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Chapter 1. AZA Background

Mission

The Association of Zoos & Aquariums (AZA) provides its members the services, high standards, and best practices needed to be leaders and innovators in animal care, wildlife conservation and science, conservation education, the guest experience, and community engagement.

Five Year Strategic Plan

AZA accredited zoos and aquariums will be recognized for leading a compelling wildlife conservation movement. We will achieve this by:

- Caring for wildlife and wild places
- Educating and engaging public, professional, and government audiences
- Serving and increasing membership
- Developing a robust and sustainable economic model which empowers AZA to provide superlative member services

Strategic Priorities 2011-2015

1. Caring for Wildlife and Wild Places: Ensure the sustainability of diverse wildlife collections in accredited zoos and aquariums; advance high standards of wildlife-focused animal care and welfare; and foster outcome-based conservation by connecting zoos and aquariums to the wild.
   - **Sustainable Animal Collections**: Implement best practices in animal management systems that ensure the sustainability of zoo and aquarium animal populations for the next century.
   - **Animal Care and Welfare**: Foster the advancement and implementation of animal care and welfare methods and standards for use by AZA members as best practices in maintaining healthy animal collections.
   - **Species/Habitat Conservation**: Facilitate increased involvement of accredited zoos and aquariums in the effective conservation of wildlife in nature.

2. Educating and Engaging Public, Professional, and Government Audiences: Build effective government and public affairs capabilities, and support AZA member conservation education programs to advance conservation outcomes and support for accredited zoos and aquariums.
   - **Legislative, Policy, and Regulatory Impact**: Ensure that AZA and its members are recognized as trusted leaders in environmental education, biodiversity conservation, and animal welfare, resulting in laws, regulations, and policies to support the sustainability of zoo and aquarium collections and operations.
   - **Conservation Education and Public Engagement**: Facilitate multi-institutional conservation education, outreach, and collaborations that activate the public to connect with and take personal action to conserve wildlife and wild habitats.

3. Enhancing Membership: Provide services that build and support an expanding community of individual members, and diverse facilities of all sizes, in collectively achieving the AZA mission.
   - **Enhancing Membership**: Build capacity within the AZA membership while simultaneously increasing the number and professionalism of members in order to achieve the overall mission and vision of AZA.
   - **Accreditation**: Create and manage the world’s leading zoological Accreditation Program and increase the wide recognition that AZA accredited institutions receive for their excellence across all areas of operation.
   - **Professional Development**: Continuously assess the need for new courses to increase member capacity and maximize new and ongoing programs that support AZA training, professional development, certification programs, and the development of new leaders

4. Developing a Robust and Sustainable Economic Model: Strengthen current AZA funding sources and pursue innovative new funding strategies to double available resources by 2014.
   - **New Revenue Streams**: Develop enterprises that establish new and sustainable, non-dues revenue streams.
• **Fundraising Capacity:** Assess the fundraising potential for AZA to provide consistent, strategic support to conservation programs of accredited zoos and aquariums, and to ensure a strong future for zoo and aquarium conservation action.

**Long-Term Vision**

The *Association of Zoos and Aquariums* envisions a world where, as a result of the work of accredited zoos and aquariums, all people respect, value, and conserve wildlife and wild places.

**Values and Beliefs**

**The Association and its Members:** We value AZA in its entirety. We respect the roles that each, the association and its members, play in collaboratively achieving our vision. We value our members, and open, honest, and respectful communication.

**Conservation of the Living Natural World:** We value the living natural world and recognize the role of our animals as ambassadors. We value the integration of environmentally responsible practices into all aspects of our business.

**Conservation Education for Members and the Public:** We value our roles as trusted messengers for the natural world and seek to accelerate positive conservation action through individual and collaborative educational efforts of AZA member institutions.

**Animal Care and Welfare:** AZA cares deeply about animal care and welfare, within and beyond its member zoos and aquariums, and is guided by Accreditation Standards, the Code of Professional Ethics, the Animal Acquisition/Disposition Policy, and science-based animal care standards.

**Science:** We believe in a science-based approach to animal care, conservation, and education programs.

**Excellence:** From our Code of Professional Ethics and Accreditation Standards, to our daily conduct and programs, AZA values, establishes, upholds, and promotes the excellent professional standards of our profession.

**Diversity:** AZA recognizes and embraces the values of human diversity, and accepts both the moral imperatives of our changing society and the impacts of these changes on our personal and professional lives.

**Cooperation and Partnership:** We value, encourage, and foster cooperation and partnerships within and beyond the zoo and aquarium community.

**Outstanding Quality Experience for Visitors:** We recognize that visitors expect and deserve an outstanding quality experience when they visit an AZA-accredited zoo or aquarium. We are committed to providing fun, safe, and quality visitor experiences.
Chapter 2. Introduction

Purpose

The purpose of AZA’s Scientific Advisory Groups (SAGs) is to expand the scope and effectiveness of AZA’s collective contribution to the long-term conservation of the animals in our care and global biodiversity. This is achieved by utilizing and/or developing scientifically-based practices, collaborating with the greater academic, scientific, and government communities, and widely disseminating the knowledge gained.

Description

AZA and its member institutions (AZA-accredited zoos and aquariums, Conservation Partners, and Certified Related Facilities) invest extensively in five primary areas of work that support animal care, welfare, and conservation:

1. Population management and sustainability (through AZA Animal Programs, including Taxon Advisory Groups (TAGs), Species Survival Plan® (SSP) Programs, and Studbooks)
2. Field conservation
3. Basic and applied research
4. Green practices
5. Conservation education

The first AZA SAG was established in 1991 to facilitate, support, collaborate on, communicate about, and coordinate relevant science-based activities to augment these specialized areas. Each SAG is aligned with the AZA Board-level Committee to which it is most closely associated, and has the opportunity to appoint SAG Liaisons to additional Committees that have shared interests. Each SAG is required to elect Officers and have a Steering Committee composed of up to 15 individuals with expertise in the SAG’s field. In addition, the SAG may have any number of additional individuals who serve as SAG Members and provide expert advice regarding conservation and management topics, research proposals, and inquiries related to the SAG’s area of expertise. These SAG Members are not members of the Steering Committee. There are currently 12 AZA SAGs (see Appendix A for a description of each SAG’s Mission) including:

- Ambassador Animals
- Avian
- Behavior
- Biomaterials Banking
- Endocrinology
- Green
- Institutional Data Management
- Nutrition
- Reintroduction
- Reproduction
- Small Population Management
- Veterinary

While the manner in which SAGs operate is flexible enough to allow for the differences among scientific disciplines, all SAGs are designed to:

- Collaborate with AZA on research and projects that support AZA’s Strategic Plan and/or are of specific interest to the zoo, aquarium, and conservation community.
- Advise and support AZA Committee goals and objectives related to their respective disciplines.
- Provide technical support and advice to AZA and AZA’s member institutions and/or Animal Programs.
- Coordinate collaborative studies/projects, especially those that involve multiple AZA institutions, Committees, and/or Animal Programs.

