIPS FROM AAZPA'S DEVELOPMENT COMMITTEE

This article inaugurates a series of on-going reports in COMMUNIQUE by the AAZPA Development Committee. They are designed to help your institution do a better job of fund-raising through a variety of development and marketing strategies. Each article will focus on a particular aspect or opportunity in fund-raising such as sources of foundation funding for small zoos or aquariums, how to use Board members and volunteers in development campaigns, where to find the latest, best information on grant-making agencies and foundations who regularly donate to zoos and aquariums, what the IRS requires on corporate sponsorship reporting, and how to write and submit winning grant applications. You are urged to save these timely features for future reference. You are also urged to contact the Chairperson of the Development Committee (Kathryn Roberts, Director, Minnesota Zoo, 13000 Zoo Blvd., Apple Valley, MN 55124) with topic suggestions for future reports.

AAZPA's Long Range Plan recognized some years ago that additional funding would be necessary to support the increasingly successful and expanding Species Survival Plan (SSP) and other collective conservation efforts coordinated and staffed by AAZPA. In late 1988, AAZPA hired its first Development Officer, Sabin Robbins, and within a year marketing and royalty programs were beginning to generate increased dollars.

In addition to launching national marketing programs that provide income for AAZPA and income, increased attendance, in-park spending, and publicity for participating member zoos and aquariums, the Development Officer assisted member institutions thru one-on-one advice, and reports on development-marketing opportunities for member zoos and aquariums. Though marketing programs have increased in size and number since 1988, the role of AAZPA's Marketing Officer remains the same: to raise dollars for AAZPA and to help members do the same for their own institution. Fund raisers who need help or advice, should contact Sabin Robbins, AAZPA Marketing Office, 3101 S. Ocean Blvd., Suite 510, Highland Beach, FL 33487; Tel. 407-243-3122. By early 1993, AAZPA expects to hire a fulltime Development Director who will work out of the Conservation Center in Bethesda, MD.

In 1991, AAZPA established a new Development Committee Chaired by Kathryn Roberts, Director of the Minnesota Zoo. Made up of development-marketing leaders in the zoo-aquarium community, the Committee serves as a liaison and advisor to member institutions and the AAZPA. It also serves as a sounding board for cause-related marketing ideas raised by AAZPA staff. So far, the Committee has drafted guidelines to ensure that development programs benefit both AAZPA and its members, drafted a position description for the 1993 hire of a Development Director, and created an Advisory Group to establish a national communication network with zoo and aquarium development professionals throughout North America. The group consists of two co-chairs (North Carolina



American Association of Zoological Parks and Aquariums

AAZPA

1991 - 1996 STRATEGIC PLAN

Presented to Board August 1991

** See starred items relating
to development*

AAZPA
MISSION & VALUES

MISSION

The mission of the American Association of Zoological Parks and Aquariums is to foster and support excellence in the purposes of zoological parks and aquariums.

VALUES

Cooperation -- working with each other to further our professional goals.

Commitment to Community -- encouraging excellence in recreational and cultural events and programs which strengthen our institutions' positions in their communities.

Commitment to Conservation -- encouraging the coordination of animal management programs, both in captivity and in the wild. Conservation, education and research are integral components of these programs.

Self-Regulating -- embracing the Code of Professional Ethics and Accreditation which ensure high professional standards and behaviors.

Advocacy -- representing its members' interests in legislative bodies, governmental agencies and others will result in furthering the mission of zoological parks and aquariums.

Information Management and Communication -- developing and managing data bases relevant to our mission and the timely distribution of current information to our members.

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

(Planning Leader: Steve Taylor)

Preamble: All membership surveys including the one by Hill & Knowlton clearly have indicated that the overwhelming majority of our members place a high value on achievements and established services of the Association and, while the membership supports expanded conservation programs, they do not want these increased programs to distract from membership services.

Therefore, although we see the Association expanding its conservation and legislative programs during the implementation of the plan, it will not do so at the expense of its present and expanded membership services. The following objectives for membership services are essential to the well being of our Association.

Objective 1: Report recommendations on AAZPA publications to AAZPA Board by August 1992.

Strategy 1: Examine the costs, feasibility and quality of existing publications and the need for new publications.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Assemble a report on existing publications.	Exec. Office Admin. Asst.	7/90	11/90		This would include: costs, number printed, comments from membership, funding of publications. NOTE: Task Force should attempt to obtain expert advice from other professional publications.
2. Establish a task force.	AAZPA President		8/90		
3. Meeting of Task Force	Task Force Chair		9/90		
4. Preliminary report to the board.	Task Force	9/90	8/91		
5. Final report to Board.	Task Force	8/91	8/92		

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

Objective 2: Establish an expanded zoo and aquarium database on computer disk by 1 September 1992.

Strategy 1: Continue to establish and expand the database.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Put existing data on disk and make available to membership.	Exec. Office Admin. Asst.	7/90	1/91		Information already contained in new 1990 directory.
2. Determine additional data and methodology (software) needed.	AAZPA Dep. Dir.	10/90	8/91		Work with survey experts.
3. Create, mail and tabulate new data surveys in education PR, research & conservation.	AAZPA Dep. Dir.	9/90	5/91		
4. Incorporate expanded data into existing database.	AAZPA Staff	5/91	8/91		
5. Make expanded data on disk available to membership.	Exec. Office	8/91	9/92		



Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 1: Complete staff and committee assignments.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Activate development task force.	AAZPA President		8/90		
2. Development task force reviews existing policies and determines guidelines for future development initiatives.	Task Force Chair	9/90	8/91		
3. Determine responsibilities of new development position and hire appropriate personnel.	AAZPA Exec. Dir.	10/90	8/91		
4. Appoint Development Committee to act as Advisors to Development Officer & Board.	AAZPA President	8/91	9/91		
5. Review development policies and report to Board.	Development Committee	9/91	9/92		

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.



Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 2: Increase income.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop plan of action with financial objectives and targets for all areas of development.	Development Committee	9/91	9/92		Note #1: Estimated AAZPA development income for last 4-5 years is \$700,000. Note #2: This plan would require about \$2.7 million additional plus inflationary to be accomplished completely over the next 5 years.
2. Implement plan.	Development Off. & Comm.	9/91	1/95		
3. Make a recommendation to the AAZPA Board on the concept of creating a development advisory board of corporate and foundation executives.	Development Committee	9/91	8/92		
4. If recommended, create a Development Board.	Development Committee	9/92	9/93		



Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 3: Measure success.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Prepare annual breakdown of funds received and anticipated through all areas of development.	Development Officer	8/91	Aug. annual mtg. starting 1992		
2. Survey institutional membership at least biannually to determine the amount of income they have received through AAZPA development.	Development Officer	8/92	8/95		

KEY RESULT AREA I -EXPAND AND IMPROVE MEMBERSHIP SERVICES.

Objective 4: Create a written public relations crisis management plan to address key issues currently impacting on zoos and aquariums, for presentation and/or demonstration at 1992 annual conference.

Strategy 1: Develop plan.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Initial discussion with Public Relations committee at 1990 conference.	AAZPA PR Officer		9/91		Note: Four case studies will be presented at 1990 conference as well as a session working with the media.
2. Develop a preliminary plan to present to the Board.	PR Committee Chair	10/90	8/92		Note: Staff will help determine the timeline for this plan.
3. Workshop at annual conference.	PR Dir. & Committee	10/90	9/92		Consult with AAM and other organizations that may have similar plans. A cost/benefit analysis will be done for a crisis management seminar for members.
4. Finalize plan.	PR Dir. & Committee		8/93		Note: Legal counsel (K. Vehrs) should be consulted during this process before plan is finalized.
5. Final plan presented at annual conference.	PR Committee Chair	8/92	9/93		

KEY RESULT AREA II - ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

(Planning Leader: Kathryn Roberts)

Preamble: It is of very high importance that the AAZPA be recognized as a professional organization whose members are committed leaders in environmental and wildlife conservation issues. In order to achieve the recognition we desire, we must first have an easily identifiable and recognizable name. We need to understand our audiences and the issues they regard as important for us to address. Finally, we must capitalize on our strengths by developing and carrying out a strong public relations plan which is the vehicle to carry our mission.

Objective 1: **Develop an easily recognizable identity to improve name recognition by September 1991.**

Strategy 1: **Contract with professionals for input, concurrence and development.**

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Investigate need for new name and/or logo, and if deemed appropriate, ask membership for comments.	PR Committee & PR Dir.	6/91	3/92		In newsletter -- open to everyone.
2. Create review team if new name/logo is deemed desirable.	PR Committee	3/92	8/92		
3. Ask members for ideas for new name and/or logo.	PR Committee	3/92	8/92		
4. Research field for appropriate logos.	AAZPA PR Dir.	8/92	3/93		Concurrent with Task 3. Would prefer professional.
5. If appropriate, review member suggestions for new name, make interim recommendation.			8/93		

KEY RESULT AREA II - ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

Objective 2: Conduct market research to determine our audiences and issues by January 1992.

Strategy 1: Review Hill and Knowlton report and determine methodology.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Statistical and methodological review of Hill & Knowlton.	LRP Committee	6/90	8/90	8/90	Done.
2. Recommend methodology.	LRP Committee	6/90	10/90	10/90	Including new questions and statistical criteria.
3. Approve recommended methodology.	1991 LRP Chair		8/91		Report to Board.

Objective 2: Conduct market research to determine our audiences and issues by January 1992.

Strategy 2: Implement, assess and communicate the results.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Enlist institutions who can include items in upcoming, planned survey instruments.	LRP Chair		Complete	6/90	St. Louis Zoo, Minnesota Zoo, Busch Gardens, San Diego Zoo (and possibly Calgary Zoo and Metro-Toronto.
2. Conduct the surveys.		8/90	8/91		Same participants as above.
3. Compilation and analysis of results.		9/91	12/91		
4. Communicate results through COMMUNIQUE. Regional, National and Board meetings.	AAZPA PR Committee	1/91	6/91		

KEY RESULT AREA II - ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

Objective 3: Develop a public relations plan based on existing market research to determine our message by September 1992.

Strategy 1: Create a team to develop an Implementation Plan.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify team members to be added to PR Committee if appropriate.	AAZPA President	6/91	8/92		This will be in coordination with PR Officer. Perhaps quarterly via self-reporting mechanism.
2. Give assignment to Committee.	AAZPA President	8/91	8/91		
3. Assign tasks to committee.	PR Chair & PR Officer	2/91	9/91		
4. Complete development of PR plan which may include a PR campaign.	PR Committee	9/91	8/92		
5. Carry out plan that may include major PR campaign.	PR Officer & Committee	4/91	Annual review from 9/92		
6. Monitor and evaluate progress and results of the plan.	PR Comm. & PR Officer	8/92	Annual review from 8/92		
7. Review and report at all board meetings and through COMMUNIQUE.	PR Comm. & PR Officer	8/92	Annual review from 8/92		

Objective 3: Develop a public relations plan based on existing market research to determine our message by September 1992.

Strategy 2: Coordinate PR skills and information within member institutions.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify which institutions currently have PR staff and/or capabilities.	AAZPA PR Dir.	10/91	11/91		Probably already knows.
2. Secure willingness to cooperate by sharing instruments, results and ideas.	AAZPA PR Dir. & Comm.	11/91	1/92		
3. Develop mechanisms for sharing information.	AAZPA PR Dir. & Comm.	1/92	7/92		
4. Implement ongoing sharing and cooperation.	AAZPA PR Dir.	8/92	Annual update starting 8/92		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

(Planning Leader: Bruce Read)

Preamble: The highest priority of the AAZPA and its member institutions is conservation. Over the next five years, in order to expand and improve conservation programs, we must fully integrate captive breeding programs with other global efforts; expand species survival plans in both terrestrial and aquatic realms through training and increased efficiency; encourage research in support of these programs; encourage conservation, education and habitat preservation at all levels; and finally, promote internal resource conservation within all member institutions.

Objective 1: Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.

Strategy 1: Coordinate planning to determine resources, species prioritization and more efficient means of animal exchanges internationally.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Develop protocols of cooperation with IUCN, SSC, CBSG. capabilities.	Conservation Director	8/90	11/90	Completed	IUCN; SSC, CBSG, other specialist groups.
2. Develop a continuing and efficient liaison and communication system with international and regional conservation organizations with similar objectives.	AAZPA President	8/90	Ongoing with annual review from 8/91		ISIS EEP Programs IUDZG Above are closest organizations but associations of private holders or fanciers may be important for coverage of several major animal groups.
3. Participate in global heritage programs.	Conservation Director	8/90	Ongoing with annual review from 8/91		SSC directed initiative in cooperation with IUDZG, CBSG prospectively will assemble biological information for program targets.
4. Develop an annual report on AAZPA and members' conservation efforts globally.	Conservation Director	12/90	12/91		
5. Propose a program to appropriate government agencies, congressional committees to facilitate transfer of genetic material between animal populations internationally.	WCMC Chair	1991	1992		AAZV is a natural allied organization. It will require a coordinated effort to plan and perhaps exertion of the lobbying capacity of AAZPA members to effect.

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 1: Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.

Strategy 2: Increase participation in species restoration programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Participate in state-of-the-art workshops on a regional basis.	Conservation Director	1/91	Ongoing with annual review from 8/91		In cooperation with CBSG, government agencies and others.
2. Further development of consortium programs in developing countries.	WCMC & Conservation Director	1/91	Ongoing with annual review from 8/91		Institutions representatives from AAZPA member zoos and aquariums will be central to this program. Collaboration with international organizations is essential.
3. Workshop on disease in captive animals and potential effect on reintroductions.	WCMC & Conservation Director	9/91	9/92		

Objective 2: Expand and improve the SSP and other conservation programs, with a target goal of 100 SSP programs by 1995.

Strategy 1: Develop more effective and efficient procedures for SSP and other conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Streamline meeting and travel needs.	Conservation Director	9/90	9/92		
2. Participate in developing user friendly software.	ISIS & Cons. Dir.	3/91	12/92		AAZPA to provide funding for program development.
3. Develop a more efficient communication system including publication of research.	WCMC Vice Chair - Research	10/90	12/93		
4. Evaluation of programs.	WCMC	12/90	Annual review from 12/91		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.



Objective 2: Expand and improve the SSP and other conservation programs with a target goal of 100 SSP programs by 1995.

Strategy 2: Seek and procure political and financial support for conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Review policy and goals for CEF Fund	AAZPA President & Board	8/90	8/91		At least double current monies available for SSP programs (see KRA I).
2. Prepare project menu for development purposes.	WCMC & Cons. Dir.	10/90	8/91		
3. Seek financial support for conservation programs.	Development Office	1/91	1/95		
4. Develop a process to communicate and facilitate political support at all levels (board, local and national).	AAZPA Staff	1/91	Annual review from 8/91		
5. Move forward on political front to develop increased governmental funding for zoo/aquarium conservation.	Gov. Affairs Officer, Staff & Board	1992	Annual Review		

Objective 2: Expand and improve the SSP and other conservation programs with a target goal of 100 SSP programs by 1995.

Strategy 3: Educate and recruit people to manage SSP, studbook and Taxon Advisory Groups.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Appoint a task force to establish an AAZPA Conservation Academy.	AAZPA President	8/90	8/90	8/90	AAZPA Development Officer to help to procure grants to partially underwrite the program. (Cost estimate \$25,000 per year --- 1991 funds from CEF.
2. Establish a pilot program.	WCMC Chair	9/90	3/91	3/91	
3. Establish a self-sustaining program.	AAZPA Board	8/91	3/92		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 1: Determine the research priorities for SSP and conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. The formation of WCMC scientific advisory committee.	WCMC	8/90	9/90		
2. Encourage and assist the WCMC committee in the identification of critical research priorities.	WCMC V.Chr. — Research	1/91	8/91 with annual update		

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 2: Facilitate the development and implementation of research on aquariums and zoos.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a model research advisory committee.	Conservation Director	1/91	12/92		The university community needs a clear understanding of the nature and limits of research in a zoo and aquarium setting.
2. Create a means of recognition for outstanding research.	Chair, Honors & Awards Committee	9/91	9/92		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 3: Encourage the recruitment and training of new scientists, educators, and other staff for zoos and aquariums.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a national fellowship program wherein Ph.D. students are trained in our zoological parks and aquariums while doing their research using the zoological collection while receiving a stipend from the fellowship program.	AAZPA President Director	1991	1993		This program is to recruit scientists, educators early in their development and infuse them into captive zoological community as well as train them to function within AAZPA systems.
2. Advertise advanced positions in other professional journals to bring trained professionals to the zoological profession.	Individual Institutions	1991	Ongoing		This will expand the number of professionals to solicit for our job market.
3. Define guidelines for the the level of expertise needed to function in our job levels within the zoological profession.	AAZPA Exec. Sec.	1991	Ongoing		This will add some uniformity in the goal of the fellowship and how we approach the other professional journals.

