



ELEPHANT MANAGERS ASSOCIATION  
*2019 Annual Report*





*Compiled and organized by*  
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*Front cover photograph*  
Msholo, a 31-year-old male African elephant at Zoo Atlanta.  
Credit: Adam Thompson, Content Creator, Zoo Atlanta.

*Inside cover photograph*  
Vus'Musi, a 16-year-old male African elephant at Fresno  
Chaffee Zoo. Credit: Shane Spears / Fresno Chaffee Zoo.



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OUR MISSION:

*The Elephant Managers Association is dedicated to the welfare and survival of the world's elephants through improving communication, husbandry, research, education, and conservation.*



Officially formed in 1988, the EMA is a registered 501(c)(6) nonprofit group. Now representing hundreds of members, it is the largest international organization of elephant professionals and enthusiasts.



PHOTO: AMANDA BOBYACK

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with any of your questions.



## *Message from the* **EXECUTIVE DIRECTOR**

Where does the time go? It seems like just yesterday I was writing this for the 2018 Annual Report. I guess time really does fly when you're having fun. How lucky are we to have elephants as a part of our lives? Being able to watch and interact with elephants every day is a privilege that very few people have. Regardless of everything going on in the world, being around elephants can make everything else seem irrelevant, or I guess, irrelevant.

I have been working around elephants in some capacity since 1989. A lot has changed over the years, some for the better and some, not so much. Change happens and you can either accept it, adapt, and move on, or you can get left behind. I feel that the EMA as an organization continues to adapt and

evolve, mainly due to the diversity of the membership. EMA is and always has been an inclusive organization made up of people with many different backgrounds and beliefs. Our members come from all parts of the globe, with representatives from the United States, Canada, United Kingdom, Japan, Australia, and Germany, just to name a few. Not all our members work directly with elephants. We have members in schools and universities across the globe, and members that are retired professionals. All of these people care enough about elephants to join and support the EMA. Our largest member designation, Professional Members, has just as much diversity, with members working with zoos, private owners, circuses, sanctuaries, and game parks. This diversity of experience, knowledge, and geography is what makes the EMA such an amazing resource like no other in the world.

Our inclusiveness to accept all elephant care professionals or enthusiasts regardless of their philosophy, experience, or geographic location makes us the world's largest, most knowledgeable group of elephant professionals and enthusiasts. The EMA has never been about free contact or protected contact, or zoo or circus. The EMA is and always has been about elephants and bringing the diversity of our members together at a conference or through our publications to share different views and perspectives to help us grow as professionals to better the lives of elephants. Through its membership, the EMA has the resources and expertise to help everyone learn and be successful to better the lives of the elephants in their care.

We have EMA members representing over 80% of all AZA elephant-holding facilities and the majority of private owners and circuses. Why do we not have 100% representation? Some people think we are too free contact focused, while others think we are too protected contact focused. If these people read an issue of JEMA or attended a conference, they would realize that the EMA is about elephants. It's not about always agreeing with what everyone says and does. It's about keeping an open mind and sharing your successes as well as your challenges with everyone. It's about understanding that there is more than one way to be successful. Elephant programs are not and should not be cookie cutter. The diversity in our elephants, facilities, staffing, and resources makes each and every program unique. Successful programs have the ability to take many different bits and pieces to apply them to their program in a manner that works best for their staff, facility, and elephants.

To all of our members, thank you for making the EMA what it is today, and thank you for the continued support. I am proud of this organization and the membership for how we have grown over the years, and I look forward to what lies ahead in the years to come.

A handwritten signature in blue ink, appearing to read 'Daryl Hoffman'.

**Daryl Hoffman**  
Executive Director, Elephant Managers Association





## Message from the PRESIDENT

Our goal each year is to send out our previous year's annual report in the spring. While we were finishing up this year's report, COVID-19 entered our lives. As a result, this report is getting to you a bit later than anticipated. In 2019, the Board focused our energy on the tasks that were outlined in our 2018 Annual Report. The biggest goal was to transfer our membership system and website to another software platform, allowing us to integrate all of our programs under one roof. We have successfully transferred our membership database, and now it is automated and easier for members to access information. We also published a new website, and we are already working to expand the content that is available to our members.