AZA-accredited zoos and aquariums know that conservation of wildlife and wild habitats requires safeguarding natural and man-made resources and detailed knowledge of, and collaboration among, the disciplines of green practices, conservation education programs, animal management, field conservation, and research. Incorporating green practices into zoological operations directly preserves resources and demonstrates zoos’ and aquariums’ commitment to wildlife conservation. Advances in conservation education programs offered by zoos and aquariums teaches guests how to be part of the solution for many of today’s environmental problems, models ways in which guests can engage in change, and
imparts the ethic that conservation begins at home. Successful animal management in zoos and aquariums, as well as in the wild, requires detailed knowledge of a species’ ecology, reproductive biology, genetics, behavior, nutrition, and diseases. In addition, zoo- and aquarium-based basic and applied research is of increasing relevance to field conservation and has already made many unique contributions, such as:

- Documenting the link between extinction and inbreeding in small animal populations.
- Providing detailed information on species’ courtship, mating, parental, and aggressive behavior to allow propagation of endangered species for eventual reintroduction.
- Providing alternative methods of reducing populations of ecologically destructive exotic species and controlling overabundant populations of indigenous animals via contraception.
- Developing an array of genetic and demographic management techniques that can be applied to protected areas and communities where humans and wildlife are in close contact.
- Developing various reintroduction, translocation, and post-release monitoring techniques for the recovery of endangered species.

The contributions of modern, professionally managed AZA-accredited zoos and aquariums to wildlife and conservation science are substantial and continually growing and AZA SAGs play a critical role in spearheading many of these contributions. The remainder of this Handbook details how SAGs are structured, their administrative processes, and their functional responsibilities. Because the AZA community is composed of thousands of individuals who specialize in a wide-range of disciplines, specific terms that are defined in the glossary are highlighted in bold italic throughout the Handbook to maintain a consistent language. Web-based resources are hyperlinked throughout each chapter.
Chapter 3. SAG Structure

Committee Oversight

To ensure that the work of the SAGs is in keeping with AZA’s Mission, Strategic Plan, and needs, each is overseen by the AZA Committee with which its work is best aligned. Oversight Committees and SAGs should work together to identify topics in need of the SAG’s expertise. The Committee’s Work Plan should include the scope of work and goals that are identified in the SAG’s Action Plan (Appendix B). SAG Chairs are encouraged to attend and participate in their oversight Committee’s open meetings and are required to submit a SAG Annual Report (Appendix B) to their oversight Committee twice a year to communicate their activities from the previous 6 months. In turn, this Committee will include the SAG’s report in their twice-yearly reports to AZA’s Board of Directors to ensure that the SAG’s actions are recognized by the AZA Staff and Board of Directors as well as reflected in AZA’s Mission and Strategic Plan. In addition, SAGs should appoint liaisons to other “associated” AZA Committees whose mission and/or work plan goals overlap with their expertise to ensure appropriate and timely cross-communication between SAGs and Committees. AZA SAGs are aligned with Committees as denoted below:

Animal Health Committee
- Nutrition SAG
- Veterinary SAG

Animal Welfare Committee
- Behavior SAG
- Endocrinology SAG

Business Operations Committee
- Green SAG

Conservation Education Committee
- Ambassador Animal SAG

Field Conservation Committee
- Reintroduction SAG

Research and Technology Committee
- Biomaterials Banking SAG
- Reproduction SAG

Wildlife Conservation and Management Committee
- Avian SAG
- Institutional Data Management SAG
- Molecular Data for Population Management SAG
- Small Population Management SAG

SAG Structure

All AZA SAGs are composed of a Steering Committee - including Officers, Liaisons, and Members to ensure that an extensive amount of experience and diversity are represented. Because SAGs are formal entities of AZA, and their actions represent AZA, all SAG Officer positions must be filled by individuals employed by AZA-accredited Institutions. Officer positions include the Chair, Vice-Chair, Secretary, and if the SAG’s work involves any financial functions, a Treasurer. The Steering Committee is composed of individuals that are elected from the SAG membership. Officers are elected from the Steering Committee by a vote of the Steering Committee. The SAG Steering Committee may determine how to best compose the SAG’s general membership among interested, qualified subject matter experts from within and outside of the AZA community.
SAG Officer Positions

Chair

Position Overview
The SAG Chair position holds important responsibilities that are critical to the success of AZA’s Strategic Plan, Committee goals, and SAG Action Plan. The primary responsibilities of the SAG Chair are to lead the SAG in its mission; organize its members; coordinate communication with the AZA staff, oversight Committee, and Committees it liaises with; coordinate the development of a Three Year Action Plan; and submit the SAG Annual Reports. It is important for the SAG Chair to work closely with the AZA staff and its oversight Committee in all matters related to the SAG’s operations. The SAG Chair serves as the primary contact for the SAG’s work area and abides by the duties and responsibilities as defined below.

Eligibility Requirements
The SAG Chair must:
- be a paid employee at an AZA member institution.
- have an individual AZA membership.
- be a subject matter expert in the SAG’s direct area of operation.
- uphold SAG business confidentiality.
- have proficiency in utilizing AZA web resources, the internet, and have email access.
- have strong skills in organization, communication, facilitation, conflict resolution, and in establishing and maintaining effective working relationships with diverse groups of individuals.
- provide a Statement of Individual Commitment (Appendix D).
- provide a Statement of Institutional Support from their employer (Appendix D).

Essential Position Functions
- Develop and maintain an appropriate Steering Committee and overall SAG membership structure and oversee the fulfillment of all Steering Committee and Officer responsibilities.
- Coordinate the development a Three Year Action Plan that identifies goals, specific projects, objectives, methods, and budget (if necessary) required to meet the Plan's goals.
- Arrange at least one official SAG meeting per year, preferably at the AZA Annual Conference or Mid-Year Meeting. If the official SAG meeting is held in a venue outside of the AZA Annual Conference and/or Mid-Year Meeting, the date and location of the meeting must be communicated to the SAG’s oversight Committee and the AZA staff.
- Participate in official SAG meetings (in-person if possible) and encourage other Officers and Steering Committee members to participate in official SAG meetings. There must be at least one Officer participating at all official SAG meetings.
- Ensure that the secretary records the official SAG meeting minutes and that they are accurate, complete, and AZA branded. If the Secretary is not available, the Chair is responsible for assigning this task to another qualified individual. The Chair must submit these proofed minutes to the oversight Committee in the SAG Annual Reports.
- Schedule additional SAG working meetings via in-person, electronic, and/or conference call as needed to achieve goals set for the SAG and to handle day-to-day issues, topics, and votes.
- Participate in (in-person if possible), and encourage other Officers, Steering Committee members, and general SAG membership (if appropriate) to participate in SAG working meetings.
- Respond to inquiries and requests for information regarding the SAG’s expertise from the AZA oversight and associated Committees, staff, Animal Programs, and member institutions in a timely manner.
- Ensure that the SAG Annual Reports are submitted to the oversight Committee by the dates specified by the AZA office annually (typically four weeks in advance of the July Board meeting).
- Maintain consistent communication with the oversight Committee and participate in its official meetings.
- Appoint SAG liaisons to collaborate with and participate in the meetings of other SAGs and Committees with common interests.
• Ensure that the work of the SAG, as it relates to all Committees it is associated with, is well coordinated and communicated to the Board via the Annual Reports to its oversight Committee.
• Oversee SAG communication via the SAG’s online workspace within the AZA Network and ensure all voting procedures have been established, maintained, and documented.
• Ensure that all Officers, Steering Committee members, and membership update their personal information on the SAG’s workspace within the AZA Network.
• Ensure SAG communications adhere to the AZA Communications Policy (Appendix E).
• Coordinate the review of appropriate chapters of draft Animal Care Manuals (ACMs) as described in the ACM Development Process (http://www.aza.org/animal-care-manuals) if appropriate.
• Ensure that all members of the SAG abide by the AZA Code of Professional Ethics.