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 4: Encourage the development of graduate programs in zoo and aquarium conservation biology.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a curriculum with 1-3 universities that will meet the academic needs of the schools and practical needs of zoos and aquariums.	AAZPA Office & Education Coord. & Comm.	Mid 1991	1993		The AAZPA has not defined what is needed, as educational background and training for an individual to be hired directly out of a scholastic program. This program will give future definition to the application of science within our profession.

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 4: Encourage and expand conservation education activities.

Strategy 1: Compile and disseminate information on conservation education activities.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. As part of AAZPA database, determine the scope of existing conservation programs.	AAZPA Deputy Dir.	1/90	9/91		Some data is already in existence, but much of it is not in an easily analyzable form.
2. Compile an easy access information system on outstanding conservation education programs and publications within our own or related institutions.	Education Coordinator	6/91	7/92		To be updated annually thereafter.
3. Develop a generic, easily-adapted series of aquarium and zoo graphics, video and traveling exhibitions, to demonstrate our role in conservation to the public.	Public Education Committee	6/91	12/93		Initial materials; more to follow on an annual basis.

Objective 4: Encourage and expand conservation education activities.

Strategy 2: Enter into national and global conservation. education programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify appropriate governmental programs and opportunities.	Education Coordinator	3/91	12/91		
2. Identify appropriate potential partnerships.	Education Coordinator	6/91	12/91		
3. Enter into at least one major program each year. (Example: the Rhino Walk and Conservation Day.)	Conservation Center & Educ. Coord.	1/91	12/95		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 4: Encourage and expand conservation education activities.

Strategy 3: Provide necessary staff and funding.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Hire AAZPA Education coordinator.	AAZPA Dep. Dir.	1/91	6/91	5/91	
2. Hire AAZPA Grants & Development Officer.	AAZPA Dep. Dir.	1/91	9/91		The education coordinator, working with the P.E. Committee will develop a list of potentially fundable programs.
3. Seek and obtain national funding for conservation programs (government and corporate funding).	Development	3/91	Ongoing with annual review from 12/91		Task Force appointed in 1991 for national Zoo Act.

Objective 4: Encourage and expand conservation education activities.

Strategy 4: Coordinate efforts of AAZPA institutions in educating the public as to the importance of zoos and aquariums in wildlife conservation and education.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Inform PEC and PR Committees of this task.	AAZPA President	8/91	9/91		This is in response to misinformation on zoos and aquariums available to schools from certain animal "rights" groups.
2. Committee discussion and plan.	PR & PEC Committees	9/91	3/92		
3. Recommendation & report to the board.	PR & PEC Committees	3/92	3/92		
4. Implementation of project/ program.		3/92	9/92		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 5: Promote conservation of resources in AAZPA institutions.

Strategy 1: Obtain and disseminate information on wise resource management.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Establish a task force in PEC to collect and communicate information on zoo and aquarium operations.	PEC Chair	3/91	8/91		Important to image and effectiveness in lobbying. Topics to cover include water usage, waste management, material, recycling, energy conservation. Data should be in AAZPA database center. Comparisons with other professional associations desirable. Will involve management and operations personnel in AAZPA institutions who otherwise might not be in the conservation picture.
2. Report to Board.	PEC Chair	9/91	8/92		
3. Produce resource manual.	PEC Chair & Staff	9/92	3/93		
4. Incorporate task force data into AAZPA database.	AAZPA Dep. Dir.	3/93	8/93		
5. Establish awards for resource accomplishments and innovations.	Task Force & Chr. Honors/Awards Comm.	3/93	8/93		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

(Planning Leader: Steve Wylie)

Preamble: The legislative and regulatory issues facing the Association and its members are increasing in intensity, complexity and scope. The conservation, education and research programs supported by these institutions are being jeopardized. Therefore, the AAZPA and its members must assume a leadership role in refining and unifying the efforts made to address these issues.

Objective 1: Identify legislative and regulatory priorities and initiatives by January 1991.

Strategy 1: Appropriate staff and association members with knowledge of legislative and regulatory history and challenges should establish priorities.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. At 1990 Annual Conference, Legislative Committee to discuss means of establishing priorities.	Leg. Comm. Chair	9/90	9/90		Government Affairs Officer and committee to assist.
2. Prepare document identifying priorities.	Gov. Aff. Officer	10/90	11/90		
3. Distribute document to board.	Leg. Comm. Chr. & Gov. Aff. Officer		3/91		
4. Distribute document to institutional CEOs for their information.	Gov. Affairs Officer	3/90	1/91		
5. Evaluate both the document and its effectiveness on an annual basis.	Gov. Affairs Officer		Annual Bd. Mtg.		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 1: Identify legislative and regulatory priorities and initiatives.

Strategy 2: Design and distribute a survey to institutional CEOs that will solicit comments and concerns on institutional positions relative to legislative and regulatory questions.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Formulate and distribute surveys.	Gov. Affairs Officer	7/90	9/90	8/90	Preliminary data to be used for input into priority meeting of 9/23/90.
2. Collate survey response and publish results in COMMUNIQUE.	Gov. Affairs Officer	9/90	10/90		
3. Obtain names of key contact individuals from CEOs (other than CEOs).	Gov. Affairs Officer	3/91	9/91		
4. Evaluate and continue if successful.	Committee & Gov. Affairs Officer		Annual		May use annual Director's meeting as forum.

Objective 2: Reduce institutional reaction time associated with high priority legislative and regulatory issues.

Strategy 1: Develop a decision making process which ensures timely response.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a step-by-step process that will result in in timely responses.	Gov. Affairs Officer	8/90	12/90	3/91	
2. Report to Board.	Gov. Affairs Officer	8/90	3/91	3/91	

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 2: Reduce institutional reaction time associated with legislative and regulatory issues.

Strategy 2: Develop a phone/FAX/mailling network.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop phone/FAX/mailling system that is topic-related, fast and efficient.	AAZPA Staff	7/90	9/90	10/90	Better utilization of existing commercial networks. Dependent on zoo & aquarium computerization and willingness to utilize for this function.
2. Make system topic-related.	Gov. Affairs Officer		8/91		
3. Develop a computer billboard.	Gov. Affairs Officer		8/92		

Objective 3: Expand the professional base in order to be more pro-active across a broader range of issues than presently possible.

Strategy 1: Form coalitions with other conservation organizations.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify appropriate organizations.	AAZPA Exec. Dir.	10/90	12/91		AAZPA Board and Executive Director to assist.
2. Select appropriate organizations.	AAZPA Board	12/91	3/92		
3. Identify and assign AAZPA professional members to selected groups and coalitions.	AAZPA President	4/91	9/92		
4. Evaluate the effect of each coalition.	Exec. Dir. & Board		Annual		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 3: Expand the professional base in order to be more pro-active across a broader range of issues than presently possible.

Strategy 2: Hire an outside firm or legislative specialist who will supplement the Association's professional legislative staff.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify agencies that can be of assistance to us.	Gov. Affairs Officer	10/90	8/91	3/92	
2. When required, develop and distribute requests for proposals from these agencies.	Gov. Affairs Officer	Ongoing			
3. Select appropriate outside assistance for specific topics.	AAZPA Board	Ongoing			Staff to make recommendations.

Objective 4: Increase association member participation in legislative challenges and process.

Strategy 1: Inform institutional members of their respective legislators and on which committee they serve.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a list of legislators and committees on which they serve.	Gov. Affairs Officer	7/90	3/91	3/91	
2. Distribute the list to institutional members.	Gov. Affairs Officer	9/90	10/90	3/91	Link to phone/FAX/mailing system.
3. Distribute governmental guide.	Gov. Affairs Officer		12/91	3/92	
4. Keep list current.	Gov. Affairs Officer		Bi-annual		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 4: Increase association member participation in legislative challenges and process.

Strategy 2: Formulate a plan for categorizing severities of legislative issues and methods of how to respond to each.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Formulate a plan for identifying and categorizing severities and methods to respond.	Gov. Affairs Officer	7/90	1/92	3/91	
2. Committee to draft plan and present to Board.	Gov. Affairs Officer & Leg. Comm.	8/91	3/91	3/91	
3. Revise plan with membership input and get final Board approval.	Gov. Affairs Officer & Leg. Comm.	3/91	3/92		
4. Distribute final plan to institutional members.	Gov. Affairs Officer	1/92	4/92		
5. Make presentations or conduct workshops explaining plan.	Gov. Affairs Officer	3/92	9/92		

**AAZPA LONG RANGE PLAN 1991-1995
MAJOR FINANCIAL IMPACTS**

	1990	1991	1992	1993	1994	1995
KRA I						
Crisis Management			\$80,000			
Executive Secretary			\$37,500	\$37,500	\$37,500	\$37,500
Business Mgr. & Sec.				\$65,000	\$65,000	\$65,000
Publ. Editor & Sec.				\$62,000	\$62,000	\$62,000
Equipment			\$15,000		\$15,000	
Exec. Office Expansion				\$50,000		
KRA II						
Recognition/Logo			\$40,000			
Major PR				\$400,000		
KRA III						
Conservation Biologist			\$37,500	\$37,500	\$37,500	\$37,500
Assistant Director				\$50,000	\$50,000	\$50,000
Administrative Asst.					\$35,000	\$35,000
Research Coordinator						\$50,000
Disease Seminar/Reintro.			\$40,000			
Conservation Education		\$160,000				
Conserv. Ctr. Expansion						\$750,000
KRA IV						
Legal Fund			\$50,000		\$50,000	
Assistant #1 & Sec.				\$80,000	\$80,000	\$80,000
Staff Atty. & Sec.					\$85,000	\$85,000
Base	\$1,015,470	\$1,286,500	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
Plus unshaded amounts			\$125,000	\$332,000	\$502,000	\$502,000
Subtotal	\$1,015,470	\$1,286,500	\$1,425,000	\$1,632,000	\$1,802,000	\$1,802,000
Plus shaded amounts		\$160,000	\$175,000	\$450,000	\$15,000	\$750,000
GRAND TOTAL	\$1,015,470	\$1,446,500	\$1,600,000	\$2,082,000	\$1,817,000	\$2,552,000

Notes:

1. Does not include inflationary increases.
2. 1991 Base Budget includes Education and Development Director.
3. Shaded areas represent one-time expenses.
4. Unshaded amounts include increased staff and legal fees.
5. Some items may be funded from Conservation Endowment Fund.



American Association of Zoological Parks and Aquariums

Office of the President
Stephen R. Wylie, Director, Oklahoma City Zoological Park
2101 NE 50th Street, Oklahoma City, OK 73111-7199
(405) 424-3344 Fax: 424-3349



MEMORANDUM

Date: October 9, 1992
From: Steve Wylie, President *Steve*
To: Kathryn Roberts, Minnesota Zoo
Re: Development Committee

This memo will confirm our recent conversation during which we identified the charges for the Development Committee for the upcoming year. They are as follows:

1. Formulate a list of foundations that are zoo and aquarium friendly.
2. Review the strategic plan and identify those objectives and strategies that are relevant to development and provide a status report to the Strategic Plan Monitoring Committee.
3. Provide a column in *Communique* on a periodic basis regarding development activities which hopefully will be of benefit to the Association membership.
4. Develop a National Advisory Board.
5. Prepare a work plan identifying a schedule by which these and other related tasks will be addressed.

Thank you very much, Kathryn, for your assistance and cooperation on this matter, and best wishes to you and the Development Committee in the upcoming year.

cc: Bill Denner
Sydney Butler
Steve Taylor

XO XO



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BURGER KING CORPORATION

**SAVE THE ANIMALS
August 2 — September 12, 1993**

The Save the Animals Program is endorsed and supported by the AAZPA. As part of the Save the Animals Program, Burger King Corporation will donate \$100,000 to the AAZPA. And with your participation, the Save the Animals program will not only be a success, but will also:

- Generate nationwide publicity for zoo-aquarium efforts to save endangered animals.
- Provide an opportunity for your institution to create tie-ins with local Burger King restaurants.
- Promote increased attendance and income for your institution.

To participate, complete the form below and mail it back!

(X) YES, I would like to participate with my AAZPA colleagues in supporting this appropriate and worthwhile program.

Please Print or Type:

Name: Kathryn R. Roberts
 Title: Executive Director
 Institution: MINNESOTA ZOOLOGICAL GARDEN
 Telephone: (612/431-9299) Fax: (612/431-9336)

no - have an exclusivity clause with McDonalds
for this sponsorship this summer

Please return by May 10, 1993 to:

Jim Farrell
 NatCom Sales Promotion, Inc.
 5999 Biscayne Boulevard
 Miami, FL 33137

NatCom

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Miami, FL 33137

305/756-8600

Fax: 305/756-6294

seems like this with cost us \$ what much benefit? So Do we want to do this?

Dear AAZPA Member:

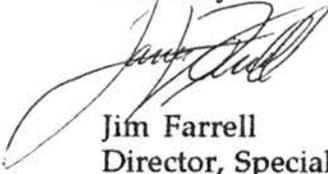
The AAZPA Board of Directors has officially endorsed a tie-in marketing program for late summer '93 with Burger King Corporation. Created and coordinated by NatCom, this nationwide promotion is called "Save the Animals" and is designed to publicize your efforts to save endangered animals. **Burger King is donating \$100,000 to the AAZPA.**

In addition to major, positive publicity for you, the program offers you the chance to develop your own local tie-ins with Burger King. Because of the demographic match between Burger King customers and potential zoo-aquarium supporters, the promotion is also designed to increase your attendance and in-park income.

The "Save the Animals" program will run from August 2 to September 12, 1993, in more than 5,000 Burger King restaurants nationwide. Purchasers of Burger King Kids Meals will receive a collector card series composed of 4 albums and 60 endangered animal cards. The four sets will provide information on mammals, birds, reptiles and fish. Because they are very colorful and fun, kids will want to keep them. To boost your attendance and income, **the album will include a coupon offering free admission to participating zoos and aquariums for a child under 12 per paying adult, valid through October 15, 1993.**

I hope you agree with your AAZPA Board that this is an appropriate and important program to support because of the strong, built-in educational components for children, the promise of positive publicity for our conservation efforts and the potential for increased attendance, income and tie-in promotions for you.

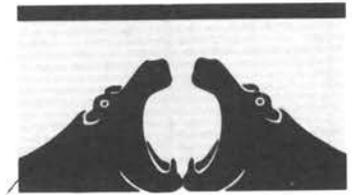
Sincerely,



Jim Farrell
Director, Special Projects

P.S. **For your convenience, please return the enclosed form by May 10, 1993.** If you have any questions, please contact me at (305) 756-8600, or Sabin Robbins at AAZPA, (407) 243-3122.

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



TOLEDO
ZOO

*Garry
A.W. Co!*

September 25, 1992

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

Dear Kathryn:

It was good to see you in Toronto and I thought the Development Committee meeting was very productive and informative. I wanted to follow up on your appeal for topics for sessions in regard to the Omaha conference.

First, it's great Omaha is willing to host a Sunday session for development and marketing professionals. I'm sure Cyndi, Cynthia and Steve will do a great job. As far as other topics for the "regular" conference - and from what I heard from my colleagues - it seems that we are all ready to move to the next level of fundraising: planned and major gift giving, and endowment building. Obviously, smaller zoos that do not have full time development officers may not, initially, think these topics would be productive, but small zoos receive large bequests as often as some of us bigger ones!

In addition, it would be interesting to learn how to move your lower level members into higher categories of membership. In respect to marketing, putting together a sponsorship sales package (e.g. what you need to "sell" a corporation on your idea for underwriting a project or promotion and what they would get in return) would be very helpful.

That's all I can think of for now! Please know that I will do whatever you need or want, and am willing to provide any back-up to Cyndi, Cynthia and Steve if so needed.

I look forward to hearing from you soon.

Sincerely,

Erich J. Hunker
Director of Development and Marketing

hasn't seen letter yet

EJH/wpc



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP

Memorandum

To: Sally Steele, Erich Hynker
From: Kathryn R. Roberts
Date: 9/25/1992
Subject: Sunday Development Meeting in Omaha

I had a long conversation with Paul Grayson regarding the Sunday development meeting. I wanted to share the decision with both of you since you volunteered to help coordinate the event for next year.

The Program Committee has made the decision to provide two 90 minute sessions for topics relevant to development. As a result, the discussions will be available to all of the AAZPA participants and they will be recorded in the conference proceedings. These sessions will be used to replace the special Sunday session which was recognized as part of the conference activities.