The Board used the feedback from the 2018 conference survey to help formulate the 2019 EMA conference in Denver. After the conference, we launched another survey, and I am proud to report that our conference in Denver received huge accolades from the attendees. The Denver team deserves a big "thank you" for all their dedication and hard work. We will take the information from this survey and use it for the planning of our next conference.

We have adopted a new initiative under which EMA will send out membership pins highlighting years of support for the organization. Members will now receive a membership pin for every five years of membership and support.

We will likely have to continue to deal with the challenges introduced by COVID-19. This has impacted us in many ways, and the EMA Board has changed some of our normal operations that reflect these challenges. Unfortunately, we have decided to cancel the 2020 EMA conference in Milwaukee. We felt that it was prudent to set up the Milwaukee team to succeed. We expect that postponing the conference while the world adapts to the new normal will result in a higher attendance in 2021. I am happy to report that the Milwaukee team has agreed to host the conference then. A huge "thank you" goes out to them for being so flexible and understanding.

Based on a survey that the Board sent out, the membership supported the Board's recommendation to postpone our 2020 Board election. We felt that because the terms for Board members are limited, it wouldn't be in the best interest of new members to join during a time in which our operations have slowed and the focus of all Board members are oriented more on their own home fronts. We will start the election process again in the spring of 2021. The Board has also recognized the financial impact that many members have endured during this time. As a small token, the Board has extended all the current EMA memberships by six months at no charge. We have also offered free limited-time memberships to the broader elephant community so that they can learn about our great organization and join the EMA family.

In 2020, here are some of the goals that we would like to accomplish:

- expand the content on our new website,
- update our EMA bylaws,
- update our EMA elephant standards,
- establish an EMA merchandise store on our new online platform, and
- use conference survey results to improve our annual conference.

As we usually say: EMA is your organization, please don't hesitate to contact a Board member and give your input on how we can improve this organization. Member feedback and participation is extremely important in order for EMA to thrive.

Stay safe—

**Vernon Presley**  
President, Elephant Managers Association



# Meet the 2019 – 2021 BOARD OF DIRECTORS

Elected by EMA members every year and serving two-year renewable terms, each member of the Board of Directors oversees a committee to fulfill the organization's mission. The Executive Director, appointed by the Board, does not have a term limit to ensure continuity in leadership and other activities. Other Board officers are voted on by the Board of Directors before the conference each year. To communicate your ideas, questions, or concerns, feel free to reach out to any of these Board members directly, or email [EMAbord@elephantmanagers.com](mailto:EMAbord@elephantmanagers.com).



**DARYL HOFFMAN, Executive Director**  
*Curator of Large Mammals, Houston Zoo*

Daryl joined the Elephant Managers Association in 1992 and served as a board member from 2000–2005 until he became Executive Director in 2005.

Daryl began his career at the Buffalo Zoo as a relief keeper and worked in every area except for elephants because at the time he wasn't that interested. Then one day his curator wanted him to learn to work with the elephants and it did not take long for him to realize how magnificent elephants are and to become completely enthralled with everything elephant.

With over 26 years of experience working with elephants, he says that the births of babies are his favorite and make for the fondest memories because every single one is different and just as amazing.



**VERNON PRESLEY, President**  
*Curator of Elephants and Ungulates, Fresno Chaffee Zoo*

When Vernon was a child, his family would regularly visit zoos. He fell in love with the excitement of seeing a variety of animals from all over the world. When Vernon started to learn about the passion that the staff had for their animals and about the incredible work that they do, he decided that he needed to devote his career to this field and share that passion.

Vernon began his elephant career at the Toronto Zoo in 1996 with seven female African elephants. He started his full-time zoo keeping job in a different area of the zoo, but was transferred to the elephant team four months later. There was no looking back: "I consider it an honor to be able to work with these amazing animals and I am just as eager to learn about them as I did over 20 years ago."

Vernon joined the EMA in 1998 and is the former chair of the Training Committee. "My favorite part of this industry is the training that we do with our elephants. I find it amazing when a trainer and an elephant work together and create an incredible atmosphere of communication and trust. It's a privilege to work with and care for these animals."