The SAG Chair is encouraged to:
• Solicit new SAG members as needed. This may include posting advertisements in the monthly Animal Program Update and on various listservs and AZA Network Groups.
• Provide AZA’s Digital Marketing Manager social media snippets of information (including photos) that can be included on the AZA Facebook page and Twitter account.
• Work with AZA staff to develop and consistently update a public-facing SAG webpage on the AZA website.
• Provide an article promoting the SAG to AZA’s Publications Manager for publication in CONNECT each year.
• Schedule and moderate working meetings at the AZA Mid-Year meeting.
• Schedule and moderate reporting sessions at the AZA Annual Conference.
• Delegate responsibilities to other members of the SAG as needed.

Vice Chair

Position Overview
It is presumed that if, for any reason, the SAG Chair must vacate the position, the Vice Chair will assume all Chair duties until a new Chair is formally elected.

Eligibility Requirements
The SAG Vice Chair must:
• be a paid employee at an AZA member institution.
• have an individual AZA membership.
• be a subject matter expert in the SAG’s direct area of operation.
• uphold SAG business confidentiality.
• have proficiency in utilizing AZA web resources, the internet, and have email access.
• have strong skills in organization, communication, facilitation, conflict resolution, and in establishing and maintaining effective working relationships with diverse groups of individuals.

Essential Position Functions
• Assume all Chair duties if Chair is unavailable, or the Chair position is vacant.
• Participate in SAG official meetings (in person if possible).
• Participate in SAG working meetings (in person if possible).
• Participate in open oversight and associated Committee meetings whenever possible.
• Respond to inquiries and requests for information regarding the SAG’s expertise from the AZA oversight and associated Committees, staff, Animal Programs, and member institutions in a timely manner.
• Assist the Chair in the supporting SAG members and the SAG’s Action Plan.
• Immediately notify the AZA staff of a SAG Chair vacancy.
• Assist the Chair with filling the Secretary and Treasurer (if applicable) positions if vacant.

Secretary
Position Overview
The Secretary keeps a written record of the SAG’s elections, votes, and official SAG meetings, and communicates these records, and any programmatic changes to the SAG members, the oversight Committee, and the AZA staff.

Eligibility Requirements
The SAG Secretary must:
- be a paid employee at an AZA member institution.
- have an individual AZA membership.
- be a subject matter expert.
- uphold SAG business confidentiality.
- have proficiency in word processing and spreadsheet programs, utilizing AZA web resources, the internet, and have email access.
- have strong skills in organization, communication, and in establishing and maintaining effective working relationships with diverse groups of individuals.

Essential Position Functions
- Record, document, and use the AZA brand on all SAG business, including minutes from SAG official meetings, and submit materials to the SAG Chair for distribution to the SAG, inclusion on the SAG’s workspace within the AZA Network, and in the SAG’s Annual Report (Appendix C).
- Communicate all programmatic changes for the SAG to the oversight Committee and the AZA staff.
- Participate in SAG official meetings (in person if possible).
- Participate in SAG working meetings (in person if possible).
- Respond to inquiries and requests for information regarding the SAG’s expertise from the AZA oversight and associated Committees, staff, Animal Programs, and member institutions in a timely manner.
- Post all issues held to a vote within the SAG on the SAG’s AZA Network workspace.
- Tally, record, and archive all vote results and submit to the SAG Chair to communicate to the SAG and the AZA staff, and to include in the SAG Annual Report (Appendix C).
- Keep all application materials, statements of individual support, etc. updated and on file.

Treasurer

Position Overview
If the SAG’s work involves any financial components, a Treasurer must be elected and an AZA Dedicated Fund account must be used to manage all funds. Treasurers collect, disperse, and archive written records of all SAG financial transactions. Treasurers also coordinate and oversee AZA Dedicated Fund accounts which are special accounts created to hold funds raised or distributed by AZA SAGs. Dedicated Fund accounts are held by AZA member institutions, and used to support projects initiated and/or coordinated by SAGs.

Eligibility Requirements
The SAG Treasurer must:
- be a paid employee at an AZA member institution.
- have an individual AZA membership.
- uphold SAG business confidentiality.
- have proficiency in word processing and spreadsheet programs, utilizing AZA web resources, the internet, and have email access.
- have strong skills in organization, communication, and in establishing and maintaining effective working relationships with diverse groups of individuals.

Essential Position Functions
- Apply for and manage a Dedicated Fund in compliance with “AZA’s Management Guidelines for AZA Conservation Program Dedicated Funds” (www.aza.org/dedicated-funds).
- Participate in SAG official meetings (in person if possible).
• Participate in SAG working meetings (in person if possible).
• Respond to inquiries and requests for information regarding the SAG’s expertise from the AZA oversight and associated Committees, staff, Animal Programs, and member institutions in a timely manner.

SAG Steering Committee

Overview
The Steering Committee serves as the voting body for SAG business, and all members are integrally involved in SAG action planning, decision-making, appointments, fiscal management, publications, and meetings. The Steering Committee will be composed of 5 to 15 members, including Officers, with one individual per institution serving on the committee. SAGs may determine the optimal size and management of their Steering Committees.

Eligibility Requirements
Members of the Steering Committee must:
• uphold SAG business confidentiality.
• be elected from the SAG Membership.
• be a subject matter expert in the SAG’s direct area of operation.
• have proficiency in utilizing in word processing and spreadsheet programs, utilizing AZA web resources, the internet, and have email access.
• have strong skills in organization, communication, facilitation, conflict resolution, and in establishing and maintaining effective working relationships with diverse groups of individuals.

Essential Position Functions
• Expected to vote in all elections and issues brought to a vote.
• Participate in SAG, oversight Committee, and associated Committee meetings whenever possible.
• Communicate any problems or issues within the Steering Committee to the SAG Chair.
• Respond to inquiries and requests for information regarding the SAG’s expertise from the AZA oversight and associated Committees, staff, Animal Programs, and member institutions in a timely manner.
• Advise the AZA oversight and associated Committees in their efforts to identify, develop, and implement Program goals, as applicable.
• Provide content for AZA stories of interest related to the SAG’s area of expertise.
• Provide expert advice regarding topics, research proposals, and inquiries related to the SAG’s area of expertise.
• Provide input on Animal Care Manuals as defined in the ACM Development Process (http://www.aza.org/animal-care-manuals) if appropriate.
• Assist in the development of education and website materials related to the SAG’s area of expertise.
• Assist with the development of research projects related to the SAG’s area of expertise.
• Assist the AZA Conservation & Science Department by reviewing subject matter-related Conservation Grants Fund (CGF) grant proposals as requested.
• Advise and provide technical support to the AZA Board, oversight and associated Committees, and the Conservation office on technical issues related to the SAG’s area of expertise.