I concur with the decision to go "mainstream." The topics and panels that would be presented on Sunday will be moved to the formal agenda. This does not mean the development people cannot meet outside the conference. It does mean the AAZPA conference will not bear the cost of a separate meeting place in Omaha. Erich, I understand that you had a conversation with a conference coordinator from Omaha and he indicated they would meet the need for a Sunday meeting. From my conversation with Paul, I believe the Program Committee will argue this not be accommodated as part of the conference.

Paul asked that I let you know he would be happy to talk with either or both of you to expand the reasons for our decision. I will send a note out to all of our committee members in the minutes for our meeting. I will also make certain the other volunteers know of the decision. I look forward to hearing from everyone about topics to fill our two sessions. We have a great deal to share.

cc S. Butler, W. Dennler, P. Grayson, S. Wylie

**AAZPA DEVELOPMENT COMMITTEE
MEETING MINUTES**

**1992 ANNUAL CONFERENCE
TORONTO, CANADA
SEPTEMBER 14, 1992**

ATTENDEES: Kathryn Roberts, Chair; Glen Ekey, Vice-Chair; Sydney Butler, AAZPA; Kris Vehrs, AAZPA; Sabin Robbins, AAZPA; Tom Peterson, P.R. Committee Liaison; Sally Steele, Cynthia Summer, Erich Hunker, Steve Wylie, Ted Beattie, Mary Floye Federer, Bill Dennler, Charles Bieler, Bob Nordmeyer, Norman Gershenz.

1. Chairperson Roberts congratulated the committee for organizing a very successful development-marketing afternoon session the day before (September 13).
2. Erich Hunker suggested it would be helpful to have a list of foundations that might provide grant support for AAZPA regional and national conferences. He indicated that although some conferences were self-supporting, others (the Toledo Zoo lost \$9,000.00 sponsoring the 1992 Regional) were not. Hunker agreed to pursue the matter.
3. Kris Vehrs reported that AAZPA has budgeted for 1993 the position of a fulltime Development Director and intends to hire around January, 1993.
4. Chairperson Roberts promised to distribute the AAZPA Strategic Plan goals, objectives, and KRA (Key Result Areas) work plan on development to committee members.
5. Sally Steele asked what procedures should be followed to assure that development-marketing topics would be considered by the Annual Conference Program Committee. Chairperson Roberts urged all members to submit topic ideas to her (ideally no later than the March before the September conference), and that she would then distribute them to Development Committee members for evaluation and final presentation by her to the Conference Chairperson thru AAZPA Board Liaison, Bill Dennler. Sally Steele and Erich Hunker with Steve Ordahl (Minnesota Zoo Development Officer) and Cynthia Summer will coordinate the Sunday development-marketing session at the 1993 Annual Conference with Omaha Zoo's Development Officer Cindy Andrews.

AAZPA DEVELOPMENT COMMITTEE
PAGE TWO

6. Responding to a request by Ed Asper, it was agreed there was a need to develop a list of potential funders (foundations and corporations) for use by smaller zoos and aquariums. Sabin Robbins indicated that several years ago he had prepared a list of conservation-granting foundations. He also said small zoos and aquariums could find considerable help at the Foundation Center libraries and through the National Society of Fund Raising Executives (NSFRE).
7. Following up the last item, it was felt that a column in AAZPA's monthly COMMUNIQUE focusing on development and marketing topics could also provide funding tips for smaller AAZPA institutions as well as larger ones. Other topics that might be covered in such a column would be: 1) a summary of government funding sources such as IMS, NSF NEA, NEH; 2) an IRS update on corporate sponsorship; 3) how to use volunteers/board in fund raising; 4) prospect research; 5) grant writing and submission procedures; and 6) how to use the resources/expertise at the Foundation Center and NSFRE. Sabin Robbins agreed to write the first or introductory column with an explanation of development-marketing resources/staff/committees within AAZPA.
8. Considerable discussion focused on the need for a National Development Advisory Board and what kind of members could best raise substantial dollars for AAZPA conservation-education programs. Categories mentioned included leaders of major conservation groups (i.e. Wilderness Society, NWF, WWF); executives from national corporations (i.e. Ralston-Purina, Coneco, British-Petroleum, Kellogg's, Kerr-McGee Oil Company, Exxon, Kodak, P&G); high profile media celebrities; advertising executives and wealthy individuals. It was also suggested that AAZPA should develop a kind of "Mission 2000" fund raising plan to provide a specific goal for such a committee.
9. Kris Vehrs indicated that AAZPA development-marketing efforts designed to raise dollars and publicity for both AAZPA and participating member institutions would be much enhanced if more was known about what individual institutions specifically wanted out of national promotions. It was felt that a survey of zoos and aquariums could 1) assess institutions' level of development activity and income derived from AAZPA efforts and 2) determine what benefits were needed to assure individual zoo or aquarium participation in AAZPA-sponsored programs. Although the Development Committee's Advisory group network was doing a good job reviewing

AAZPA DEVELOPMENT COMMITTEE
PAGE THREE

marketing proposals, there was still a need to have more data on specific promotion features (such as discount admission coupons) that were acceptable or not by individual zoo-aquarium members. Sally Steele and Erich Hunker of the advisory group agreed to explore this further.

10. In a special report, Norman Gershenz of the San Francisco Zoo explained how his unique Conservation Parking Meter program had raised significant funds through a growing number (now 23) of participating zoos and aquariums. Last year, for instance, the distinctive parking meters at the National Aquarium in Baltimore raised \$65,000.00 for the purchase and protection of Costa Rican rainforest habitat through an "Adopt an Acre" focus.
11. The next meeting of the Development Committee will be at whatever 1993 mid-year Regional that the Public Relations and Educations Committees agree to meet at.



American Association of Zoological Parks and Aquariums

DATE: August 12, 1992

REPLY TO:
Kathryn Roberts, Chair, Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: **AAZPA DEVELOPMENT COMMITTEE MEMBERS**

RE: **AAZPA ANNUAL CONFERENCE**

I regret that I will be unable to attend the special session for development and marketing professionals at Toronto on Sunday, September 13. My plane will not arrive until after 5:00 p.m. However, I look forward to meeting you all again at our Development Committee meeting scheduled for Monday, September 14 at 10:30 a.m. in the Huron Room (agenda and hotel floor plan attached). If anyone has other items they would like placed on the agenda, please let me know.

Because I am not sure if you received a copy of Sabin Robbins' Annual Marketing Report to the AAZPA Board, I am also attaching a copy of it.

Other sessions which will interest most of you, and in which many of you are presenting, are Monday, September 14, 2-3:30 p.m. on building membership; and 4:00 - 5:30 p.m. on promotions and special events; and on Tuesday, September 15, 8:30-10:00 a.m., membership sales.

cc: Steve Taylor, AAZPA President
Steve Wylie, AAZPA President-Elect
Bill Dennler, Board Liaison
Sydney Butler

Tentative

AAZPA DEVELOPMENT COMMITTEE

Monday, September 14, 1992
10:30 AM - 12:30 PM

in the Huron Room, Second Floor
Sheraton Town Centre
(Floor Plan Attached)

AGENDA

Fund Raising Efforts by Various AAZPA Committees (SSP's, TAGs and FIGs)

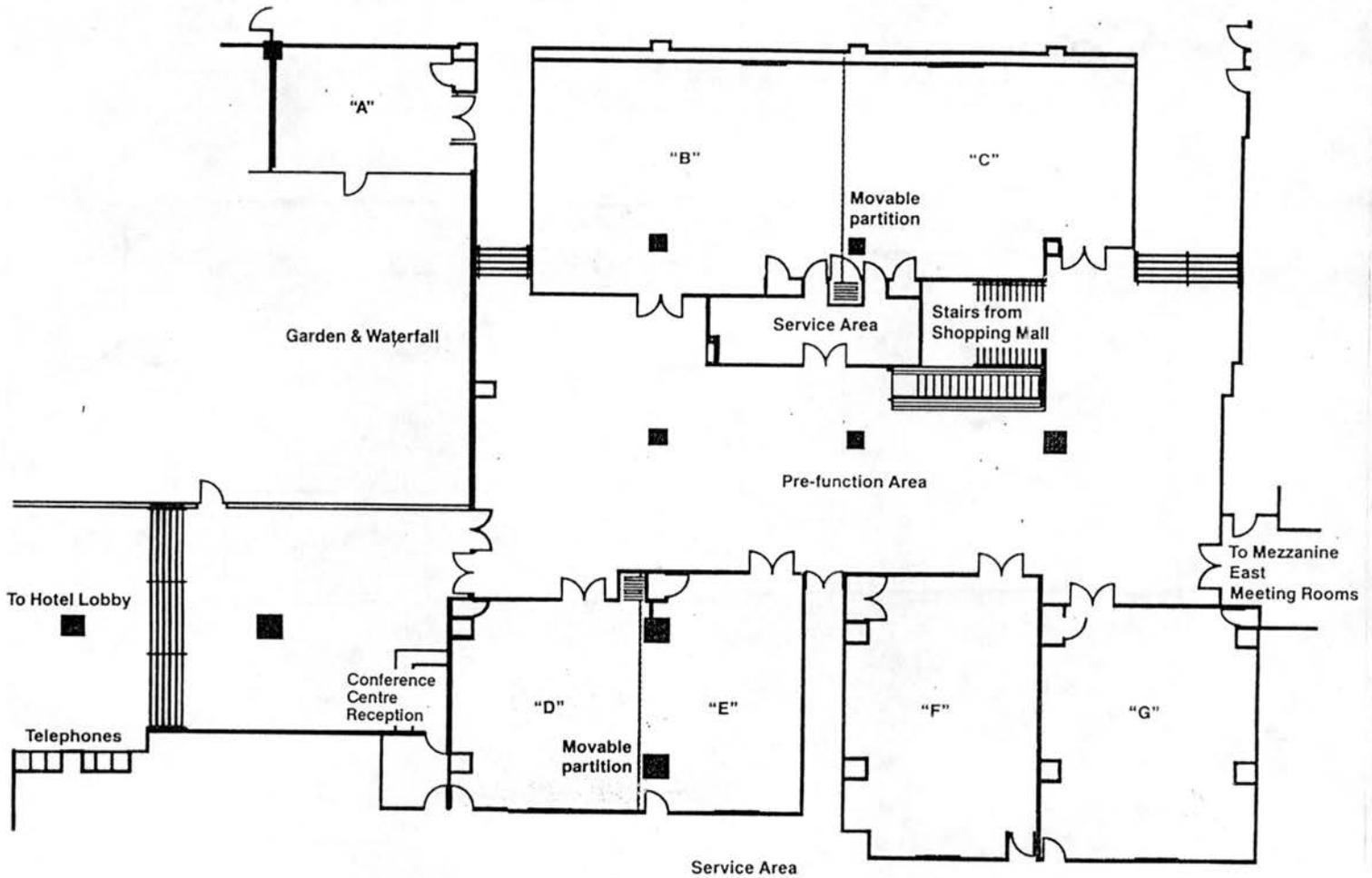
Development of a List of Potential Funders (Foundations and Corporations)
for use by Smaller Zoos

Creation of a Development Advisory Board of Corporate & Foundation Executives

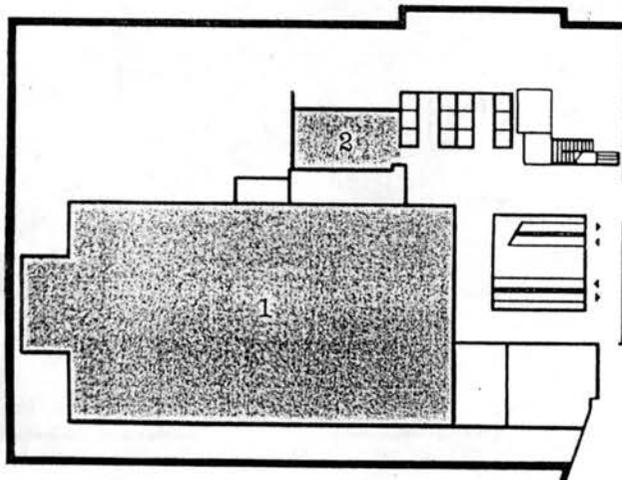
Publication of a Monthly Column in Communique

Development of a Survey to Assess Institutions' Level of Development
Activity, as well as Income Derived from AAZPA Efforts

Conference Centre



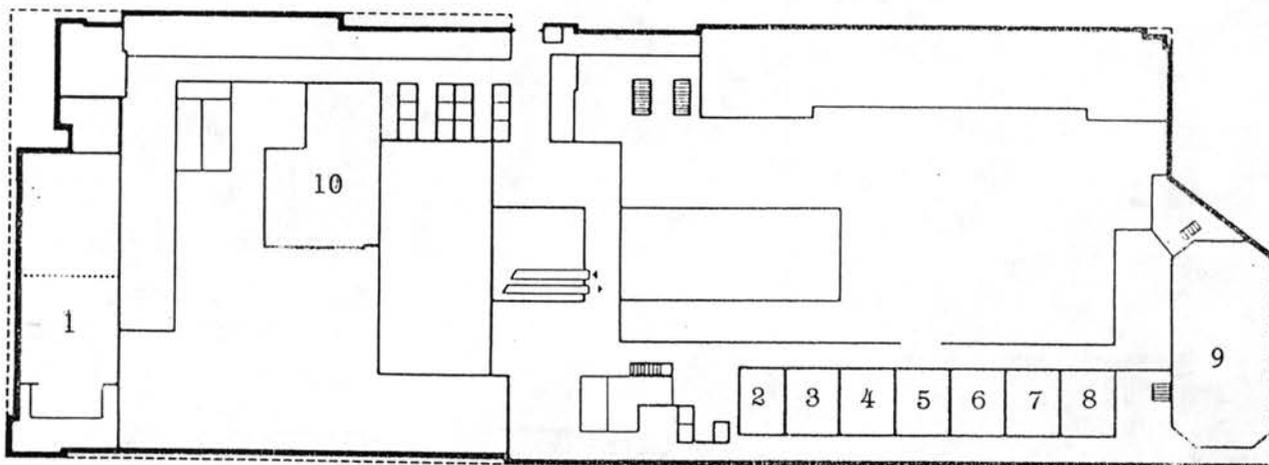
Concourse



- 1 Grand Ballroom Below
- 2 V.I.P. Room

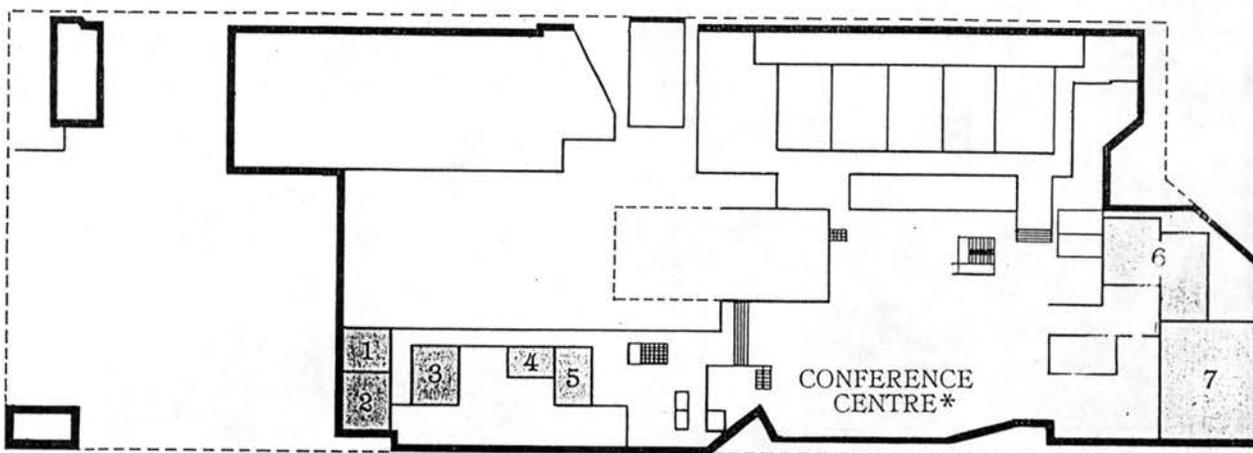
ROOM	DIMENSIONS	SQUARE FOOTAGE (m ²)	CEILING HEIGHTS	THE-ATRE STYLE	SCHOOL-ROOM STYLE	RECEP-TION STYLE	BAN-QUET STYLE
VIP Room	29' x 50' (8.83 x 15.24)	1,450 (134.70)	9'6" (2.89)	70	50	100	80

Second Floor



- | | |
|---------------------|------------------|
| 1 Dominion Ballroom | 6 Kent |
| 2 Elgin | 7 Simcoe |
| 3 Wentworth | 8 Dufferin |
| 4 Kenora | 9 Civic Ballroom |
| 5 Huron | 10 City Hall |

Mezzanine



- | | |
|-----------|-----------|
| 1 Peel | 5 Carlton |
| 2 York | 6 Windsor |
| 3 Norfolk | 7 Essex |
| 4 Oxford | |

ANNUAL ACTIVITY REPORT- 1992

Marketing Office

Submitted by Sabin Robbins

Although spotty economic recovery has tempered corporate commitment to cause-marketing programs, conservation-tied promotions with AAZPA and its member institutions have maintained if not increased momentum. Efforts of the Marketing Office have focused on the cultivation of long-term donor commitments from major corporations. In addition to the on-going program with Ralston Purina, this year saw promotions with McDonald's, Con Agra/Kid Cuisine, and the signing of a major licensing/royalty agreement with one of the world's largest manufacturer of plush animals. Serious discussions for 1993-4 promotions are on-going with Burger King, Procter and Gamble, and a joint venture with five or more major food companies.