**SHAWN FINNELL, Vice President**  
*Board Liaison for Behavioral Husbandry Committee*

Shawn Finnell has been working with wildlife for 15 years, 12 of which have been with elephants. He has worked with African and Asian elephants throughout various management styles. At the Wildlife Safari, located in Winston, Oregon, he started his career working with three African elephants. Shawn has had the fortune to work with multiple breeding herds, bulls, and calves. Between the Oklahoma City Zoo and the Oregon Zoo, he has experience with two large exhibit and program expansions.

Shawn is passionate about many aspects of elephant management, including conservation, welfare, and training. He believes the best thing about working with elephants is that all elephant keepers, handlers, and trainers are students; no matter how much we think we know, elephants always show us that we have more to learn.

Shawn became an EMA member in 2006. He is currently involved in the Conservation, Training, & Membership Committees. He has had the privilege to organize multiple workshops at the annual EMA conferences. "EMA is a great organization to see many approaches to elephant care. The EMA has been a tremendous resource; it's the largest

group of elephant professionals united to improving the lives of these amazing animals."



**TRIPP GORMAN, Secretary**  
*Board Liaison for Communication Committee*  
*Elephant Keeper, Fort Worth Zoo*

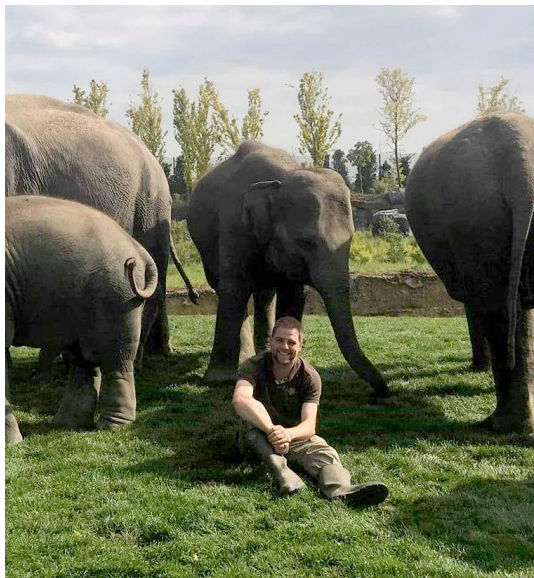
Tripp joined the EMA in 2001, the same year as his first EMA conference and the same year that he started volunteering around elephants at the Greenville Zoo. From there, Tripp went on to an internship at the Knoxville Zoo, and then onto another internship at the Riverbanks Zoo.

Tripp started his paid animal care career at Ringling Bros. and Barnum & Bailey Circus (the Red Unit) in December 2006. He was hired on as a horse and zebra groom, but quickly moved on to what he joined for. After a year of being an elephant groom, Tripp became an elephant handler and stayed with the company for six years. After traveling across the country multiple times, he decided it was time to leave the road and start to settle down. Tripp's second job started at the Nashville Zoo in September 2012, where he started working with African elephants. After two years of being a keeper in Nashville, he was promoted to Elephant Manager, and even though it was a short stint, Tripp enjoyed it and learned a lot. Once the elephants left the Nashville Zoo, Tripp was once again on

the search for a job and that is how he landed at the Fort Worth Zoo!

During his elephant career, Tripp has had the enjoyable opportunity to not only meet many wonderful elephants, but also a lot of great people. He has been given the chance to help in many different aspects of elephant care. When asked about his favorite part of the job, Tripp responds, "Working with calves, and also interacting with the public, who I love to engage and inspire."





## ROB CONACHIE

*Board Liaison for Financial Committee*

*Elephant Manager, Pairi Daiza*

Rob's passion for elephants was obvious from a young age. He was fortunate enough to spend his childhood around the elephants at Cricket St Thomas Wild Animal Park in the UK. Rob's desire to develop a career with elephants has given him fantastic opportunities to work within multiple collections across Europe and the USA.

The management, care, and welfare of elephants has been Rob's primary emphasis throughout his career. He takes pride in focusing on the training of both staff and animals, as this allows us to care for elephants safely and to the highest possible standard. As one of his mentors always said: "our standard of work is their standard of care."

Working with both African and Asian elephants in all management systems over the past twenty years has taught Rob that the daily challenges we face can be overcome by using many different techniques to achieve the same goal.