Members of the Steering Committee are encouraged to:
• Solicit additional Steering Committee members from the SAG membership to reach the Steering Committee’s ideal capacity (5-15 individuals).
• Solicit new Steering Committee members from the SAG membership to replace Steering Committee members when their terms are completed.
• Solicit new SAG members as needed. This may include posting advertisements in the monthly Animal Program Update and on various listservs and AZA Network Groups.
• Develop a 3-year Action Plan that enumerates a series of realistic goals, specific projects, objectives, methods, budget, etc., which are coordinated with the goals of the AZA strategic plan as well as those of the oversight and associated Committees.
• Identify, assist, and provide, if possible, financial support for *in situ* and *ex situ* research and conservation.
• Coordinate and participate in certain collaborative studies, especially those that involve several AZA Committees or member institutions.
• Provide a network expertise to support and collaborate on projects of interest to the zoo and aquarium community and the broader conservation community of which it is a part.

**SAG Members**

**Overview**
In addition, the SAG may have any number of individuals who serve as part of the SAG membership but are not members of the SAG Steering Committee. SAG members provide expert advice regarding conservation and management topics, research proposals, and inquiries related to the SAG’s area of expertise.

**Eligibility Requirements**
SAG members do not need to be members of AZA or work at an AZA-accredited institution, but they must uphold SAG business confidentiality.

**Essential Position Functions**
• Respond to inquiries and requests for information regarding the SAG’s expertise from the AZA oversight and associated Committees, staff, Animal Programs, and member institutions in a timely manner.
• Participate in SAG meetings whenever possible.
• Provide expert advice regarding topics, research proposals, and inquiries related to the SAG’s area of expertise.
• Assist in the development of education and website materials related to the SAG’s area of expertise.
• Assist with the development of research projects related to the SAG’s area of expertise.
• Assist the AZA Conservation & Science Department by reviewing subject matter-related CEF grant proposals as requested.
Chapter 4. SAG Administration

Creating a New SAG

Scientific groups wishing to designate themselves as an AZA SAG must complete the Petition for a New SAG (Appendix F) and submit it to the AZA Conservation & Science Department. The petition must provide a list of five to ten individuals from AZA-accredited institutions that have expressed interest in serving on the SAG Steering Committee, identify the Committee best suited to oversee it, and identify the associated Committees to appoint liaisons. The petition must also specify what projects, objectives, methods, and budget will be needed for the SAG to function and how they are coordinated with the goals of the AZA strategic plan as well as those of the oversight and associated Committees. Once the petition has been approved by the AZA Staff and oversight Committee, the Steering Committee will hold elections to fill the Officer positions.

Election Processes

For new SAGs, the oversight Committee will vote to approve the initial SAG Steering Committee. The Steering Committee will then vote to elect the Officers. There are no mandated term limits for SAG Officers, members of the SAG Steering Committee, or the SAG membership. SAGs may determine whether to impose term limits on their Steering Committee members. SAG Officers are elected from the Steering Committee. Steering Committee members are elected from the SAG membership. Officers must be employees of an AZA member institution; Steering Committee and general SAG members do not have employment requirements. All elections require that:

- All election voting processes will be managed through a publicly disclosed, democratic process, the management of which is determined by the SAG’s discretion.
- All members of the SAG Steering Committee are expected to vote on all elections; Failure to meet this obligation may result in the removal of the Steering Committee member by the Chair.
- The Secretary will record the votes, submit the voting record to the Chair, and post the results on the SAG’s workspace within the online AZA Network.
- The Chair will alert the SAG, the applicants (if applicable), the AZA oversight and associated Committees, and the AZA staff of the outcome of all election votes.

Officers

- A call for applicants will be distributed to the SAG Steering Committee.
- Applicants for the position of SAG Chair must submit a Statement of Individual Commitment (Appendix D), and a Statement of Institutional Support (Appendix D) to the SAG’s Vice Chair.
- The SAG Steering Committee will vote to elect the applicant, or from a pool of applicants if more than one member of the Steering Committee is interested in the Officer position, through a publicly disclosed, democratic process, the management of which is determined by the SAG’s discretion.
- New Officer information should be added to the SAG’s workspace within the online AZA Network, and posted on the AZA website.

Steering Committee Members

- A call for applicant will be distributed to the SAG membership.
- The SAG Steering Committee will vote to elect the applicant, or from a pool of applicants if the number of candidates exceeds the number of Steering Committee positions available, through a publicly disclosed, democratic process.
- The Steering Committee may fill the vacated position by either holding a new election or appointing the member who received the highest number of votes among the nominees not selected in the previous election.
- New Steering Committee information should be added to the SAG’s workspace within the online AZA Network and posted on the AZA website.

Voting

- All voting processes for SAG topics and issues will be managed through a publicly disclosed, democratic process, the management of which is determined by the SAG’s discretion.
- All members of the SAG Steering Committee are expected to vote on topics and issues requiring a vote; Failure to meet this obligation may result in the removal of the Steering Committee member by the Chair.
- The Secretary will record the votes and submit the voting record to the Chair, and update the information on the SAG’s workspace within the online AZA Network and the AZA website.

**Change in Status**

**Change of Institution**
- SAG Chairs who move to a new AZA member institution must, within 90 days of departure from their original institution, submit a new Statement of Individual Commitment and Statement of Institutional Support (Appendices D & E) to the SAG Secretary.
- Officers must update their new contact information, including institution, phone, fax, and email via the AZA website by logging into their account on “My AZA”.

**Loss of Employment**

**Officers**
- If an Officer loses or vacates their position from an AZA member institution, they have 6 months to re-gain employment with another AZA member institution before they have to surrender their Officer position on the SAG.
- Officers who do not re-gain employment at an AZA member institution may remain members of the SAG Steering Committee, but may not hold an officer position.

**Institution Loss of Accreditation or Certification**

**Officers**
- If a SAG Officer’s institution loses accreditation, the Officer has 6 months to resign from the SAG or find employment with another AZA member institution.
- Officers who do not resign from the SAG under these conditions will be removed by the SAG Chair.
- SAG Chairs who do not resign from the SAG under these conditions will be removed by the oversight Committee.
- Officers who do not re-gain employment at an AZA member institution may remain members of the SAG Steering Committee, but may not hold an officer position.

**Resignation**

**Officers**
- When desired or required, SAG Chairs must provide a written notice of resignation to the SAG Steering Committee, the oversight Committee, and the AZA staff.
- During the period without a Chair, the Vice-Chair will serve as the Interim SAG Chair.
- When desired or required, Officers must provide a written notice of resignation to the SAG Chair.
- Departing Officers should uphold SAG business confidentiality and when possible, orient and provide all relevant SAG documents to their replacement.

**Steering Committee**
- When desired or required, SAG Steering Committee members must provide a written notice of resignation to the SAG Chair.
- Departing SAG Steering Committee members should uphold SAG business confidentiality and when possible, orient and provide all relevant SAG documents to their replacement.