MARKETING PROMOTIONS

1. Ralston Purina's Big Cat Survival Fund promotion, in which more than 100 member zoos now participate, has gone so well that Ralston intends to continue it through 1994. Donations for big cat conservation will be \$500,000 in 1992 (\$225,000 to AAZPA and \$275,000 to participating zoos with incentives that could increase these dollars) and a similar \$500,000 for 1993 and \$500,000 for 1994.

2. A spring, 1992 promotion with more than 1,000 west coast McDonald's stores involved premium give-aways of endangered animal statuettes and 32-page conservation booklets to four million purchasers of "Happy Meals." McDonald's donated an unrestricted \$25,000 to AAZPA. The success of this promotion could lead in the future to similar nationwide promotions at all 8,500 McDonald's with substantially increased donations to AAZPA.

3. Also this spring and summer, the Kid Cuisine food division of Con Agra offered free zoo coloring posters and educational activities themed to zoo-aquarium conservation efforts to some nine million purchasers of their popular line of healthy frozen children's meals. Tie-in events at participating zoos and aquariums were planned. AAZPA will receive \$10,000 for the Species Survival Fund.

NEW LICENSING/ROYALTY PROGRAMS

After several years' experience, AAZPA policy is to encourage licensing/royalty programs only if they are part of a broad, nationwide sales effort. Past royalty programs directed solely at sales from member gift shops did not yield

sufficient revenue to justify continuation.

1. America's largest producer-seller of high-quality plush animals, Dakin, Inc. of California, recently agreed to donate to AAZPA a generous percent of all their net sales from a new line of wildlife-themed souvenirs and gifts. The some 50 different products include plush or stuffed animals, figurines, mugs, pens, and pencils. All of the items will carry a hang tag designed to educate the buyer/public about the conservation work of AAZPA and its member institutions. Dakin products are sold at more than 30,000 gift and toy stores throughout North America and abroad. The royalty program is by far the largest ever for AAZPA and is expected to generate a \$250,000 donation over the length of the three year program starting in 1993. The agreement can be renewed for another three years if the first three years generate the expected quarter-of-a-million dollar donation to AAZPA.

2. Other licensing/royalty agreements launched in 1992 include:

- A. Stefano International from their Bali-inspired animal jewelry and gifts that will be sold nationwide through catalog and retail outlets.
- B. The Mundus Amicus Group from the nationwide sales of their Environmental Action Cards, a new line of high-quality, collectible endangered animal cards. Zoos and aquariums who provide acceptable color photographs of their animals can also receive royalties.
- C. Tracks Unlimited from nationwide sales of their unique, lifesize castings in bronze of wild animal tracks.
- D. Russell's Gallery and Studio in Albuquerque from sales of their limited edition series of hand-painted, glazed, and gold-trimmed ceramic vases depicting various endangered animals.

ON-GOING LICENSING/ROYALTY PROGRAMS

- 1. Since 11-90, Sundancer Jewelry from sales of their endangered animal jewelry.
- 2. Since 9-89, Purina Mills from sales of their Mazuri animal feed to AAZPA institutions.
- 3. Since 6-90, Sedgwick James Insurance from insurance to AAZPA institutions.
- 4. Since 9-89, Zoo Life magazine from subscriptions and ads.
- 5. Since 1-90, Sable Enterprises from wildlife videos to member institutions.

6. Since 8-89, Morla Corporation from SSP/Zoo Ark souvenir patches.
7. Since 1-91, the Endangered Species Federation, Ltd. from life size, plush sea turtles.
8. Since 5-91, Cartridge Technology Network from toner cartridges to member institutions.

Royalty donations have so far totalled \$62,500.

POSSIBLE FUTURE PROGRAMS

1. A Board-approved May, 1993 national promotion, "Savings Safari," is designed to tie-in major food corporations through FSI (free-standing inserts in Sunday newspapers), discount and sweepstake coupons. Coordinated by Promotional Communications, Inc. of Illinois, the nationwide promotion is expected to generate up to \$350,000 for AAZPA. If successful, the program would likely expand in successive years.
2. Finally, Burger King seems very close to proposing a nationwide promotion involving customer incentive premiums of "Save the Endangered Animal" collector cards, albums, and possibly discount admission coupons. They have not been discouraged by the \$100,000 minimum donation for a discount admission program.

ADMISSION SURVEY

A recent survey conducted by the Marketing Office revealed that an overwhelming majority (i.e. 90%) of AAZPA institutions regularly offered discount admission promotions, typically two admissions for the price of one or a free child with paying adult. Significantly for AAZPA, these institutions are likely to offer similar discounts for AAZPA national promotions so long as there is a local benefit for the participant. The survey was designed to help AAZPA design promotions that would assure maximum benefits to participating zoos and aquariums.

DEVELOPMENT COMMITTEE

Formed in 1991, the Development Committee chaired by Minnesota Zoo Director, Kathryn Roberts, met for a second time at the May, 1992 Great Lakes Regional Conference in Toledo. Discussed and reviewed were:

the Development Guidelines setting approval procedures on AAZPA marketing programs to ensure that such programs have the most

positive impact on participating member institutions

a Project Priority list for funding;

a Position Description for a Development Officer

the proper role of The Advisory Group that assists AAZPA and the Development Committee in reviewing marketing-promotional opportunities

and the expansion of development/marketing sessions at the National Conference.

SUMMARY

In summary, the increase in programs and serious discussions in 1992 with "Fortune 500" corporations bodes well for major donation commitments in the future. I look forward to coordinating future efforts with the Development Committee and the Executive Director.

AAZPA DEVELOPMENT COMMITTEE

Let Sally and Erich loose to do tasks:

Develop column schedule and assign to various committee members.

Develop survey to find out just what zoos need to participate in national promotions:

Per Steve Wylie's list of tasks:

Formulate a list of foundations that are zoo and aquarium friendly. (Ask Sally and Erich if they would begin collecting lists of national foundations which have made grants to their institution -- to be shared with Development personnel at all zoos).

Review strategic plan objectives and strategies that are relevant to development and provide a status report to the Strategic Plan Monitoring Committee. (Do at all committee meetings -- i.e., twice a year)

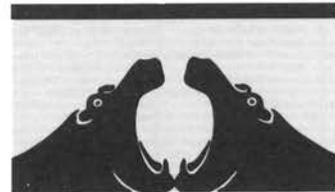
Provide periodic column in COMMUNIQUE regarding development activities. (Said quarterly. To date, Sabin submitted one, which you forwarded to Kris Vehrs; we asked him to report on marketing successes for February issue. Assign to various committee members.)

Develop a National Advisory Board. Discuss feasibility at March 93 meeting.

Read minutes and see what was promised.

What's the status of the pre-annual meeting for development topics?

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



TOLEDO

ZOO

October 22, 1992

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

Dear Kathryn:

Per the second item in the minutes of the AAZPA Development Committee meeting held in Toronto, Canada, I am enclosing a list of foundations (mostly national ones) that support conferences, seminars and continuing education. Also, I have included sections of the Corporate Giving Directory, 1992 that indicate those organizations that support many different areas or "angles" in which the AAZPA may fit.

Should you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Erich J. Hunker".

Erich J. Hunker
Director of Development and Marketing

cc: S. Butler, W. Dennler

enclosures

Pam Fielding



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP

FOUNDATIONS SUPPORTING CONFERENCES/SEMINARS/CONTINUING EDUCATION

AT&T Foundation
Abell-Hanger Foundation
American Express Foundation
Amoco Foundation
Brencanda Foundation
Buhl Foundation
Campeau Family Foundation
Carnegie Foundation
Edna McConnell Clark Foundation
Cleveland Foundation
Cray Research Foundation
Denver Foundation
Aaron Diamond Foundation
Geraldine R. Dodge Foundation
Education Foundation of America
Exxon Education Foundation
Wm Stamps Farish Fund
Ford Foundation
Freedom Forum
Hearst Family Foundation
Wm and Flora Hewlett Foundation
James Irvine Foundation
The J.M. Foundation
The Joyce Foundation
Kellogg Foundation
Lilly Endowment
Henry Luce Foundation
Lyndhurst Foundation
John D. and Catherine T. MacArthur Foundation
Mailman Family Foundation
Fay McBeath Foundation
McDonnell Foundation
Mellon Foundation
Milwaukee Foundation
C.S. Mott Foundation
Mobil Foundation
Nord Family Foundation
Olin Foundation
Pacific Telesis Foundation
Prudential Foundation
Reynolds Foundation
Rockefeller Brothers Fund
Rockefeller Foundation
Scaife Foundation
Sloan Foundation
Smith Richardson Foundation
Stuart Foundations
Valley Foundation
Warner-Lambert Charitable Foundation
Robert W. Woodruff Foundation

ANIMAL ORGANIZATIONS - CONFERENCES/SEMINARS

Jesse B. Cox Charitable Trust
Geraldine R. Dodge Foundation
German Marshall Fund of the U.S.
Island Foundation
Joyce Foundation
Victoria Foundation

ENVIRONMENTAL AGENCIES - CONFERENCES/SEMINARS

American Conservation Association
Ameritech Foundation
Arco Foundation
Buhl Foundation
Carnegie Corporation of New York
Cleveland Foundation
Aaron Diamond Foundation
Geraldine Dodge Foundation
Jessie B. Cox Charitable Trust
Educational Foundation of America
Ford Foundation
Frost Foundation Ltd.
The Fund for New York
George Gund Foundation
German Marshall Fund
Joyce Foundation
Kellogg Foundation
Lyndhurst Foundation
John D. and Catherine T. MacArthur Foundation
R.K. Mellon Foundation
John Merck Fund
C.S. Mott Foundation
New York Community Trust
Olin Foundation
James C. Penney Foundation
Pew Charitable Trust
Rockefeller Foundation
San Francisco Foundation
Gamble and P.W. Skogmo Foundation
Victoria Foundation
Warsh-Mott Legacy

SMALL FOUNDATIONS

Ingersoll Foundation
Steiner Educational Foundation

Challenge (cont.)

Amco Inc.
 Arvin Industries
 Ashland Oil
 Baltimore Gas & Electric Co.
 Bank of Boston Corp.
 Bank of New England Corp.
 Bankers Trust Co.
 Battelle Memorial Institute
 Beneficial Corp.
 Block (H&R)
 Boeing Co.
 Borden
 Borg-Warner Corp.
 BP America
 Bridgestone/Firestone, Inc.
 Brunswick Corp.
 Burroughs Wellcome Co.
 Cabot Corp.
 Campbell Soup Co.
 Chase Manhattan Bank, N.A.
 Chesebrough-Pond's
 Chevron Corp.
 CIGNA Corp.
 Cincinnati Bell, Inc.
 Circuit City Stores
 Citizens Fidelity Bank & Trust Co.
 Citizens & Southern National Bank of South Carolina
 Coca-Cola Co.
 Consolidated Natural Gas Co.
 Conran Corp.
 Cooper Industries
 Cox Enterprises
 Cummins Engine Co.
 Detroit Edison Co.
 Digital Equipment Corp.
 Dominion Bankshares Corp.
 Domino's Pizza
 Du Pont (E.I.) de Nemours & Co.
 Duke Power Co.
 Eastman Kodak Co.
 Equifax
 Ethyl Corp.
 Federal Express Corp.
 Federated Department Stores and Allied Stores Corporation
 First Atlanta Corp.
 First Interstate Bank of Arizona
 First Interstate Bank of California
 First Tennessee Bank
 Fleet National Bank
 Freeport-McMoRan
 GATX Corp.
 General Motors Corp.
 Georgia Power Co.
 Gillette Co.
 Glaxo
 Globe Newspaper Co.
 Graco
 Great Western Financial Corp.
 Greeley Gas Co.
 Hallmark Cards
 Heinz (H.J.) Co.
 Hitachi, Ltd.
 IBM Corp.
 INB National Bank
 ITT Hartford Insurance Group
 Johnson Controls

Johnson & Higgins
 Kemper Corp.
 Kohler Co.
 Lilly (Eli) & Co.
 Lincoln National Corp.
 LTV Corp.
 McCormick & Co.
 McDonnell Douglas Corp.
 McDonnell Douglas Corp.-West
 Mellon Bank Corp.
 Mercantile Bancorp
 Miles Inc.
 Millipore Corp.
 Mississippi Power Co.
 MNC Financial
 Monsanto Co.
 Mutual Benefit Life Insurance Co.
 Nalco Chemical Co.
 National Westminster Bank NJ
 New England Telephone Co.
 New York Telephone Co.
 News & Observer Publishing Co.
 Norfolk Southern Corp.
 Northeast Utilities
 Northern Trust Co.
 Norwest Corp.
 Noxell Corp.
 Occidental Petroleum Corp.
 Ohio Bell Telephone Co.
 Olin Corp.
 Pacific Telesis Group
 Philip Morris Cos.
 Portland General Electric Co.
 Principal Financial Group
 Promus Cos.
 Providence Journal Company
 Prudential Insurance Co. of America
 Public Service Electric & Gas Co.
 Quaker Oats Co.
 Raytheon Co.
 Rhone-Poulenc Rorer Inc.
 RJR Nabisco Inc.
 Rohm and Haas Co.
 Rubbermaid Inc.
 Ryder System
 SAFECO Corp.
 Saint Paul Cos.
 Santa Fe Pacific Corp.
 Scott Paper Co.
 Seafirst Corp.
 Seagram (Joseph E.) & Sons
 Signet Bank/Maryland
 Skinner Corp.
 SNET
 Southeast Banking Corp.
 Southern California Edison Co.
 Stanley Works
 State Street Bank & Trust Co.
 Steelcase
 Tenneco
 Texaco
 3M Co.
 TJX Cos.
 Union Pacific Corp.
 United Technologies Corp.
 Unocal Corp.
 UNUM Life Insurance Co.
 UST
 Varian Associates

Vulcan Materials Co.
 Wachovia Bank & Trust Co., N.A.
 Walt Disney Co.
 Washington Mutual Savings Bank
 Wells Fargo & Co.
 Westvaco Corp.
 Whirlpool Corp.
 Whitman Corp.

Conference/Seminar

Allegheny Ludlum Corp.
 American Electric Power
 American Financial Corp.
 Ameritech Corp.
 Baltimore Gas & Electric Co.
 Bank of New England Corp.
 Bank of New York
 Battelle Memorial Institute
 BellSouth Corp.
 Burroughs Wellcome Co.
 Chevron Corp.
 Citizens & Southern National Bank of South Carolina
 Coors Brewing Co.
 Cummins Engine Co.
 Du Pont (E.I.) de Nemours & Co.
 Duke Power Co.
 Exxon Corp.
 General Motors Corp.
 Georgia Power Co.
 Gillette Co.
 Glaxo
 Heinz (H.J.) Co.
 Hershey Foods Corp.
 Humana
 Hunt Manufacturing Co.
 KPMG Peat Marwick
 Kraft General Foods
 Laclede Gas Co.
 Matsushita Electric Corp. of America
 Mine Safety Appliances Co.
 Mississippi Power Co.
 National Westminster Bank NJ
 New York Telephone Co.
 New York Times Co.
 Northeast Utilities
 Ohio Co.
 Panhandle Eastern Corp.
 Philip Morris Cos.
 Prudential Insurance Co. of America
 Public Service Electric & Gas Co.
 Rhone-Poulenc Rorer Inc.
 Signet Bank/Maryland
 Southeast Banking Corp.
 Square D Co.
 Tenneco
 United Bank of Denver

Department

Air Products & Chemicals
 Allied-Signal
 Aluminum Co. of America
 American Telephone & Telegraph Co.
 Amoco Corp.
 AON Corp.
 ARCO
 BFGoodrich
 Blount

Economic Development (cont.)