Rob firmly believes in the role of modern zoological collections and the need for conservation, education, and research. The sharing of knowledge and working together will be essential in overcoming threats such as EEHV, and also in protecting the future of our industry to which so many of us have dedicated our lives.



## Adam Felts

*Board Liaison for Research, Education, & Conservation Committee*

*Curator of Heart of Africa and Asia Quest, Columbus Zoo and Aquarium*

Adam has been working at the Columbus Zoo and Aquarium since 1997. He began his full-time career as an elephant keeper working with both African and Asian elephants in a wide variety of successful management systems and is now the Curator of Heart of Africa and Asia Quest regions.

For Adam, the EMA represents a true coalition of elephant care professionals listening to and learning from one another. The resource that EMA represents is one that puts care of elephants first, with the desire to evolve with the knowledge that is gained and shared through its members. Adam's goal is to collaborate with other elephant care managers to continue the exceptional care of elephants (his professional passion). As a Board member of the EMA and with his 20 years' experience, Adam hopes to collaborate with other likeminded people in the elephant profession to have a positive impact on all elephants in zoological organizations.





## Cecil Jackson, Jr.

*Board Liaison for Membership Committee*

*Elephant Manager, Cincinnati Zoo & Botanical Garden*

Cecil has dedicated his 41-year career at the Cincinnati Zoo & Botanical Garden (CZBG) to maintaining the highest standards of care in captive elephant management, focusing on the welfare and safety of both the animals and his staff. He began his zoo career as a seasonal keeper, working in various areas of CZBG, including the Children's Zoo, hoofstock, primate, and elephant departments. It wasn't until 1983 that Cecil started down his path with elephants as a full-time keeper. After establishing himself as a dedicated elephant keeper, Cecil was promoted to the position of Head Elephant Keeper in April 2000, which entailed managing the five Asian elephants in the zoo's collection. Shortly thereafter, Cecil was appointed to Elephant Manager, which earned him the responsibility of overseeing the daily husbandry, enrichment, training, and other aspects of elephant care. Cecil is proud to follow in the footsteps of many dedicated CZBG professionals, including his father, an animal trainer at the Cincinnati Zoo for 50 years.

To further his knowledge of caring for elephants, Cecil became a member of the EMA in 1988 and he is currently a member of the Ethics Committee. Cecil has attended numerous EMA conferences since 1988, participated in the Principles of Elephant Management I & II courses, participated in the EMA Training Workshop, and presented papers at EMA.

The last few years have seen a lot of change in elephant care and management, and Cecil as Elephant Manager has led his team and elephants through this change with great success. Significant achievements include: successful transition from free contact to protected contact, implementation of a formal operant conditioning program with three cows and one bull elephant, expansion of the elephants' enrichment program, development of formal exercise programs for all elephants, and the initiation of the Elephant Welfare Initiative to track and monitor changes in elephant well-being. Overall, Cecil has successfully led CZBG's elephant program to meet and surpass evolving elephant management standards; his practical experience and historical perspective are highly valuable to the future of elephant management in zoos.

Cecil is proud of the program his team and the elephant care community have made in recent years and looks forward to continuing to guide the field forward as part of EMA's Board of Directors. Aside from his professional passions, Cecil is an avid bluegrass performer and enjoys spending time with his family on their 100 acres of land.



## MIKE McCLURE

*Board Liaison for Ethics & Legislative Committee*

*General Curator and Elephant Manager, The Maryland Zoo*

Mike has been working with elephants for 20 years and in the zoo field for 30 years. Having started his career working around the zoo in all other animal areas, Mike always found the elephants more interesting than any other species because of their intelligence and because of the opportunity to learn more about behavioral modification and conditioning. After spending a lot of time watching the elephant team in action, Mike was given the chance to join the team.

Mike joined the EMA in 2004 and was elected to the Board of Directors in 2008, where he immediately got involved in the Legislative, Nominations, and Communications Committees, with which he is still involved today. In 2013, he was elected EMA President and served until his term ended in 2015. Mike has also served on the Ethics Committee since 2014 and has been on the Training Committee since its inception.

For Mike, his favorite part of the job is getting to see people and elephants work together to learn and grow. "Seeing an elephant or someone that I have trained being successful in their environment is the most rewarding thing I have ever experienced."