**Removal of a SAG Steering Committee Member**
- All SAG Officers and Steering Committee Members may be removed from the SAG if s/he fails to meet SAG obligations or administration responsibilities.
- The Steering Committee must identify and document all instances where the Steering Committee member failed to meet these obligations and/or responsibilities and how each instance was addressed with the member in an attempt to resolve the issue(s).
- All Steering Committee member removals should be documented in the SAG Annual Report.

**Chair**
- The Steering Committee must notify the oversight Committee in writing if the SAG Chair repeatedly fails to meet SAG obligations or administration responsibilities.
• The oversight Committee may decide to vote to remove the SAG Chair after they have reviewed and discussed the concerns with that Chair.
• The SAG Steering Committee will hold a new election for the Chair position as soon as possible.

Steering Committee Members
• The SAG Chair must notify the Steering Committee in writing if a SAG Officer or Steering Committee member repeatedly fails to meet SAG obligations or administration responsibilities.
• The Steering Committee may decide to vote to remove the Officer/Steering Committee member after they have reviewed and discussed the concerns with that Officer/member.
• The SAG Steering Committee will hold a new election for the Officer position or to reach the Steering Committee’s ideal capacity (5-15 individuals) as soon as possible.
Chapter 5: SAG Functions

Three Year Action Plan

The SAG is responsible for creating and implementing a Three Year Action Plan that identifies the SAG’s mission, goals, projects, objectives, methods, and budget required to meet the Plan’s goals. Action Plans should be updated every three years or more frequently if developments in the SAG’s area of work warrant an updating of the Action Plan. The development and subsequent update of the Plan should be in line with, and support, the goals identified in the AZA strategic plan as well as those of the oversight and associated Committees. The oversight Committee and SAG should work together to identify topics in need of the SAG’s expertise and the oversight Committee’s work plan should include the scope of work and goals that have been defined in the SAG’s Action Plan. SAG Annual Reports should detail the SAG’s activities as they pertain to the Action Plan.

Conservation Grants Fund Reviews

Participation in the AZA Conservation Grants Fund (CGF) review process provides SAGs with a direct tool for steering the research directives of the AZA. If appropriate, SAGs will be asked to provide first-tier reviews when relevant proposals are submitted.
- CGF application materials become available in January, with funds available the following October.
- SAGs are encouraged to provide input to parties interested in submitting CGF proposals in order to strengthen links between the project and the SAG’s research and conservation priorities.
- Only one review per proposal may be submitted on behalf of the SAG. Appropriate proposals will be forwarded to members for review in April and are due at the end of May.
- Reviews should critically examine the project’s justification for its goals and anticipated outcomes, the conservation and/or management significance and importance, project team ability, and budget. Reviews are considered confidential, and should reflect the quality of the science proposed.

Animal Care Manuals Reviews

SAGs are encouraged to provide input to each Animal Care Manual (ACM) in chapters that address their areas of expertise either when asked by the ACM Coordinators during their development, or when they are out for their 30-day review period. ACMs present a compilation of current knowledge provided by recognized animal experts based on the current science, practice, and technology of animal management. The manual assembles basic requirements, best practices, and animal care recommendations to maximize capacity for excellence in animal care and welfare. The manuals should be considered works in progress, since practices continue to evolve through advances in scientific knowledge. The use of information within these manuals should be in accordance with all local, state, and federal laws and regulations concerning the care of animals. The recommendations are not exclusive management approaches, diets, medical treatments, or procedures, and may require adaptation to the specific needs of individual animals and particular circumstances in each institution. Commercial entities and media identified within the ACMs are not necessarily endorsed by AZA. The statements presented throughout the body of the manual do not represent standards of care unless specifically identified as such in clearly marked sidebar boxes.

Communication

Each SAG must develop a means to facilitate communication among its members, with the AZA staff, and oversight and associated Committees via the AZA Network, email, conference calls, in-person meetings, etc. Appropriate information about the SAG and its functions should be communicated to the general public via AZA’s website and social media mechanisms (e.g. Facebook, Twitter, etc.); however as a formal AZA entity, SAG actions represent AZA. Therefore, SAGs should not utilize or maintain websites and/or social media mechanisms that are independent from AZA. In addition, if the SAG is called upon or desires to endorse or make other statements (e.g., letters of support, white papers, policies, etc.) about entities or activities outside of AZA, they should involve the appropriate AZA staff before such statements are produced. The SAG should also distribute information via sessions at the AZA Annual Conference and working meetings at the AZA Mid-Year Meeting, Committee meetings, and their Annual Reports. All
SAG communications must be AZA branded and it is recommended that the SAG utilize electronic resources as much as possible in order to engage in green practices.

**Annual Report**
The SAG Chair must submit a SAG Annual Report (Appendix C) to the SAG’s oversight Committee by the dates specified by the AZA office annually (dependent upon the dates of the Board meeting typically held in July) each year. These reports:

- Update the AZA oversight Committee, staff, and Board of Directors on the activities of the SAG and progress towards meeting the goals defined in the SAG’s Action Plan.
- Provide the Chair an opportunity to document and communicate any potential issues or growth opportunities within the SAG.
- Allow an opportunity for the SAG to submit official meeting minutes and other materials routinely to their oversight Committee and the AZA staff.

**Meetings**
- SAG Chairs are required to hold at least one official SAG meeting each year and are encouraged to hold this meeting in conjunction with the AZA Annual Conference and/or Mid-Year Meeting.
- If the SAG holds an official SAG meeting in a venue outside of the AZA Annual Conference and/or Mid-Year Meeting, the meeting date and location must be communicated to the SAG’s oversight Committee and the AZA staff.
- Additional SAG working meetings, held via in-person, electronic, and/or conference call, are encouraged to achieve to goals set for the SAG and to handle day-to-day issues, topics, and votes.
- The Chair or Vice Chair is encouraged to schedule and moderate reporting sessions about the SAG’s work at AZA Annual Conference and working sessions at the AZA Mid-Year Meeting.
- Officers are encouraged to participate in all official SAG meetings. Official SAG meetings must have at least one Officer participating.
- Minutes from the official SAG meeting must be recorded, AZA branded, archived, and submitted to the oversight Committee in the SAG’s Annual Report.

**Animal Program Update**
The Animal Program Update is published monthly on the AZA website at [https://www.aza.org/animal-programs-monthly-update](https://www.aza.org/animal-programs-monthly-update) and includes Animal Program announcements, vacancy advertisements, and new publications. The SAG may wish to provide SAG-approved announcements and notices to be published in the Update and should contact the AZA Conservation & Science Department Program Assistant to do so.

**AZA Network**
SAGs will be provided a workspace within the online AZA Network. Membership within this workspace may be compartmentalized such that some portions may be restricted to the Steering Committee while others may be open to any interested members of the professional zoological community, at the SAG’s discretion. To create a workspace within the AZA Network, the SAG Chair should contact the AZA Digital Marketing Manager.

**AZA Public-facing Webpage and CONNECT Articles**
SAGs may find it helpful and engaging to distribute annual or more frequent updates on their activities by publishing a public-facing SAG webpage on the AZA website. This webpage may include updates and progress reports on all aspects of the SAG’s work, such as membership, elections, vacancies, fundraising, research, statements, photos, videos, and conservation project summaries. To create a SAG webpage, the SAG Chair should contact the Conservation & Science Program Assistant. In addition, SAGs may wish to distribute information about their work in an article in CONNECT each year. To publish an article in CONNECT the SAG Chair should contact the AZA Publications Manager.