Unocal Corp.
UNUM Life Insurance Co.
USF&G Co.
Vulcan Materials Co.
Wachovia Bank & Trust Co., N.A.
Wachtell, Lipton, Rosen & Katz
Wal-Mart Stores
Walgreen Co.
Washington Mutual Savings Bank
Wells Fargo & Co.
Westinghouse Electric Corp.
Westvaco Corp.
Wetterau
Weyerhaeuser Co.
Whirlpool Corp.
Williams Cos.
Wisconsin Energy Corp.
Wisconsin Power & Light Co.
Xerox Corp.
Yellow Freight System
Yellow Freight System

Economics

Abbott Laboratories
Air Products & Chemicals
Allegheny Ludlum Corp.
Allied-Signal
Aluminum Co. of America
AMAX
American Electric Power
American Telephone & Telegraph Co.
Ameritech Corp.
AMETEK
Amoco Corp.
AON Corp.
Arkansas Power & Light Co.
Amco Inc.
Ashland Oil
Atochem North America
Avon Products
Bank of New England Corp.
Bankers Trust Co.
Bayer USA
BFGoodrich
Boise Cascade Corp.
Borden
Bristol-Myers Squibb Co.
Burlington Industries
Burlington Northern Inc.
Burlington Resources
Cabot Corp.
Campbell Soup Co.
Chase Manhattan Bank, N.A.
Chevron Corp.
Citicorp
Citizens & Southern National Bank
CM Alliance Cos.
Comerica
ConAgra
Consolidated Papers
Consumers Power Co.
Continental Corp.
Cooper Industries
Coors Brewing Co.
Coming Incorporated
Crum and Forster, Inc.

Deposit Guaranty National Bank
Detroit Edison Co.
Dominion Bankshares Corp.
Dow Corning Corp.
Dresser Industries
Du Pont (E.I.) de Nemours & Co.
Dun & Bradstreet Corp.
Eaton Corp.
Emerson Electric Co.
Equifax
Equitable Life Assurance Society of the U.S.
Exxon Corp.
Federal-Mogul Corp.
First Boston
First City Bancorp. of Texas
First Interstate Bank of Oregon
First Maryland Bancorp
First Union Corp.
Ford Motor Co.
Fort Howard Corp.
GenCorp
General Electric Co.
General Motors Corp.
Georgia Power Co.
Gillette Co.
Globe Newspaper Co.
Grace (W.R.) & Co.
Hallmark Cards
Harsco Corp.
Heinz (H.J.) Co.
Hershey Foods Corp.
Hoechst Celanese Corp.
Hospital Corp. of America
INB National Bank
Inland Container Corp.
International Multifoods Corp.
ITT Corp.
John Hancock Mutual Life Insurance Co.
Johnson & Higgins
Johnson & Johnson
K mart Corp.
Kerr-McGee Corp.
Kimberly-Clark Corp.
Lilly (Eli) & Co.
Litton Industries
Louisiana Land & Exploration Co.
Macy (R.H.) & Co.
Marsh & McLennan Cos.
McDonnell Douglas Corp.
Metropolitan Life Insurance Co.
Michigan Consolidated Gas Co.
Motorola
Nationwide Insurance Cos.
NBD Bank
NCR Corp.
New York Life Insurance Co.
New York Telephone Co.
Northeast Utilities
Norton Co.
Norwest Corp.
Olin Corp.
PACCAR
PacifiCorp
Panhandle Eastern Corp.
Paramount Communications Inc.
Pfizer
Phelps Dodge Corp.
Phillips Petroleum Co.

Portland General Electric Co.
PPG Industries
Procter & Gamble Co.
Promus Cos.
Prudential Insurance Co. of America
Public Service Co. of Colorado
Quaker Oats Co.
Reynolds Metals Co.
Rockwell International Corp.
Saint Paul Cos.
Salomon
Santa Fe Pacific Corp.
Shawmut National Corp.
Shell Oil Co.
Sonat
Southeast Banking Corp.
Southern California Edison Co.
Stanley Works
State Farm Mutual Automobile Insurance Co.
State Street Bank & Trust Co.
Tektronix
Texaco
Texas Commerce Bank Houston, N.A.
Texas Instruments
Textron
Transco Energy Company
Trust Co. Bank
TRW Corp.
Union Camp Corp.
Union Pacific Corp.
United Bank of Denver
U.S. Leasing International
Unocal Corp.
USX Corp.
Vulcan Materials Co.
Wachovia Bank & Trust Co., N.A.
Wal-Mart Stores
Warner-Lambert Co.
Wells Fargo & Co.
Westvaco Corp.
Weyerhaeuser Co.
Whirlpool Corp.
Xerox Corp.

Environmental Affairs

Abbott Laboratories
Aetna Life & Casualty Co.
Air Products & Chemicals
Alexander & Baldwin, Inc.
Allegheny Ludlum Corp.
Allied-Signal
Aluminum Co. of America
AMAX
American Brands
American Cyanamid Co.
American Electric Power
American Natural Resources Co.
American Telephone & Telegraph Co.
AMETEK
Amfac/JMB Hawaii
Amoco Corp.
Analog Devices
Andersen Corp.
Anheuser-Busch Cos.
AON Corp.
Apple Computer, Inc.
Archer-Daniels-Midland Co.
ARCO

Environmental Affairs (cont.)

Arizona Public Service Co.
Arkansas Power & Light Co.
Armco Inc.
Ashland Oil
Atochem North America
Avon Products
Baltimore Gas & Electric Co.
Bank of New England Corp.
Bank of New York
Bankers Trust Co.
Bausch & Lomb
Bechtel Group
Belk stores
Bemis Co.
Beneficial Corp.
Blount
Boeing Co.
Boise Cascade Corp.
Borden
Borg-Warner Corp.
BP America
Bridgestone/Firestone, Inc.
Bristol-Myers Squibb Co.
Brunswick Corp.
Burlington Industries
Burlington Northern Inc.
Burlington Resources
Cabot Corp.
Cargill
Carolina Power & Light Co.
Carter-Wallace Inc.
Caterpillar
Centerior Energy Corp.
Champion International Corp.
Chase Manhattan Bank, N.A.
Chesapeake Corp.
Chevron Corp.
Circuit City Stores
Citicorp
Citizens & Southern National Bank of South Carolina
Claiborne (Liz)
Clorox Co.
CM Alliance Cos.
Coca-Cola Co.
Columbia Gas System
Comerica
Commonwealth Edison Co.
ConAgra
Consolidated Natural Gas Co.
Consolidated Papers
Consumers Power Co.
Continental Corp.
Cooper Industries
Coors Brewing Co.
CPC International
Crum and Forster, Inc.
Cummins Engine Co.
Deere & Co.
Deposit Guaranty National Bank
Dexter Corp.
Digital Equipment Corp.
Dominion Bankshares Corp.
Dow Corning Corp.
Du Pont (E.I.) de Nemours & Co.
Duke Power Co.
Eastman Kodak Co.

Eaton Corp.
Eckerd (Jack) Corp.
Emerson Electric Co.
Enron Corp.
Equifax
Ethyl Corp.
Exxon Corp.
Federal Express Corp.
Fel-Pro Incorporated
Fieldcrest Cannon, Inc.
Fireman's Fund Insurance Co.
First Atlanta Corp.
First Chicago
First Hawaiian
First Interstate Bank of California
First Interstate Bank of Nevada, N.A.
First Interstate Bank of Oregon
First Interstate Bank of Washington
First Maryland Bancorp
First Tennessee Bank
First Union Corp.
First Wisconsin National Bank of Milwaukee
Fluor Corp.
FMC Corp.
FMR Corp.
Forbes
Ford Motor Co.
Fort Howard Corp.
Freeport-McMoRan
Gannett Co.
GEICO Corp.
GenCorp
General Electric Co.
General Mills
General Motors Corp.
General Reinsurance Corp.
Georgia-Pacific Corp.
Gerber Products Co.
Globe Newspaper Co.
Grace (W.R.) & Co.
Halliburton Co.
Harris Corp.
Hechinger Co.
HEI Inc.
Heinz (H.J.) Co.
Hershey Foods Corp.
Hewlett-Packard Co.
Hitachi, Ltd.
Hoechst Celanese Corp.
Hoffmann-La Roche
Honeywell
Hospital Corp. of America
Houston Industries
Hubbard Broadcasting
Humana
IBM Corp.
Inland Container Corp.
Inland Steel Industries
International Paper Co.
ITT Corp.
J.P. Morgan & Co.
James River Corp. of Virginia
John Hancock Mutual Life Insurance Co.
Johnson Controls
Johnson & Higgins
Johnson & Johnson
Johnson (S.C.) & Son
Jostens

Kimberly-Clark Corp.
Kraft General Foods
Kroger Co.
La-Z-Boy Chair Co.
Laclede Gas Co.
Land O'Lakes
Landmark Communications
Lilly (Eli) & Co.
Lincoln Electric Co.
Lincoln National Corp.
Lipton (Thomas J.)
Louisiana Land & Exploration Co.
Louisiana-Pacific Corp.
LTV Corp.
Lubrizol Corp.
Marsh & McLennan Cos.
Marshall & Ilsley Bank
Martin Marietta Corp.
May Department Stores Co.
Maytag Corp.
MCA
McCormick & Co.
McDonnell Douglas Corp.-West
McGraw-Hill
Mead Corp.
Merck & Co.
Metropolitan Life Insurance Co.
Michigan Bell Telephone Co.
Michigan Consolidated Gas Co.
Milliken & Co.
Mine Safety Appliances Co.
Minnegasco
Mississippi Power Co.
MNC Financial
Mobil Oil Corp.
Morton International
Motorola
Nabisco Brands
Nalco Chemical Co.
National Presto Industries
National Starch & Chemical Corp.
National Westminster Bank NJ
NBD Bank
New England Telephone Co.
New York Telephone Co.
New York Times Co.
News & Observer Publishing Co.
Nordson Corp.
Norfolk Southern Corp.
Norstar Bank of Upstate New York
Northeast Utilities
Norton Co.
Norwest Corp.
Noxell Corp.
Occidental Oil & Gas Corp.
Occidental Petroleum Corp.
Olin Corp.
Omaha World-Herald Co.
Overseas Shipholding Group
Pacific Gas & Electric Co.
Pacific Resources
PacifiCorp
Paramount Communications Inc.
Parker-Hannifin Corp.
Pfizer
Phelps Dodge Corp.
Phillip Morris Cos.
Phillips Petroleum Co.

Environmental Affairs (cont.)

Polaroid Corp.
 Portland General Electric Co.
 Podlatch Corp.
 Potomac Electric Power Co.
 PPG Industries
 Principal Financial Group
 Procter & Gamble Co.
 Progressive Corp.
 Promus Cos.
 Providence Journal Company
 Prudential Insurance Co. of America
 Public Service Co. of Colorado
 Public Service Electric & Gas Co.
 Puget Sound Power & Light Co.
 Pulitzer Publishing Co.
 Ralston Purina Co.
 Raytheon Co.
 Reynolds Metals Co.
 Rhone-Poulenc Rorer Inc.
 Rockwell International Corp.
 Rohm and Haas Co.
 Rolscreen Co.
 SAFECO Corp.
 Salomon
 Santa Fe Pacific Corp.
 Shaklee Corp.
 Shawmut National Corp.
 Shell Oil Co.
 Signet Bank/Maryland
 Simpson Investment Co.
 Skinner Corp.
 Smith (A.O.) Corp.
 SNET
 Southeast Banking Corp.
 Southern California Edison Co.
 Southern California Gas Co.
 Springs Industries
 Square D Co.
 Stanley Works
 Steelcase
 Stone Container Corp.
 Stop & Shop Cos.
 Syntex Corp.
 Tandem Computers
 Teledyne
 Tenneco
 Texaco
 Textron
 3M Co.
 Times Mirror Co.
 Toyota Motor Sales, U.S.A.
 Transco Energy Company
 TRINOVA Corp.
 Trust Co. Bank
 TU Electric Co.
 U S WEST
 Union Bank
 Union Camp Corp.
 Union Carbide Corp.
 Union Electric Co.
 Union Pacific Corp.
 United Bank of Denver
 U.S. Leasing International
 United Technologies Corp.
 Unocal Corp.
 USF&G Co.
 USX Corp.

Varian Associates
 Virginia Power Co.
 Vulcan Materials Co.
 Wachovia Bank & Trust Co., N.A.
 Wal-Mart Stores
 Walgreen Co.
 Walt Disney Co.
 Waste Management
 Westinghouse Electric Corp.
 Westvaco Corp.
 Weyerhaeuser Co.
 Whirlpool Corp.
 Wickes Cos.
 Williams Cos.
 Wisconsin Energy Corp.
 Wisconsin Power & Light Co.
 Woodward Governor Co.
 Wrigley (Wm. Jr.) Co.
 Xerox Corp.

Ethnic/Minority Organizations

Aetna Life & Casualty Co.
 Air Products & Chemicals
 Allied-Signal
 AMAX
 American Brands
 American Electric Power
 American Express Co.
 American Financial Corp.
 American National Bank & Trust Co. of
 Chicago
 American Telephone & Telegraph Co.
 Andersen Corp.
 Apple Computer, Inc.
 Archer-Daniels-Midland Co.
 ARCO
 Arizona Public Service Co.
 Arvin Industries
 Avon Products
 Baltimore Gas & Electric Co.
 Bayer USA
 Bechtel Group
 Bell Atlantic Corp.
 Block (H&R)
 Blue Bird Body Co.
 Boeing Co.
 Boise Cascade Corp.
 Borden
 Boston Edison Co.
 Burlington Northern Inc.
 Campbell Soup Co.
 Cargill
 Carter-Wallace Inc.
 Chemical Bank
 Chesapeake Corp.
 Circuit City Stores
 Clorox Co.
 CM Alliance Cos.
 Continental Bank N.A.
 Continental Corp.
 Crum and Forster, Inc.
 Cummins Engine Co.
 Dayton Hudson Corp.
 Deposit Guaranty National Bank
 Detroit Edison Co.
 Deutsch Co.
 Digital Equipment Corp.

Dominion Bankshares Corp.
 Domino's Pizza
 Du Pont (E.I.) de Nemours & Co.
 Enron Corp.
 Federal National Mortgage Assn. (Fannie Mae)
 Fel-Pro Incorporated
 First Atlanta Corp.
 First City Bancorp. of Texas
 First Interstate Bank of California
 First Maryland Bancorp
 First Tennessee Bank
 First Union Corp.
 First Wisconsin National Bank of Milwaukee
 Fisher Brothers Management Co.
 Fleet National Bank
 Forbes
 General Dynamics Corp.
 Georgia Power Co.
 Gerber Products Co.
 Gillette Co.
 Globe Newspaper Co.
 GTE Corp.
 Hallmark Cards
 Hechinger Co.
 Hershey Foods Corp.
 Heublein
 Hitachi, Ltd.
 Hoechst Celanese Corp.
 Honeywell
 Hubbard Broadcasting
 Humana
 Inland Container Corp.
 Inland Steel Industries
 Intel Corp.
 Interco
 ITT Corp.
 J.C. Penney Co.
 J.P. Morgan & Co.
 Johnson & Higgins
 K mart Corp.
 Kimberly-Clark Corp.
 Kroger Co.
 Levi Strauss & Co.
 Litton Industries
 Lotus Development Corp.
 Marriott Corp.
 MCA
 McGraw-Hill
 Mead Corp.
 Mellon Bank Corp.
 Meridian Bancorp
 Miles Inc.
 Milliken & Co.
 Motorola
 Mutual Benefit Life Insurance Co.
 National Starch & Chemical Corp.
 NBD Bank
 New York Telephone Co.
 Norfolk Southern Corp.
 Northeast Utilities
 Northern States Power Co.
 Noxell Corp.
 Olin Corp.
 Omaha World-Herald Co.
 Pacific Gas & Electric Co.
 Pacific Telesis Group
 Parker-Hannifin Corp.
 Pitney Bowes

Law & Justice (cont.)

United Airlines
 U.S. Leasing International
 United Technologies Corp.
 Unocal Corp.
 USF&G Co.
 UST
 USX Corp.
 Vulcan Materials Co.
 Wachovia Bank & Trust Co., N.A.
 Wachtell, Lipton, Rosen & Katz
 Wal-Mart Stores
 Walt Disney Co.
 Washington Mutual Savings Bank
 Whirlpool Corp.
 Williams Cos.
 Winn-Dixie Stores
 Woodward Governor Co.
 Xerox Corp.