# Meet the 2019 – 2021 EXECUTIVE COMMITTEE

Created in 2017, the Executive Committee is comprised of past members of the Board of Directors. Members of the Executive Committee are appointed as needed by the Board to contribute their institutional knowledge and sustain important activities and special projects of the organization, such as conference planning and organization.



## BRYAN AMARAL

*Senior Curator, Smithsonian's National Zoo and Conservation Biology Institute*

Bryan is currently Senior Curator at Smithsonian's National Zoo and Conservation Biology Institute. He has been in the animal/elephant industry since 1996, working at three different elephant-holding organizations. Bryan has been a member of the EMA since 2000, was involved in the Membership Committee from 2004–2017, and served multiple terms on the EMA Board of Directors. The value of the EMA is immeasurable. For Bryan, it has been a pleasure to be involved with the organization and its value to his career is great. The knowledge gained and contacts made over the years has greatly improved the lives of the elephants he has cared for, the elephant professionals he supports, and has helped the elephant industry as a whole grow as well. Bryan was appointed to the Executive Committee in 2017, and he is proud to continue to serve the EMA and support the Board of Directors. The EMA is an important organization and Bryan is delighted to help continue the great work of our organization and improve the lives of elephants everywhere.



## JILL SAMPSON

*Elephant Manager, Indianapolis Zoo*

Jill is the Elephant Manager at the Indianapolis Zoo, where she has been working since 1996. Highlights of her career include the births of six calves to date—including the first and second African elephant calves in the world born through artificial insemination—and the development of a multigenerational breeding herd. Over the years, Jill has served the EMA in various roles including Membership Chair, Publications Editor, Board Member, and President. She is grateful for the people she has met and worked alongside, and the opportunity the EMA provides to network and exchange ideas, all with the common goal of providing the very best care for the elephants we love. Jill is honored to have been appointed to the Executive Committee in 2018, and she looks forward to working with the Board of Directors and continuing to learn from and share knowledge with the membership.





**JESSICA SCALLAN**  
*Elephant Manager, Tulsa Zoo*

Jessica is Elephant Manager at the Tulsa Zoo. She has dedicated over 20 years to our industry, specializing in geriatric care and bull management. Anyone who is an EMA member or has attended an EMA conference knows Jessica. Her positive, upbeat attitude is contagious. Jessica has served EMA in several capacities over the years. She was elected by her peers to the EMA Board of Directors five times starting in 2005, where she served ten years including two as President and six as Secretary. During these years she has focused her time on the Education, Enrichment, Communications, and Awards Committees; she was the previous JEMA Art Director; led strategic planning for our organization; organizes our annual conference; and writes press releases when needed. In October 2017, Jessica was appointed to the Executive Committee by the Board of Directors. "I am so grateful for EMA. I have learned so much and have made lifelong friends from around the globe. EMA has allowed me to develop many skills in various leadership roles. I am thankful for the opportunity to serve on the Executive Committee. I believe in our mission and I am honored to assist in the organization's growth."

## *The 2020 EMA* **SMALL GRANT PROGRAM**



EMA is excited to announce its Small Grant Program is returning, designed to fund up to \$2,000 to a project that supports EMA's mission:

*The Elephant Managers Association is dedicated to the welfare and survival of the world's elephants through improving communication, husbandry, research, education, and conservation.*

This opportunity is open to anyone, including keepers, researchers, and conservationists. We are seeking a diversity of proposals that encompass all parts of our mission. **Proposals are due by 11:59pm PST on July 31, 2020.**

For more information and to download an application, please visit EMA's website at: **[elephantmanagers.org](http://elephantmanagers.org)**

With questions, please contact April Yoder at **[grants@elephantmanagers.com](mailto:grants@elephantmanagers.com)**