**Social Media**
AZA manages an AZA Facebook page and a Twitter account that have thousands of followers. To maximize exposure of the SAG’s work, snippets of publicly appropriate information (including photos) should be provided for inclusion on the social media resources. To publish information on AZA’s Facebook page and Twitter account, the SAG Chair should contact the AZA Digital Marketing Manager.
Chapter 6. Contacts & Web Resources

AZA Staff Contacts

Deborah Luke, Ph.D.
Senior Vice President, Conservation & Science
dluke@aza.org

Candice Dorsey, Ph.D.
Vice President, Animal Programs
cdorsey@aza.org

Shelly Grow, M.S.
Conservation Programs Director
grow@aza.org

Rebecca Greenberg
Conservation & Science Coordinator
rgreenberg@aza.org

AZA Web Resources

AZA Board Approved Policies
https://www.aza.org/board-approved-policies-and-position-statements

Animal Exchange
To access Animal Exchange, the user must be logged in to the AZA website and have Animal Exchange privileges assigned to your individual record in order to use this feature. Never share your log-in information with anyone as you will directly be held responsible for any changes or edits made to secured areas. Once logged in, the Animal Exchange link will be found on the Animals & Conservation > Animal Care & Management dropdown.

Animal Programs Database
The Animal Programs Database contains all Animal Program Data, and is separated out into Animal Program pages. There are separate pages for TAGs, SSP Programs, Studbooks and SAGs. Each Animal Program page can be accessed by going through the:

Animal Program Page Search Portal

Each Animal Program page contains the following (*information only available if logged in):
• Program Leaders, Officers, Advisors
• Program Leader, Officers, Advisors contact information*
• Animal Program details (start dates, websites, etc.)
• Animal Program Species
• Related Animal Programs
• Animal Program Documents*
• Animal Program IR list*

Animal Programs Resources
https://www.aza.org/animal-programs-resources
The Animal Programs Resources page contains numerous links, documents and templates aimed to assist Program Leaders. These include:
• Program Leader Handbooks
• Templates and Applications
• Contact information for TAGs Chairs, Institutional Liaisons, WCMC TAG Liaisons, SPMAG TAG Liaisons
• Animal Program Sustainability Designations (updated quarterly)
- Animal Programs Monthly Update
- Current Program Leader Vacancies
- Illustrative protocols to help Program Leaders navigate the Animal Programs Database

**Accountability Information and Instructions**
Animal Care Manuals (ACMs)- Animal Care Manuals (ACMs) are a compilation of animal care and management knowledge that has been gained from recognized species experts, including AZA Taxon Advisory Groups (TAGs), Species Survival Plan® Programs (SSPs), biologists, veterinarians, nutritionists, reproduction physiologists, behaviorists and researchers. Content is based on the current science, practice, and technology of animal management. The manual assembles best practices, animal care recommendations and AZA accreditation standards to maximize capacity for excellence in animal care and welfare and is updated every 5 years. All ACMs are peer reviewed, widely valued, and acclaimed by other regional associations. All TAGs are required to coordinate the publication of ACMs for the taxa within their purview.

Association of Zoos and Aquariums (AZA)- Founded in 1924, the Association of Zoos and Aquariums (AZA) is a nonprofit organization dedicated to the advancement of accredited zoos and aquariums in the areas of animal care, wildlife conservation, education and science. AZA is America’s leading accrediting organization for zoos and aquariums and accredits only those institutions that have achieved rigorous standards for animal care, education, wildlife conservation and science.

AZA Animal Program- AZA Animal Programs include Taxon Advisory Groups (TAGs), Species Survival Plan® (SSP) Programs and Studbook Programs. These Animal Programs are responsible for the extraordinary leadership, development, oversight, promotion, evaluation and support of AZA’s cooperative animal management, conservation, and scientific initiatives. Management tools, databases, reference materials, policies, and management plans have been developed to facilitate exceptional Animal Program collaboration within and amongst AZA-accredited institutions.

AZA Brand/Branded The signature for the Association of Zoos & Aquariums is a unique piece of artwork that has been designed specifically for our brand. Consisting of the AZA wordmark and the AZA ampersand symbol, the signature is an extremely valuable asset and the most concise visual representation of our brand.

AZA Committee- All AZA committees and task forces work under the guidance of the Board of Directors. There are three types of committees: Bylaws Committees, Standing Committees, and Special Committees. Committee member individual qualifications include proven performance in their field, commitment and time to serve, and permission of home institution.

AZA Dedicated Funds Account- AZA Committees, Scientific Advisory Groups (SAGs), and Animal Programs (APs), who hold and distribute money raised specifically to support projects initiated or coordinated by their group must use an AZA Dedicated Funds to manage all transactions.

AZA Mission- The Association of Zoos & Aquariums (AZA) provides its members the services, high standards and best practices needed to be leaders and innovators in animal care, wildlife conservation and science, conservation education, the guest experience, and community engagement.

AZA Network- The Association of Zoos & Aquariums’ online private social networking tool.

AZA Strategic Plan- AZA accredited zoos and aquariums will be recognized for leading a compelling wildlife conservation movement. We will achieve this by caring for wildlife and wild places; educating and engaging public, professional and government audiences; serving and increasing membership; and developing a robust and sustainable economic model which empowers AZA to provide superlative member services.

Certified Related Facilities- Organizations holding wildlife that are not commercial entities, and are not open to the public on a regularly scheduled, predictable basis. The facility shall be under the direction of a professional staff trained in animal husbandry, and shall be further defined as having conservation and preservation as part of its mission—a mission that shall have a beneficial, tangible, supportive impact on the zoological and aquarium professions. This includes wildlife ranches, wildlife refuges or rehab centers, research facilities, survival centers, breeding farms, and/or similar organizations.

Committee Work Plan- A document that details a committee’s goals and objectives within a specific time frame.
Conservation Grants Fund (CGF) - Established in 1984, CGF supports the cooperative conservation-related scientific and educational initiatives of AZA and AZA-accredited zoos and aquariums and their collaborators. CGF grants are awarded in six categories: Animal Health, Animal Welfare, Conservation Education, Field Conservation and/or Reintroduction, Management and/or Breeding, Research.

Conservation Partner- Organizations that support the vision, mission and goals of zoos and aquariums. Conservation Partners represent AZA-Accredited Institution member societies and associated organizations, professional societies, conservation organizations, universities, some government entities and other non-profits.

Ex situ Conservation- Preservation of species outside of their native habitat.

In situ Conservation- Preservation of natural communities and populations of species in the wild.

New SAG Petition- Application to establish a new SAG. The petition requires that the proposed SAG define its mission, goals and, and proposes SAG Officers and Steering Committee members.

Official SAG Meeting- Held for the benefit of the entire SAG membership via in-person, electronic, and/or conference call, to review past successes, identify current undertakings, and plan future goals of the SAG’s three-year action plan. It is preferred that this meeting take place at the AZA Annual Conference or Mid-Year Meeting to increase greater attendance from the AZA membership and thereby promote communication about and interest in the SAG’s work.