Municipalities

Allegheny Ludlum Corp.
 Aluminum Co. of America
 American President Companies
 AMETEK
 AMP
 Andersen Corp.
 Armco Inc.
 Bemis Co.
 Blount
 Boeing Co.
 Borden
 Bucyrus-Erie
 Burlington Industries
 Burlington Northern Inc.
 Cabot Corp.
 Campbell Soup Co.
 Capital Cities/ABC
 Cargill
 Carnival Cruise Lines
 Chase Manhattan Bank, N.A.
 Citicorp
 Clorox Co.
 ConAgra
 Consolidated Natural Gas Co.
 Coming Incorporated
 CPC International
 Dexter Corp.
 Dominion Bankshares Corp.
 Du Pont (E.I.) de Nemours & Co.
 Duke Power Co.
 First Atlanta Corp.
 First Boston
 First Interstate Bank of Oregon
 First Union Corp.
 Freeport-McMoRan
 General Electric Co.
 General Mills
 Georgia-Pacific Corp.
 Globe Newspaper Co.
 Hechinger Co.
 Houston Industries
 Inland Container Corp.
 Johnson (S.C.) & Son
 Kimberly-Clark Corp.
 Kroger Co.
 La-Z-Boy Chair Co.

LTV Corp.
 Martin Marietta Corp.
 Maytag Corp.
 Mead Corp.
 Mississippi Power Co.
 Mobil Oil Corp.
 News & Observer Publishing Co.
 Ohio Co.
 PACCAR
 Pacific Mutual Life Insurance Co.
 Philip Morris Cos.
 Phillips Petroleum Co.
 Potomac Electric Power Co.
 PPG Industries
 Procter & Gamble Co.
 Quaker Oats Co.
 Reliance Electric Co.
 Rolscreen Co.
 Simpson Investment Co.
 Southeast Banking Corp.
 Star Bank, N.A.
 Sterling Drug
 Temple-Inland Inc.
 Texas Instruments
 Textron
 Trust Co. Bank
 Union Camp Corp.
 Vulcan Materials Co.
 Wal-Mart Stores
 Walgreen Co.
 Waste Management
 Weyerhaeuser Co.
 Whirlpool Corp.

National Security

Archer-Daniels-Midland Co.
 Bank of New York
 Citicorp
 CPC International
 Duke Power Co.
 Forbes
 General Dynamics Corp.
 Humana
 McDonnell Douglas Corp.
 National Westminster Bank NJ
 Rockwell International Corp.
 Teledyne
 Texas Instruments
 Textron
 TRW Corp.
 USX Corp.

Nonprofit Management

Aetna Life & Casualty Co.
 Allied-Signal
 Allstate Insurance Co.
 AMAX
 American Express Co.
 American National Bank & Trust Co. of Chicago
 American Telephone & Telegraph Co.
 Apple Computer, Inc.
 ARCO
 Armco Inc.
 Bank of Boston Corp.
 Bank of New England Corp.
 Bank of New York

BankAmerica Corp.
 Bausch & Lomb
 Block (H&R)
 Boeing Co.
 Borden
 Cargill
 Chase Manhattan Bank, N.A.
 Chevron Corp.
 Citicorp
 Clorox Co.
 CM Alliance Cos.
 Coors Brewing Co.
 Dayton Hudson Corp.
 Detroit Edison Co.
 Digital Equipment Corp.
 Du Pont (E.I.) de Nemours & Co.
 Ecolab
 Equifax
 Equitable Life Assurance Society of the U.S.
 Exxon Corp.
 Fireman's Fund Insurance Co.
 First City Bancorp. of Texas
 First Interstate Bank of California
 First Union Corp.
 Fluor Corp.
 FMR Corp.
 Forbes
 GEICO Corp.
 General Motors Corp.
 Globe Newspaper Co.
 GTE Corp.
 Hallmark Cards
 Hitachi, Ltd.
 Honeywell
 Hospital Corp. of America
 Humana
 IBM Corp.
 Illinois Tool Works
 ITT Hartford Insurance Group
 J.C.Penney Co.
 J.P. Morgan & Co.
 Johnson Controls
 Jostens
 Lotus Development Corp.
 McGraw-Hill
 McKesson Corp.
 Mellon Bank Corp.
 Metropolitan Life Insurance Co.
 Minnegasco
 Mobil Oil Corp.
 Morgan Stanley & Co.
 Motorola
 Nalco Chemical Co.
 National Medical Enterprises
 New York Life Insurance Co.
 New York Telephone Co.
 News & Observer Publishing Co.
 Nordson Corp.
 Norton Co.
 Pacific Telesis Group
 Philip Morris Cos.
 Pillsbury Co.
 Polaroid Corp.
 Primerica Corp.
 Procter & Gamble Co.
 Prudential Insurance Co. of America
 Raytheon Co.
 Rockwell International Corp.

Nonprofit Management (cont.)

Rohm and Haas Co.
SAFECO Corp.
Saint Paul Cos.
Schering-Plough Corp.
Schlumberger Ltd.
Shawmut National Corp.
Smith (A.O.) Corp.
State Street Bank & Trust Co.
Sterling Drug
Texas Commerce Bank Houston, N.A.
3M Co.
Times Mirror Co.
Transamerica Corp.
Trust Co. Bank
TRW Corp.
U S WEST
Union Bank
Union Carbide Corp.
Union Pacific Corp.
United Airlines
United Bank of Denver
United Parcel Service of America
United Technologies Corp.
Unocal Corp.
Varian Associates
Vulcan Materials Co.
Westvaco Corp.
Weyerhaeuser Co.
Whirlpool Corp.
Wrigley (Wm. Jr.) Co.

Philanthropic Organizations

AMAX
American Electric Power
American Express Co.
American Financial Corp.
American National Bank & Trust Co. of Chicago
AON Corp.
Apple Computer, Inc.
ARCO
Bechtel Group
Borden
Boston Edison Co.
Burlington Resources
Campbell Soup Co.
Chase Manhattan Bank, N.A.
ConAgra
Consolidated Natural Gas Co.
Deposit Guaranty National Bank
Detroit Edison Co.
Deutsch Co.
Du Pont (E.I.) de Nemours & Co.
Ernst & Young
Fireman's Fund Insurance Co.
First Bank System
First Maryland Bancorp
First Union Corp.
Fisher Brothers Management Co.
GEICO Corp.
Georgia Power Co.
Gerber Products Co.
Globe Newspaper Co.
Hallmark Cards
Honeywell
Hubbard Broadcasting

Humana
Interco
Lipton (Thomas J.)
Martin Marietta Corp.
Mead Corp.
Motorola
National Medical Enterprises
National Starch & Chemical Corp.
New York Life Insurance Co.
Noxell Corp.
Ohio Co.
Overseas Shipholding Group
Pacific Mutual Life Insurance Co.
Parker-Hannifin Corp.
Philip Morris Cos.
Pittway Corp.
Premier Industrial Corp.
Procter & Gamble Co.
Reynolds Metals Co.
Rubbermaid Inc.
Ryder System
Sara Lee Corp.
SCOA Industries
Sonat
Southeast Banking Corp.
Star Bank, N.A.
Stone Container Corp.
Stop & Shop Cos.
Timken Co.
TJX Cos.
Wachtell, Lipton, Rosen & Katz
Walt Disney Co.
Washington Mutual Savings Bank
Williams Cos.
Winn-Dixie Stores
Woodward Governor Co.

Professional & Trade Associations

Abbott Laboratories
Aetna Life & Casualty Co.
Allegheny Ludlum Corp.
Allied-Signal
Allstate Insurance Co.
Aluminum Co. of America
AMAX
American Brands
American Electric Power
American President Companies
Amfac/JMB Hawaii
Amoco Corp.
AMP
AMR Corp.
Arkansas Power & Light Co.
Armco Inc.
Ashland Oil
Baltimore Gas & Electric Co.
Banc One Wisconsin Corp.
Bankers Trust Co.
Battelle Memorial Institute
Bechtel Group
Borden
Bristol-Myers Squibb Co.
Bucyrus-Erie
Burlington Industries
Burlington Northern Inc.
Cabot Corp.
Capital Cities/ABC
Carolina Power & Light Co.

Carter-Wallace Inc.
Centerior Energy Corp.
Chase Manhattan Bank, N.A.
Chevron Corp.
Cincinnati Bell, Inc.
Citicorp
Consolidated Natural Gas Co.
Consumers Power Co.
Continental Corp.
Cowles Media Co.
CPC International
CPI Corp.
Detroit Edison Co.
Dexter Corp.
Dresser Industries
Du Pont (E.I.) de Nemours & Co.
Duke Power Co.
Eastman Kodak Co.
Eaton Corp.
Eckerd (Jack) Corp.
Emerson Electric Co.
Equitable Life Assurance Society of the U.S.
Ernst & Young
Exxon Corp.
Fieldcrest Cannon, Inc.
First Atlanta Corp.
First City Bancorp. of Texas
First Interstate Bank of Oregon
First Maryland Bancorp
First Tennessee Bank
Forbes
GEICO Corp.
General Electric Co.
General Mills
General Motors Corp.
Georgia Power Co.
Gerber Products Co.
Globe Newspaper Co.
Harris Corp.
Harsco Corp.
Hartmarx Corp.
Hechinger Co.
Heinz (H.J.) Co.
Hoechst Celanese Corp.
Honeywell
Houston Industries
Humana
Illinois Tool Works
Inland Steel Industries
Intel Corp.
Interco
International Multifoods Corp.
ITT Hartford Insurance Group
James River Corp. of Virginia
John Hancock Mutual Life Insurance Co.
Johnson Controls
Johnson & Higgins
Johnson & Johnson
Johnson (S.C.) & Son
K mart Corp.
Kerr-McGee Corp.
Kraft General Foods
Kroger Co.
Landmark Communications
Leo Burnett Co.
Lincoln Electric Co.
Litton Industries
Loews Corp.

Scientific Institutes (cont.)

LTV Corp.
Masco Corp.
McDonnell Douglas Corp.
McDonnell Douglas Corp.-West
Merck & Co.
Milliken & Co.
Mine Safety Appliances Co.
Mobil Oil Corp.
Monsanto Co.
Nabisco Brands
NBD Bank
Norfolk Southern Corp.
Norton Co.
Noxell Corp.
Olin Corp.
PACCAR
Pacific Telesis Group
Phillips Petroleum Co.
PPG Industries
Public Service Electric & Gas Co.
Ralston Purina Co.
Rockwell International Corp.
Rohm and Haas Co.
Rolscreen Co.
Searle (G.D.) & Co.
Shawmut National Corp.
Sonat
Southeast Banking Corp.
Southern California Edison Co.
Square D Co.
Teledyne
Texas Instruments
Textron
3M Co.
Trust Co. Bank
U S WEST
Union Electric Co.
United Airlines
United Bank of Denver
U.S. Leasing International
United Technologies Corp.
Unocal Corp.
USF&G Co.
USX Corp.
Vulcan Materials Co.
Wachtell, Lipton, Rosen & Katz
Walgreen Co.
Whirlpool Corp.

Scientific Organizations

Alumax
Aluminum Co. of America
AMAX
American Electric Power
American Honda Motor Co.
American Natural Resources Co.
Arvin Industries
Ashland Oil
Battelle Memorial Institute
Bechtel Group
BFGoodrich
Boeing Co.
Borden
BP America
Bridgestone/Firestone, Inc.
Bristol-Myers Squibb Co.

Burroughs Wellcome Co.
Cabot Corp.
Carnival Cruise Lines
Chase Manhattan Bank, N.A.
Chevron Corp.
Cincinnati Bell, Inc.
Citizens & Southern National Bank of South Carolina
Consumers Power Co.
Detroit Edison Co.
Dow Corning Corp.
Dresser Industries
Du Pont (E.I.) de Nemours & Co.
Duke Power Co.
Eastman Kodak Co.
Ethyl Corp.
Exxon Corp.
First Atlanta Corp.
First City Bancorp. of Texas
First Maryland Bancorp
First Union Corp.
Florida Power Corp.
Ford Motor Co.
Freeport-McMoRan
General Electric Co.
General Motors Corp.
Gerber Products Co.
Globe Newspaper Co.
Grace (W.R.) & Co.
Harris Corp.
Heinz (H.J.) Co.
Hewlett-Packard Co.
Hoechst Celanese Corp.
Houston Industries
Humana
IBM Corp.
Inland Steel Industries
Intel Corp.
International Multifoods Corp.
ITT Corp.
Kraft General Foods
Lipton (Thomas J.)
Maytag Corp.
McCormick & Co.
McDonnell Douglas Corp.
Merck & Co.
Michigan Consolidated Gas Co.
Mississippi Power Co.
Mobil Oil Corp.
Monsanto Co.
National Starch & Chemical Corp.
National Westminster Bank NJ
NBD Bank
New York Life Insurance Co.
Norton Co.
Owens-Corning Fiberglas Corp.
PACCAR
Pacific Telesis Group
Phillips Petroleum Co.
Pittway Corp.
Portland General Electric Co.
PPG Industries
Procter & Gamble Co.
Quaker Oats Co.
Rockwell International Corp.
Rohm and Haas Co.
Shell Oil Co.
Southern California Edison Co.

Square D Co.
Sterling Drug
Syntex Corp.
Teledyne
Texaco
3M Co.
TRW Corp.
TU Electric Co.
Union Camp Corp.
United Bank of Denver
United Technologies Corp.
UST
USX Corp.
Varian Associates
Westinghouse Electric Corp.
Whirlpool Corp.
Williams Cos.
Xerox Corp.

Social Services

Aged

Air Products & Chemicals
Allegheny Ludlum Corp.
Allied-Signal
Allstate Insurance Co.
Alumax
Aluminum Co. of America
AMAX
American Electric Power
American Express Co.
American Financial Corp.
AMETEK
Amfac/JMB Hawaii
Amoco Corp.
AON Corp.
Apple Computer, Inc.
Archer-Daniels-Midland Co.
ARCO
Arizona Public Service Co.
Arkansas Power & Light Co.
Armco Inc.
Arvin Industries
Ashland Oil
Avon Products
Baltimore Gas & Electric Co.
Bank of Boston Corp.
Bank of New England Corp.
Battelle Memorial Institute
Bemis Co.
BFGoodrich
Block (H&R)
Blount
Blue Bird Body Co.
Boeing Co.
Boise Cascade Corp.
Borg-Warner Corp.
Boston Edison Co.
BP America
Bristol-Myers Squibb Co.
Brunswick Corp.
Bucyrus-Erie
Burlington Northern Inc.
Cabot Corp.
Capital Cities/ABC
Carnival Cruise Lines

Aged (cont.)

Varian Associates
Virginia Power Co.
Vulcan Materials Co.
Wachtell, Lipton, Rosen & Katz
Wal-Mart Stores
Warner-Lambert Co.
Wells Fargo & Co.
Westinghouse Electric Corp.
Weyerhaeuser Co.
Whirlpool Corp.
Wisconsin Energy Corp.
Woodward Governor Co.
Wrigley (Wm. Jr.) Co.
Xerox Corp.

Animal Protection

Andersen Corp.
Avon Products
Bristol-Myers Squibb Co.
Burlington Industries
Cabot Corp.
Chesapeake Corp.
Citicorp
Cooper Industries
Copley Press
Crestar Financial Corp.
Deluxe Corp.
Deutsch Co.
Dominion Bankshares Corp.
Dresser Industries
Du Pont (E.L.) de Nemours & Co.
Duke Power Co.
Emerson Electric Co.
Enron Corp.
Federal-Mogul Corp.
Fireman's Fund Insurance Co.
First City Bancorp. of Texas
First Interstate Bank of Nevada, N.A.
GEICO Corp.
Hechinger Co.
Heinz (H.J.) Co.
Hoffmann-La Roche
Johnson (S.C.) & Son
Kroger Co.
Laclede Gas Co.
Louisiana Land & Exploration Co.
Marshall & Ilsley Bank
Mead Corp.
National Starch & Chemical Corp.
Nationwide Insurance Cos.
Potomac Electric Power Co.
Public Service Co. of Colorado
Sonat
Stevens (J.P.) & Co.
Tenneco
21 International Holdings
U.S. Leasing International
Vulcan Materials Co.
Wal-Mart Stores
Walt Disney Co.
Westvaco Corp.
Whirlpool Corp.

Child Welfare

Abbott Laboratories
Actna Life & Casualty Co.