Oversight Committee- AZA board-level committees whose mission and/or work plan goals overlap with the SAG’s expertise. These oversight committees ensure that the work of the SAGs is in keeping with AZA’s Mission, Strategic Plan, and needs. Oversight Committees and SAGs should work together to identify topics in need of the SAG’s expertise.

SAG Annual Report- The SAG Annual Report is submitted once per year to communicate their activities to ensure that the SAG’s actions are recognized by the AZA staff and Board of Directors as well as reflected in AZA’s Mission and Strategic Plan. The purpose of these reports is to provide the Chair an opportunity to document and communicate any potential issues or growth opportunities within the SAG and allow an opportunity for the SAG to routinely submit meeting minutes and other materials to their oversight Committee and the AZA staff.

SAG Liaison- A SAG Steering Committee member, appointed by the SAG, to an associated AZA Committee whose mission and/or work plan goals overlap with their expertise. SAG liaisons collaborate with and participate in the meetings of the other Committees with common interests to ensure appropriate and timely cross-communication among SAGs and Committees.

SAG Member- An individual who serves as a member of the overall SAG but is not a member of the Steering Committee. SAG members provide expert advice regarding conservation and management topics, research proposals, and inquiries related to the SAG’s area of expertise.

SAG Officer- Officer positions include the Chair, Vice-Chair, Secretary, and if the SAG’s work involves any financial functions, a Treasurer. Officers must be employees at an AZA-accredited institution, members of the SAG’s Steering Committee, and elected by a vote of the Steering Committee.

SAG Statement of Individual Commitment- A signed statement by the potential new SAG Chair to show that the individual is willing and able to meet the commitments and responsibilities of the SAG and leading the Group in its mission.

SAG Statement of Institutional Support- A signed statement by the potential new SAG Chair’s institution to show that the institution is willing and able to support this individual in meeting the commitments and responsibilities of the SAG and leading the Group in its mission.

SAG Steering Committee- Serves as the voting body for SAG business, and all Steering Committee members are integrally involved in SAG action planning, decision-making, appointments, fiscal management, publications, and meetings. The Steering Committee will be composed of 5 to 15 members, including Officers, and can be composed of individuals with expertise in the SAG’s field.
SAG Three Year Action Plan- A SAG Action Plan identifies high priority areas of research and conservation needs. The Action Plan sets goals and objectives to address these priorities, and specific metrics to gauge progress toward the desired outcome and a suggested time line.

SAG Working Meetings- Held for the benefit of the entire and/or sub-groups of the SAG membership, via in-person, electronic, and/or conference call, to achieve goals set for the SAG and to handle day-to-day issues, topics, and votes.

Scientific Advisory Group (SAG)- Established in 1991, Scientific Advisory Groups (SAGs) help facilitate, support, network and coordinate the relevant research activities of its member institutions. SAGs are made up of experts in a particular field of wildlife science. Members include veterinarians, researchers and zoo- and aquarium-based curators with appropriate scientific training, as well as university, government and other outside scientists with a commitment to sharing their particular expertise.

Species Survival Plan® (SSP) Program- Established in 1981, the mission of an AZA Species Survival Plan® (SSP) Program is to cooperatively manage specific, and typically threatened or endangered, species population within AZA-Accredited Zoos and Aquariums, Certified Related Facilities, and Approved Sustainability Partners. Each SSP manages the breeding of a species in order to maintain a healthy and self-sustaining population that is both genetically diverse and demographically stable.

Studbooks- An AZA Studbook dynamically documents the pedigree and entire demographic history of each individual in a population of species. These collective histories are known as the population's genetic and demographic identity and are invaluable tools that track and manage each individual cared for in AZA-Accredited Zoos and Aquariums, Certified Related Facilities and by Approved Non-Member Participants as part of a single ex situ population.

Taxon Advisory Group (TAG)- Established in 1990, Taxon Advisory Groups (TAGs) examine the conservation and management needs of entire taxa, or groups of related species. TAGs establish priorities for management, research, and conservation. TAGs select appropriate species for AZA conservation and management programs and provide a forum for discussing husbandry, veterinary, ethical, and other issues that apply to entire taxa.
Appendix A. Scientific Advisory Groups

Ambassador Animal Scientific Advisory Group (AASAG)- The mission of the AASAG is to develop cooperative relationships between the education, research, and animal welfare interests of the zoo and aquarium community around the topic of program animals.

Avian Scientific Advisory Group (ASAG)- The mission of the ASAG is to work with AZA and its members to develop cooperative relationships between the scientific and zoo communities and to provide advice as it pertains to AZA’s Avian Programs.

Behavior Scientific Advisory Group (BAG)- The mission of the BAG is to develop cooperative relationships between AZA, its Animal Programs, its accredited institutions, and the scientific community, provide technical advice to meet the husbandry, social, and behavioral needs of animals cared for by AZA-accredited institutions, and promote opportunities to gain an understanding of their sensory, cognitive, and physiological abilities which can be applied to conservation strategies.

Biomaterials Banking Scientific Advisory Group (BBAG)- The mission of the BBAG is to develop cooperative relationships between AZA, its Animal Programs, its accredited institutions, and the scientific community and provide technical advice pertaining to biomaterials and banking strategies.

Reproduction and Endocrinology Scientific Advisory Group (RESAG)- The mission of the RESAG is to develop cooperative relationships between AZA, its Animal Programs, its accredited institutions, and the scientific community of reproduction and endocrine specialists and provide technical advice to enhance reproduction services for AZA Animal Programs.

Green Scientific Advisory Group (GSAG)- The mission of the GSAG is to develop cooperative relationships between AZA, its Animal Programs, its accredited institutions, and the conservation/scientific community to identify ways to minimize negative environmental impacts by reducing consumption of both natural and manufactured resources, reducing production of hazardous wastes, developing systems and programs for re-use of materials, and by recycling materials that cannot be reused.

Institutional Data Management Scientific Advisory Group (IDMAG)- The mission of the IDMAG is to work with AZA and its members to promote 1) the development of effective and efficient data management that includes data collection, data storage, data analysis and data retrieval, and 2) the use of animal records data in AZA-accredited institutions.

Molecular Data for Population Management Scientific Advisory Group- The purpose of the Molecular Data for Population Management SAG would be to advise the AZA community and its Animal Programs on the generation and use of DNA data for population management.

Nutrition SAG (NAG)- The mission of the NAG is to work with AZA and its members to promote the science of comparative nutrition and understand the biology and nutrition of animals and its application to the practical feeding of animals in AZA-accredited zoos and aquariums.

Reintroduction SAG (ReintroSAG)- The mission of the ReintroSAG is to develop cooperative relationships between AZA, its Animal Programs, its accredited institutions, and the scientific community of reintroduction specialists and provide technical advice to enhance the success of reintroduction procedures.

Small Population Management Scientific Advisory Group (SPMAG)- The mission of the SPMAG is to develop cooperative relationships between AZA, its Animal Programs, and its accredited institutions and provide technical advice pertaining to small population management.

Veterinary Scientific Advisory Group (VSAG)- The mission of the Veterinary Scientific Advisory Group (SAG) is to develop cooperative relationships between AZA, its Animal Programs, its accredited institutions, and the veterinary community and provide technical advice to enhance veterinary services.
Appendix B. SAG Three Year Action Plan Template

__________________ Scientific Advisory Group Three Year Action Plan

**Please note that Action Plans must be digitally submitted to the oversight Committee. This application is available in a digitized Word form at [https://www.aza.org/templates-and-applications](https://www.aza.org/templates-and-applications).**

Date:
SAG Chair:
SAG Vice-Chair:
SAG Secretary:
SAG Treasurer:
Oversight Committee:
Associated Committees & SAG Liaisons

1. **SAG Mission**: Two-three sentences that summarize the overall purpose of the SAG

2. **Primary Goals of Three Year Action Plan**: Identify three or four specific projects or areas of investigation that drive the SAG’s work with specific metrics that will identify success.

3. **Objectives**: For each SAG goal, identify specific objectives that will advance achievement of the goal, with specific metrics to gauge progress toward the desired outcome, a suggested time line, and identification of which individual(s) or working group is working on each objective.

4. **Other important notes**: Schedule of meetings, conference calls, progress reports, and other related products (e.g., publications, conference papers, etc.).
Appendix C. SAG Annual Report Template

_________________________  Scientific Advisory Group Annual Report

**Please note that Annual Reports must be digitally submitted to the oversight Committee by the dates specified by the AZA office annually (dependent upon the variable dates of the Board meetings) each year. This application is available in a digitized Word form at https://www.aza.org/templates-and-applications.**

Date:
SAG Chair:
SAG Vice-Chair:
SAG Secretary:
SAG Treasurer:
Oversight Committee:
Associated Committees & SAG Liaisons

1. SAG Mission

2. Identify three or four specific projects or areas of investigation that drive the SAG’s work with specific metrics that will identify success.

3. Please briefly note any significant SAG activities that have occurred, particularly as they relate to your Action Plan, (health surveys, research projects, endorsement, grants etc.), since the most recent Annual Report.

4. Please list any new or revised statements or guidelines that the SAG has adopted (note that new or revised Policies must be approved by the AZA Board of Directors).

5. Please list any changes/additions to the SAG Officers and Steering Committee from the most recent Annual Report.

6. Please list all meetings this SAG has held since the most recent Annual Report, identify who attended the meetings, and attach their corresponding minutes.

7. Please list all oversight and associated Committee meetings members of the SAG attended since the most recent Annual Report.

8. Please present any additional SAG related comments and/or concerns and specifically identify any actions that might benefit or require oversight committee or Board approval.
Appendix D. SAG Chair Application

**Please note that SAG Chair Applications must be digitally submitted to the SAG’s Vice Chair; if there is no Vice Chair the application should be submitted to the oversight Committee. This application is available in a digitized Word form at [https://www.aza.org/templates-and-applications](https://www.aza.org/templates-and-applications).**

Primary Applicant

Date:
Primary applicant (to be the proposed SAG Chair):
Title:
Institution:
Professional Address:
Telephone:
FAX:
Email:
AZA membership number:

1. Provide specific information about your experience and how it complements the SAG’s Action Plan.

*Please attach a copy of your resume or curriculum vitae, completed Statement of Individual Commitment, and Statement of Institutional Support.*

Statement of Individual Commitment

As Chair for an Association of Zoos and Aquarium’s Scientific Advisory Group (SAG), I am willing and able to devote the necessary time to oversee the ______________ SAG. I am willing and able to meet all deadlines, commitments, and responsibilities as outlined in the SAG Handbook including leading the SAG in its mission, organizing its members, coordinating communication with the AZA staff, oversight and associated Committees, coordinating the development of a three-year Action Plan, submitting the SAG Annual Reports, participating in the open oversight and associated Committee meetings, reviewing Conservation Endowment Fund proposals, and contributing to and reviewing Animal Care Manuals. I understand that the SAG is a formal AZA entity and, as such, the SAG’s word and communication represent the Association. Therefore, I recognize that all SAG endorsements and other public statements require review by the AZA staff prior to release. I understand that failure to meet these obligations may result in my removal as SAG Chair.

Name of Applicant: ________________________________________________

Signature of Applicant: ____________________________________________
Statement of Institutional Support

The ____________________________ (Name of Institution) is committed to providing adequate resources and support to ____________________________ (Name of Employee) to Chair the ____________________________ Scientific Advisory Group (SAG) as outlined in the SAG Handbook. Responsibilities of the SAG Chair include leading the SAG in its mission, organizing its members, coordinating communication with the AZA staff, oversight Committee and associated committees it liaises with, coordinating the development of a Three Year Action Plan, submitting the SAG Annual Reports, participating in the open oversight and associated Committee meetings, reviewing Conservation Endowment Fund proposals, and contributing to writing and reviewing Animal Care Manuals. I understand that failure to meet these obligations may result in his/her removal from the Chair position.

The above-named institution further acknowledges that information gathered for this SAG is not the exclusive property of the institution and is the property of AZA.

Name of the Director/Governing Official: ______________________________

Signature of Director/Governing Official: ______________________________

AZA Membership Number of the Institution/Facility: ____________________________

Date: ______________________________
Appendix E. AZA Communications Policy

Policy on Communications that Represent the
Association of Zoos and Aquariums and its Members

All public statements* that may be construed to represent a communication from the Association of Zoos & Aquariums (AZA) or are made by or on behalf of any AZA Program** must be reviewed and approved by the appropriate AZA Department prior to public release or publication. In addition, plans to create such documents should involve input from AZA and other appropriate AZA entities** during their conceptualization and development.

* For example, but not limited to, position or advocacy statements, letters of support / endorsement / censure, policies, petition signatures, proposals, and comments on legislative / regulatory actions.

** For example, but not limited to, Committees, Scientific Advisory Groups, Taxon Advisory Group, Species Survival Plan® Programs, Conservation Action Partnerships, Task Forces, the Population Management Center, and the Reproductive Management Center.
Appendix F. Petition for a New SAG

Petition for a New Scientific Advisory Group

*Please electronically complete the following application to initiate a new Scientific Advisory Group. Send completed applications to AZA’s Conservation & Science Department ([conservation@aza.org](mailto:conservation@aza.org)). This application is available in a digitized Word form at [https://www.aza.org/templates-and-applications](https://www.aza.org/templates-and-applications).*

Date: _______________
Name of Individual Submitting Petition: ____________________________________________
Email: ______________________________

1. Proposed name of the Scientific Advisory Group (SAG):

2. Under what Committee’s oversight does the SAG propose to align?

3. What is the purpose of the proposed SAG (mission, overall goals)?

4. Identify the associated Committees liaisons will likely be appointed to.

5. Identify five to ten individuals from AZA-accredited institutions that have expressed interest in serving on the SAG Steering Committee.

6. Provide a rationale for forming the SAG, including the scientific need within the AZA and its member institutions, and opportunities for cooperative action with entities outside of the AZA community.

7. Identify specific projects, objectives, methods, and budget needed that are coordinated with the goals of the AZA strategic plan as well as those of the oversight and associated Committees.