Air Products & Chemicals
Allegheny Ludlum Corp.
Allied-Signal
Allstate Insurance Co.
Aluminum Co. of America
AMAX
American Brands
American Electric Power
American Express Co.
American Financial Corp.
American National Bank & Trust Co. of Chicago
American Natural Resources Co.
American Telephone & Telegraph Co.
Ameritrust Co.
Amfac/JMB Hawaii
Amoco Corp.
AMR Corp.
Andersen Corp.
Anheuser-Busch Cos.
AON Corp.
Apple Computer, Inc.
Archer-Daniels-Midland Co.
ARCO
Arizona Public Service Co.
Arkansas Power & Light Co.
Armco Inc.
Arvin Industries
Ashland Oil
Avon Products
Baltimore Gas & Electric Co.
Bank of Boston Corp.
Bank of New England Corp.
Bank of New York
Bankers Trust Co.
Battelle Memorial Institute
Bechtel Group
Bemis Co.
Block (H&R)
Blount
Blue Bird Body Co.
Boatmen's Bancshares
Boeing Co.
Boise Cascade Corp.
Borden
Borg-Warner Corp.
BP America
Bridgestone/Firestone, Inc.
Brown Group
Brunswick Corp.
Burlington Northern Inc.
Burlington Resources
Cabot Corp.
Capital Cities/ABC
Cargill
Carolina Power & Light Co.
Carrier Corp.
Carter Hawley Hale Stores
Centerior Energy Corp.
Central Fidelity Banks, Inc.
Chase Manhattan Bank, N.A.
Chemical Bank
Chevron Corp.
Chrysler Corp.
Citicorp
Citizens Fidelity Bank & Trust Co.
Citizens & Southern National Bank

Citizens & Southern National Bank of South Carolina
Claiborne (Liz)
CLARCOR
Clorox Co.
CM Alliance Cos.
Coca-Cola Co.
Columbia Gas System
ConAgra
Consolidated Natural Gas Co.
Continental Corp.
Contran Corp.
Cooper Industries
Copley Press
Coming Incorporated
Cowles Media Co.
CPC International
CPI Corp.
Crestar Financial Corp.
Crum and Forster, Inc.
Cummins Engine Co.
Dayton Hudson Corp.
Deluxe Corp.
Deposit Guaranty National Bank
Deutsch Co.
Dexter Corp.
Digital Equipment Corp.
Dominion Bankshares Corp.
Domino's Pizza
Dow Jones & Co.
Dresser Industries
Du Pont (E.L.) de Nemours & Co.
Duke Power Co.
Dun & Bradstreet Corp.
Eaton Corp.
Eckerd (Jack) Corp.
Emerson Electric Co.
Enron Corp.
Equipax
Equitable Life Assurance Society of the U.S.
Ernst & Young
Exxon Corp.
Federal-Mogul Corp.
Federal National Mortgage Assn. (Fannie Mae)
Federated Department Stores and Allied Stores Corporation
Fel-Pro Incorporated
Fieldcrest Cannon, Inc.
Fireman's Fund Insurance Co.
First Atlanta Corp.
First Boston
First City Bancorp. of Texas
First Interstate Bank of Arizona
First Interstate Bank of California
First Interstate Bank of Nevada, N.A.
First Interstate Bank of Oregon
First Interstate Bank of Washington
First Maryland Bancorp
First Union Corp.
First Wisconsin National Bank of Milwaukee
Fleet National Bank
Forbes
Ford Motor Co.
Forest City Enterprises
Fort Howard Corp.
Fourth Financial Corp.
Freeport-McMoRan
GATX Corp.

Homes (cont.)

Smith (A.O.) Corp.
Sonat
Sony Corp. of America
Square D Co.
Stanley Works
State Street Bank & Trust Co.
Steelcase
Sterling Drug
Stride Rite Corp.
Sundstrand Corp.
Teledyne
Texas Commerce Bank Houston, N.A.
3M Co.
Times Mirror Co.
Trust Co. Bank
Union Camp Corp.
Union Electric Co.
Union Pacific Corp.
United Bank of Denver
U.S. Leasing International
United Technologies Corp.
Unocal Corp.
USF&G Co.
USX Corp.
Virginia Power Co.
Vulcan Materials Co.
Wal-Mart Stores
Warner-Lambert Co.
Washington Mutual Savings Bank
Weyerhaeuser Co.
Whirlpool Corp.
Williams Cos.
Wisconsin Energy Corp.

Legal Aid

Air Products & Chemicals
Allstate Insurance Co.
Aluminum Co. of America
AMAX
American Brands
American Financial Corp.
Andersen Corp.
Apple Computer, Inc.
Avon Products
Bank of New England Corp.
Bechtel Group
Bemis Co.
Block (H&R)
Boston Edison Co.
Bristol-Myers Squibb Co.
Brunswick Corp.
Cabot Corp.
Carrier Corp.
Chase Manhattan Bank, N.A.
Chevron Corp.
Clorox Co.
CM Alliance Cos.
Crum and Forster, Inc.
Cummins Engine Co.
Dayton Hudson Corp.
Deutsch Co.
Dominion Bankshares Corp.
Du Pont (E.I.) de Nemours & Co.
Duke Power Co.
Eaton Corp.
Equifax

Fel-Pro Incorporated
First Union Corp.
Forbes
General Electric Co.
Gerber Products Co.
Grace (W.R.) & Co.
GTE Corp.
Hartmarx Corp.
Hechinger Co.
Heinz (H.J.) Co.
Humana
Illinois Tool Works
J.P. Morgan & Co.
Jostens
Kerr-McGee Corp.
Kraft General Foods
Lipton (Thomas J.)
Macy (R.H.) & Co.
McGraw-Hill
Metropolitan Life Insurance Co.
Mobil Oil Corp.
Montgomery Ward & Co.
Motorola
Mutual of New York
Nalco Chemical Co.
New York Telephone Co.
New York Times Co.
Nordson Corp.
Northeast Utilities
Northern States Power Co.
Pfizer
Philip Morris Cos.
Phillips Petroleum Co.
Portland General Electric Co.
Procter & Gamble Co.
Prudential Insurance Co. of America
Public Service Co. of Colorado
Public Service Electric & Gas Co.
Quaker Oats Co.
Rockwell International Corp.
Ryder System
Salomon
Santa Fe Pacific Corp.
Sara Lee Corp.
Schlumberger Ltd.
Seagram (Joseph E.) & Sons
Searle (G.D.) & Co.
Stone Container Corp.
Texaco
Textron
3M Co.
Transamerica Corp.
Trust Co. Bank
TRW Corp.
Union Camp Corp.
U.S. Leasing International
United Technologies Corp.
Unocal Corp.
USX Corp.
Wachtell, Lipton, Rosen & Katz
Woodward Governor Co.

Recreation & Athletics

Aetna Life & Casualty Co.
Air Products & Chemicals
Allegheny Ludlum Corp.
Aluminum Co. of America
AMAX

American Brands
American Financial Corp.
American National Bank & Trust Co. of Chicago
American Natural Resources Co.
Ameritrust Co.
Amfac/JMB Hawaii
Amoco Corp.
AMP
Andersen Corp.
Anheuser-Busch Cos.
AON Corp.
Archer-Daniels-Midland Co.
Arkansas Power & Light Co.
Armco Inc.
Arvin Industries
Avon Products
Banc One Wisconsin Corp.
Bank of New England Corp.
Bankers Trust Co.
Battelle Memorial Institute
Bayer USA
Bechtel Group
Bemis Co.
Beneficial Corp.
BFGoodrich
Block (H&R)
Blount
Blue Bird Body Co.
Boatmen's Bancshares
Boeing Co.
Boise Cascade Corp.
Borden
Bridgestone/Firestone, Inc.
Bristol-Myers Squibb Co.
Brunswick Corp.
Bucyrus-Erie
Burlington Industries
Burlington Northern Inc.
Burlington Resources
Cabot Corp.
Cargill
Carter-Wallace Inc.
Centerior Energy Corp.
Chase Manhattan Bank, N.A.
Chesapeake Corp.
Chrysler Corp.
Cincinnati Bell, Inc.
Citicorp
Citizens Fidelity Bank & Trust Co.
Citizens & Southern National Bank of South Carolina
Clorox Co.
Coca-Cola Co.
Comerica
ConAgra
Consolidated Natural Gas Co.
Continental Corp.
Contran Corp.
Cooper Industries
Coors Brewing Co.
Copley Press
Crum and Forster, Inc.
Deposit Guaranty National Bank
Detroit Edison Co.
Deutsch Co.
Dexter Corp.
Dominion Bankshares Corp.

Recreation & Athletics (cont.)

Domino's Pizza
Dow Corning Corp.
Du Pont (E.L.) de Nemours & Co.
Duke Power Co.
Dun & Bradstreet Corp.
Eaton Corp.
Eckerd (Jack) Corp.
Emerson Electric Co.
Exxon Corp.
Federal-Mogul Corp.
Fieldcrest Cannon, Inc.
First Atlanta Corp.
First Hawaiian
First Interstate Bank of California
First Interstate Bank of Oregon
First Maryland Bancorp
First Union Corp.
First Wisconsin National Bank of Milwaukee
Fleet National Bank
Florida Power Corp.
Forbes
Ford Motor Co.
Fourth Financial Corp.
GEICO Corp.
General Electric Co.
General Reinsurance Corp.
Georgia-Pacific Corp.
Georgia Power Co.
Gerber Products Co.
Giant Food
Gillette Co.
Globe Newspaper Co.
Graco
GTE Corp.
Harsco Corp.
Hartmarx Corp.
Hechinger Co.
Heinz (H.J.) Co.
Hershey Foods Corp.
Honeywell
Hospital Corp. of America
Hubbard Broadcasting
INB National Bank
Inland Container Corp.
Inland Steel Industries
Interco
ITT Hartford Insurance Group
John Hancock Mutual Life Insurance Co.
Johnson Controls
Johnson (S.C.) & Son
Jostens
Kerr-McGee Corp.
Kiewit (Peter) Sons
Kroger Co.
Laclede Gas Co.
Landmark Communications
Leo Burnett Co.
Lilly (Eli) & Co.
Lincoln National Corp.
Lipton (Thomas J.)
Louisiana Land & Exploration Co.
Louisiana-Pacific Corp.
Lubrizol Corp.
Macy (R.H.) & Co.
Manville Corp.
Marsh & McLennan Cos.
Marshall & Ilsley Bank

Martin Marietta Corp.
Masco Corp.
Maytag Corp.
MCA
McDonnell Douglas Corp.-West
McGraw-Hill
Mead Corp.
Michigan Bell Telephone Co.
Michigan Consolidated Gas Co.
Miles Inc.
Milliken & Co.
Mine Safety Appliances Co.
Mobil Oil Corp.
Morgan Stanley & Co.
Motorola
National City Corp.
National Presto Industries
National Starch & Chemical Corp.
NBD Bank
New York Life Insurance Co.
New York Telephone Co.
New York Times Co.
Norfolk Southern Corp.
Northstar Bank of Upstate New York
Norton Co.
Norwest Corp.
Noxell Corp.
NutraSweet Co.
Omaha World-Herald Co.
Overseas Shipholding Group
PacifiCorp
Panhandle Eastern Corp.
Paramount Communications Inc.
Parker-Hannifin Corp.
Pfizer
Phelps Dodge Corp.
Phillips Petroleum Co.
Pillsbury Co.
Potomac Electric Power Co.
Premier Industrial Corp.
Procter & Gamble Co.
Prudential Insurance Co. of America
Public Service Co. of Colorado
Public Service Electric & Gas Co.
Quaker Oats Co.
Ralston Purina Co.
Reynolds Metals Co.
Rockwell International Corp.
Rohm and Haas Co.
Rolscreen Co.
Ryder System
Salomon
SCOA Industries
Shaklee Corp.
Shawmut National Corp.
Smith (A.O.) Corp.
Smucker (J.M.) Co.
Sonat
Sony Corp. of America
Southern California Edison Co.
Southwestern Bell Corp.
Star Bank, N.A.
State Street Bank & Trust Co.
Steelcase
Stevens (J.P.) & Co.
Stop & Shop Cos.
Teledyne
Texas Commerce Bank Houston, N.A.

Textron
3M Co.
Times Mirror Co.
Transco Energy Company
Trust Co. Bank
Union Camp Corp.
United Airlines
U.S. Leasing International
Unocal Corp.
USX Corp.
Varian Associates
Vulcan Materials Co.
Wachovia Bank & Trust Co., N.A.
Wachtell, Lipton, Rosen & Katz
Wal-Mart Stores
Walt Disney Co.
Washington Mutual Savings Bank
Westinghouse Electric Corp.
Westvac Corp.
Wetterau
Weyerhaeuser Co.
Whirlpool Corp.
Williams Cos.
Winn-Dixie Stores
Woodward Governor Co.
Xerox Corp.

Refugee Assistance

Aetna Life & Casualty Co.
American President Companies
Andersen Corp.
AON Corp.
Bank of New England Corp.
Block (H&R)
Borg-Warner Corp.
Burlington Industries
Chevron Corp.
Cowles Media Co.
CPC International
Dayton Hudson Corp.
First Bank System
First Union Corp.
Fleet National Bank
General Mills
Honeywell
Houston Industries
International Multifoods Corp.
Lotus Development Corp.
Mobil Oil Corp.
National Westminster Bank NJ
Northern States Power Co.
Portland General Electric Co.
Quaker Oats Co.
Saint Paul Cos.
Sara Lee Corp.
Shawmut National Corp.
State Street Bank & Trust Co.
Teledyne
Textron
Times Mirror Co.
21 International Holdings

Religious Welfare

Aetna Life & Casualty Co.
Aluminum Co. of America
American Natural Resources Co.
Ameritrust Co.

Memorandum

To: Sally Steele
From: Kathryn R. Roberts
Date: 8/28/1992
Subject: AAZPA Annual Conference



Erich Hunker called while I was on vacation last week asking if I had already arranged to have Glenn Ekey, our Development Committee Vice Chair, report to the Development & Marketing professionals at the workshop preceding the conference on Sunday, September 13. Erich suggested that I get in touch with you about it since he would be out of town until just before the conference.

It appears that either you or Erich should report on committee activities, since my flight does not arrive in Toronto until 6:15 p.m. that day, and I have just assumed that Glenn will have way too much on his hands with the hurricane damage in Miami to worry about a report at the conference even if he is still hoping to attend. I will try to put together an outline for you to use for the report.

Erich tells me you are expecting about 125 professionals. It should be a good networking session.

Thanks for your help.

cc: Erich Hunker
Glenn Ekey



American Association of Zoological Parks and Aquariums

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

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

August 10, 1992

Kathryn Roberts, Director
Minnesota Zoological Garden
13000 Zoo Blvd
Apple Valley, MN 55124-8199

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WILLIAM V. A. DENNLER

THOMAS C. OTTEN

Dear Kathryn:

Enclosed please find some materials and associated comments regarding your assignment as an AAZPA Committee or Task Force Chairman. These are in preparation for the upcoming year.

1. The document entitled "Effective Committee Leadership" was prepared by Donald Moore of the Burnet Park Zoo. Hopefully you may find this of interest and benefit.
2. Due to scheduling and time constraints, I will not be hosting a meeting in Toronto for Committee and Task Force Chairmen. Therefore, I am enclosing copies of both the Committee Chairman and Liaison Guidelines for your use. Also included is a form to be utilized for financial requests from the Association. Please review these documents thoroughly. If you have any questions concerning their content, please contact either me or the AAZPA Executive Office. Please note these have been revised.
3. I have personally written each member of the Association's Committees and Task Forces to advise them of their appointment or removal. However, would you please contact those individuals who serve in an "advisory" capacity to your group. They have been appointed because of their knowledge and experience and can be of invaluable assistance. I feel, though, that it would be more appropriate for them to be contacted directly by you. Enclosed for your reference, you will find a listing of those who will be serving on your Committee or Task Force.

At a future date, I will issue you a total list of Committee and Task Force Chairmen, as well as a list of all Committees and Task Forces and their respective members. I am still in the process of finalizing

Kathryn Roberts
August 10, 1992
Page 2

a couple of these, so the list is, at the present, incomplete. Also, at a future date, I will be in contact with you to discuss issues and topics your group will need to address during the upcoming "AAZPA" year.

Thank you very much for your attention to these matters. If you have any comments or concerns, please let me know. For your information, my home phone is (405) 359-0534. Thanks for being part of the team, and I look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve", written over a horizontal line.

Stephen R. Wylie
President-Elect

cc: Sydney Butler
Robert Wagner

SRW:dsc

encl.



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DEVELOPMENT

Liaison: Bill Dennler

Chairman: Kathryn Roberts

Vice-Chairman: Glenn Ekey

Ted Beattie
Charles Bieler
Mary Floye-Federer
Erick Hunker
Sally Steele
Cynthia Sumner
Jim Thorton

Staff Advisor: Sydney Butler

OFFICERS

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President-Elect
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Vice President
DENNIS A. MERITT, Jr., Ph.D.

Immediate Past President
DAVID G. ZUCCONI

Executive Director
SYDNEY J. BUTLER

DIRECTORS

WILBUR B. AMAND, VMD

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

DAVID E. ANDERSON

WILLIAM V. A. DENNLER

THOMAS C. OTTEN

COMMITTEE/TASK FORCE LIAISON GUIDELINES

1. All committee/task force expenditures must be approved by the Board of Directors. Requests for funds must be made through the liaison.
2. It is essential that the Board liaisons establish communication with committee/task force chairs. Please review committee correspondence, keeping in mind the mission and objectives of AAZPA and the committee, and give guidance.
3. Committee/task force chairs are required to submit semiannual reports 30 days prior to Board meetings. Your assistance is needed to make certain the reports have been submitted by the required deadline (contact the chair 40 days before).
4. All committee/task force reports must be approved by the Board before they are circulated beyond the committee. Chairs should request general distribution in their reports if such is desired.
5. Please note that committee/task force correspondence and/or contacts with state and federal officials must be approved by the President and Executive Director.
6. You represent the committee/task force at the Board of Directors meeting. Please be prepared to discuss the details of all reports.
7. Make certain someone is designated to take minutes of committee/task force meetings and to distribute those minutes to the committee members, liaison, Executive Director, and President.
8. Please assist the chair in establishing a committee/task force mailing list to include the liaison, Executive Director, and President.
9. Establishment of a clear committee/task force workplan, with specific job descriptions and objectives, is critical to the effective functioning of a committee. This is particularly true where AAZPA staff and/or a committee operating fund is involved. Please assist your chair in devising and implementing this workplan.

The liaison system was adopted to relieve the AAZPA Executive Office and President from some of the Association's complex workload, to increase Board participation, and to facilitate coordination between the Board and AAZPA staff.

One of the important functions of the Board member is to act effectively in the role of committee/task force liaison. Your cooperation will increase efficiency, effectiveness and communication.

COMMITTEE/TASK FORCE CHAIR GUIDELINES

The Association's staff is limited in size; and therefore, the work of its committees/task forces and advisors is extremely important to further the missions and objectives of the Association. Several of the committees are structured as part of the Association's Bylaws and thus have delineated responsibilities. However, the vast majority of them are either standing or special committees. Committee chairs must therefore understand the mission of AAZPA and set clear objectives for committee accomplishment. The following guidelines are currently in effect:

1. All expenditures of Association funds must first be approved by the Board of Directors. A request for funds form is enclosed for this purpose. In an emergency, you may contact the President of the Executive Director. In most instances, funds for committee/task force travel are not available. Therefore, committee business should be handled by mail or in meetings scheduled in conjunction with the Association's regional or annual conferences. PLEASE SUBMIT EXPENDITURE REQUESTS THROUGH YOUR BOARD LIAISON.
2. All committee/task force and advisor correspondence must be written on AAZPA letterhead, which will be provided by the Executive Office shortly after the annual conference. Be sure to include your return address where indicated and use your institution's envelopes to avoid return address confusion.
3. Board liaisons have been assigned to represent each of our committees. These persons will act on behalf of the various committees before the Board of Directors and will work closely with you in carrying out your duties and responsibilities. In the interest of time and for the sake of good communications, you are urged to direct all inquiries and correspondence to the Board through your Board liaison. Additionally, please be advised that the Executive Director and President serve as *ex officio* members to all committees and task forces.
4. Copies of all pertinent committee, task force and advisor correspondence must be sent to the President, Executive Director, and Board liaison. You should also send copies of all important correspondence to those members serving with you, including AAZPA staff members working with you. In the case of advisors, be sure to include copies of your correspondence to the chairman of the committee on which you serve.

5. Assign someone to take the minutes of your committee/task force meetings. Such minutes should be sent to the President, Executive Director, Board liaison, and committee members. Agendas should be prepared for your meetings.
6. Correspondence with state or federal officials must first be approved by the President and Executive Director. They will determine whether or not other committees/task forces should be involved in such matters.
7. Establishment of a clear committee/task force workplan, with specific job descriptions and objectives, is critical to the effective functioning of a committee. This is particularly true where AAZPA staff and/or a committee operating fund is involved. Please work with your liaison to devise and implement this workplan.
8. It is essential that you respond to the semiannual calls for reports on your committee/task force activities. Your Board liaison is prepared to assist you.

There has been a format established for committee/task force reports. They should be in three parts - a synopsis of accomplishments for historical records (no background information), -a synopsis of plans for the next six months, and a list of requests which require Board action, including requests for funds (form attached). The report should be as concise as possible.

Also, if you wish to appear before the Board, please include that request. The report should be typed single-spaced and copied on both sides (paper clipped, not stapled). Send the original and 22 copies to the Executive Office. The Executive Director issues a call for reports 60 days prior to the Board meetings. The deadline for receipt is 30 days before such meetings. It is important that the reports be sent to the Executive Director so that they may be assembled into packets for the Board members' study. Do not send them directly to Board members, but please send a copy to your Board liaison, committee members and AAZPA staff working with you. Advisors should send a copy of their reports to the committee chairs and 22 copies to the Executive Office.

If you wish to circulate your report to other than the Board or those serving on your committee/task force, please request permission in your report. It must be approved by the Board before it is circulated further. Should you need to provide additional information regarding your committee activities, you may submit an addendum to the report up to the time of the Board meetings. The Board of Directors relies heavily upon these reports to plan the programs of the Association.

9. Prepare a synopsis of committee/task force activities for the year so that a history can be maintained. A synopsis should be added each year and passed on to the new chair.
10. Next spring, you will be required to evaluate the performance of those serving on your committee/task force. The purpose of such evaluation will be to provide the President-Elect with valuable input during his selection process for committee members to serve the Association during his term. Please advise all of your committee members of this evaluation process. If properly conducted, the evaluation process is a most effective means of stimulating high quality performance from your committee members.

Your cooperation with these guidelines will be sincerely appreciated, as this will greatly assist us in our efforts to better serve the membership of AAZPA. Thank you for agreeing to serve our Association during the coming year.

Copies to: AAZPA Board of Directors

Enclosure

Rev: 8/92

AMERICAN ASSOCIATION OF ZOOLOGICAL PARKS AND AQUARIUMS
REQUEST FOR FINANCIAL ASSISTANCE OR COMMITTEE/TASK FORCE
BUDGET ITEMS

This form must be completed by those requesting Association funds, including persons serving on committees or those seeking financial assistance for special projects. The expenditure of Association funds must be approved by the Board of Directors. Additional sheets may be attached.

NAME _____ FACILITY _____

ADDRESS _____

DESCRIPTION OF PROJECT _____

SPECIFIC GOALS OF PROJECT _____

HOW WILL AAZPA BENEFIT FROM THE PROJECT? _____

HOW WILL AAZPA'S AUTHORIZATION OF FUNDS BE ACKNOWLEDGED? _____

AMOUNT REQUESTED _____ DATE FUNDS ARE REQUIRED _____

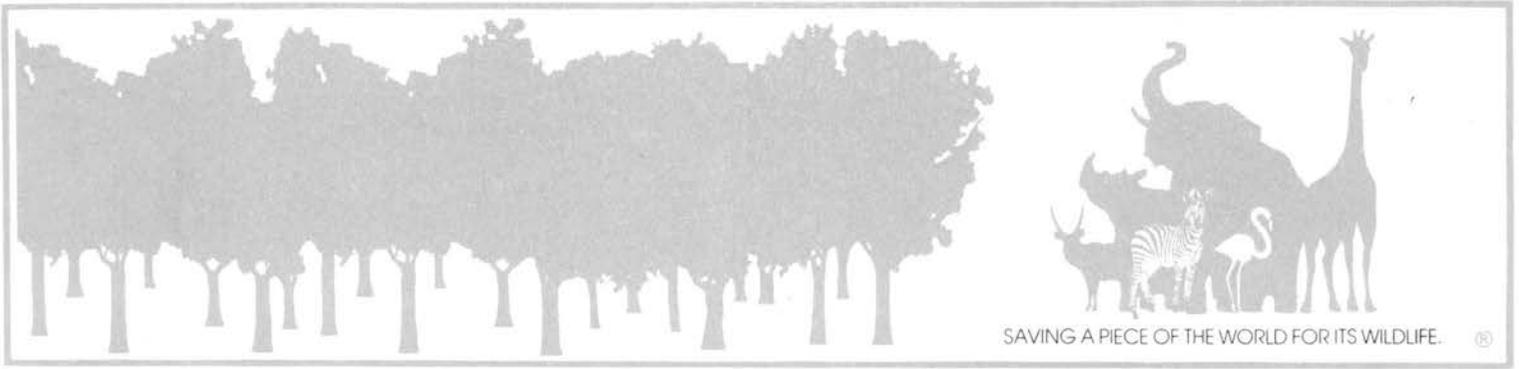
ESTIMATED DURATION OF PROJECT _____ BUDGET FOR PROJECT ATTACHED

OTHER SOURCES CONTACTED FOR POTENTIAL FUNDING _____

LIST SOURCES AND AMOUNTS OF FUNDS ALREADY COMMITTED _____

I hereby agree to provide the AAZPA with semiannual reports, a copy of the results of the project, and a detailed accounting of those funds I received from AAZPA.

(Date) (Signature)



NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

TO: AAZPA Development & Marketing Professionals
FROM: Erich Hunker, The Toledo Zoo
Sally Steele, NC Zoological Society
DATE: July 17, 1992
RE: AAZPA National Conference - Toronto, September 13-17

If you have not already heard the news, on Sunday, September 13th from 1:00 to 5:00 a special session for all development and marketing professionals will take place in Toronto at the conference center, the Sheraton Centre.

This "tradition", that was started three years ago in Indianapolis, will this year feature: tax issues facing our institutions; how good market research can cut your expenses and boost your revenues; your board's role in major gift fundraising; and, your director's role in fundraising. Guest speakers from zoos and aquariums, as well as societies and support groups will be featured.

In addition, the conference itself will contain three sessions. On Monday, two sessions will take place focusing on building your organization's membership, and the good, the bad and the ugly sides of promotions and events. Tuesday's session will showcase three zoos with outstanding on-site membership sales programs.

We hope to see you in Toronto - if not sooner - and if you have any questions, please don't hesitate to call either of us!

(For conference information, contact: Joel Peters or Sandi Burden, Metropolitan Toronto Zoo, Box 280, West Hill, Toronto, Ontario, Canada M1E 4R5 (416)392-5911/5910.)

AAZPA

9/13 Sunday NW Flt. 374B Depart Minneapolis 1:15 PM Arrive Toronto 6:15 PM

HOTEL: Sheraton-Centre Hotel Phone: 416/361-1000
123 Queen St., W.; Toronto, ONT M5H2M9

1:00 - 5:00 p.m. Development & Marketing Sessions
3:00 - 4:00 p.m. Zoo Act Task Force (Kenora Room) closed mtg.
6:30 p.m. Ice Breaker

9/14 Monday

^{7 AM}
8:30 - 10:00 p.m. *Women in Zoo Biology*
Opening Session
10:30 - 12:30 p.m. **Development Committee (Huron Room)**
12:30 - 2:00 p.m. Lunch on your own
2:00 - 3:30 p.m. Sessions
3:00 - 4:00 p.m. **ISIS** (Windsor West)
4:00 - 5:30 p.m. Sessions
Evening IMAX Theater

9/15 Tuesday

8:30 - 12:30 p.m. Sessions
12:30 - 2:30 p.m. Buses to Metropolitan Toronto Zoo
2:00 - midnight Lunch/Zoo Tour/Workshops/Dinner/Auction
3:00 p.m. **Zoo Director's Meeting** (meet at Canadian flag just
inside entrance)
9:00 p.m. - midnight Buses return from Zoo

9/16 Wednesday

8:30 - noon Sessions

NW Flt. 749B Depart Toronto 1:10 PM Arrive 3:59 PM



American Association of Zoological Parks and Aquariums

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

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

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Chairman: Kathryn Roberts
Vice-Chairman: Glenn Ekey
Ted Beattie
Charles Bieler
Mary Floye-Federer
Erick Hunker
Sally Steele
Cynthia Sumner
Jim Thorton
Staff Advisor: Sydney Butler

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July 15, 1992

Glen Ekey
Rhode Island Zoological Society
Roger Williams Park Zoo
Roger Williams Park
Providence, RI 02907

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THOMAS C. OTTEN

Dear Glen:

It is with great pleasure that I appoint you to serve on the Development Committee during my term as President. Even though your service will not officially commence until after the annual conference in Toronto, I encourage you to attend any scheduled meetings of this committee that may be held during the conference. Please consult the Communique, the Official Conference Program, or the Committee Chairman for details. Attached to this letter, you will find a complete list of those who also serve with you.

Thank you so much, Glen, for your willingness to contribute time and energy to this endeavor. I am confident that you will find this a rewarding experience and that your expertise will prove an asset to the Association. If I can be of any assistance, please do not hesitate to call on me.

Again, many thanks, and best wishes for the coming year.

Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

att.

SRW:dsc



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July 15, 1992

Ted Beattie
Knoxville Zoo
PO Box 6040
Knoxville, TN 37914

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THOMAS C. OTTEN

Dear Ted:

It is with great pleasure that I appoint you to serve on the Development Committee during my term as President. Even though your service will not officially commence until after the annual conference in Toronto, I encourage you to attend any scheduled meetings of this committee that may be held during the conference. Please consult the Communique, the Official Conference Program, or the Committee Chairman for details. Attached to this letter, you will find a complete list of those who also serve with you.

Thank you so much, Ted, for your willingness to contribute time and energy to this endeavor. I am confident that you will find this a rewarding experience and that your expertise will prove an asset to the Association. If I can be of any assistance, please do not hesitate to call on me.

Again, many thanks, and best wishes for the coming year.

Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

att.

SRW:dsc



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July 15, 1992

Charles Bieler
San Diego Zoo
PO Box 551
San Diego, CA 92112

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THOMAS C. OTTEN

Dear Chuck:

It is with great pleasure that I appoint you to serve on the Development Committee during my term as President. Even though your service will not officially commence until after the annual conference in Toronto, I encourage you to attend any scheduled meetings of this committee that may be held during the conference. Please consult the Communique, the Official Conference Program, or the Committee Chairman for details. Attached to this letter, you will find a complete list of those who also serve with you.

Thank you so much, Chuck, for your willingness to contribute time and energy to this endeavor. I am confident that you will find this a rewarding experience and that your expertise will prove an asset to the Association. If I can be of any assistance, please do not hesitate to call on me.

Again, many thanks, and best wishes for the coming year.

Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

att.

SRW:dsc



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July 15, 1992

Mary Floy-Federer
Houston Zoological Society
1513 N. MacGregor
Houston, TX 77030

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WILLIAM V. A. DENNLER

THOMAS C. OTTEN

Dear Mary:

It is with great pleasure that I appoint you to serve on the Development Committee during my term as President. Even though your service will not officially commence until after the annual conference in Toronto, I encourage you to attend any scheduled meetings of this committee that may be held during the conference. Please consult the Communique, the Official Conference Program, or the Committee Chairman for details. Attached to this letter, you will find a complete list of those who also serve with you.

Thank you so much, Mary, for your willingness to contribute time and energy to this endeavor. I am confident that you will find this a rewarding experience and that your expertise will prove an asset to the Association. If I can be of any assistance, please do not hesitate to call on me.

Again, many thanks, and best wishes for the coming year.

Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

att.

SRW:dsc



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July 15, 1992

Erich Hunker
Toledo Zoo
2700 Broadway
Toledo, OH 43609

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THOMAS C. OTTEN

Dear Erich:

The growth and success of AAZPA depends largely on dedicated professionals such as yourself. Your willingness to give of your time and talents assists the Association in reaching its goals and objectives. Your contributions and participation as a member of the Development Committee have been most notable and greatly appreciated. It is, therefore, my privilege to reappoint you to continued service in this capacity during my term as AAZPA President.

I look forward to the many challenges that face the Association over the next few months, and I am pleased that you are part of the team. If you feel at any time, however, that you are unable to continue to meet the requirements of committee service, please advise either me or the Committee Chairman.

Assuming, though, that all is well with this reappointment, I wish to personally extend my thanks and best wishes to you in this assignment. If I can be of any assistance during my term in office, please do not hesitate to contact me.

Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

SRW:dsc



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July 15, 1992

Sally Steele
North Carolina Zoo
Rt 4 Box 83
Asheboro, NC 27203

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THOMAS C. OTTEN

Dear Sally

The growth and success of AAZPA depends largely on dedicated professionals such as yourself. Your willingness to give of your time and talents assists the Association in reaching its goals and objectives. Your contributions and participation as a member of the Development

Committee have been most notable and greatly appreciated. It is, therefore, my privilege to reappoint you to continued service in this capacity during my term as AAZPA President.

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Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

SRW:dsc



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July 15, 1992

Cynthia Sumner
St. Louis Zoo
Forest Park
St. Louis, MO 63110

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THOMAS C. OTTEN

Dear Cynthia:

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Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

SRW:dsc



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July 15, 1992

James Thorton
Cincinnati Zoo
3400 Vine Street
Cincinnati, OH 45220

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THOMAS C. OTTEN

Dear James:

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Sincerely,

Stephen R. Wylie
President-Elect

cc: Kathryn Roberts
Bill Dennler
Steve Taylor
Sydney Butler
Robert Wagner

SRW:dsc