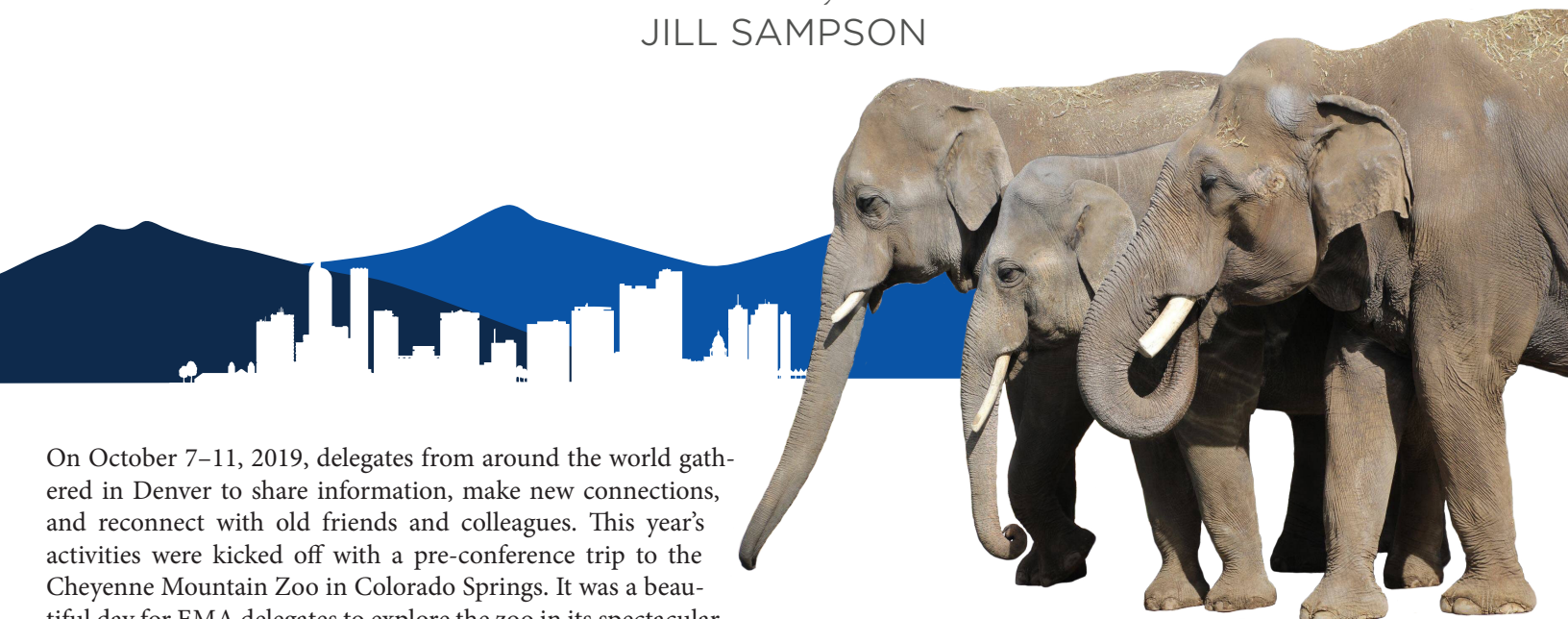


PHOTO: AMANDA BOBYACK



# CHANGING PERSPECTIVES IN DENVER

written by  
JILL SAMPSON



On October 7–11, 2019, delegates from around the world gathered in Denver to share information, make new connections, and reconnect with old friends and colleagues. This year’s activities were kicked off with a pre-conference trip to the Cheyenne Mountain Zoo in Colorado Springs. It was a beautiful day for EMA delegates to explore the zoo in its spectacular mountain setting. The elephant team welcomed us into their barn to tour the facilities which include a walking trail and an off-exhibit “vacation” yard where the elephants can explore and graze at their leisure. We were treated to a training demonstration in the barn and watched the public demonstrations out in the zoo. We were also invited to participate in the elephant feeding along with the zoo guests!

After a fun day at Cheyenne Mountain, we gathered back at the hotel for the Ice Breaker to meet and mingle with the rest of the delegates who had arrived. It was a great time to catch up and have informal discussions about our favorite subject. And of course the conversations, snacks, and libations continued at the hospitality suite, for those who were not ready to call it a night.

The following two days were filled with informative presentations covering topics of training, husbandry, veterinary care, herd management, research, conservation, field work, facility enhancements, and enrichment. An interactive app was available throughout the conference for delegates to ask questions and participate in panel discussions and polls. Congratulations go out to Joseph Golden of Buttonwood Park Zoo whose talk entitled “Enrichment on a Budget” received the most votes via the app for favorite presentation!

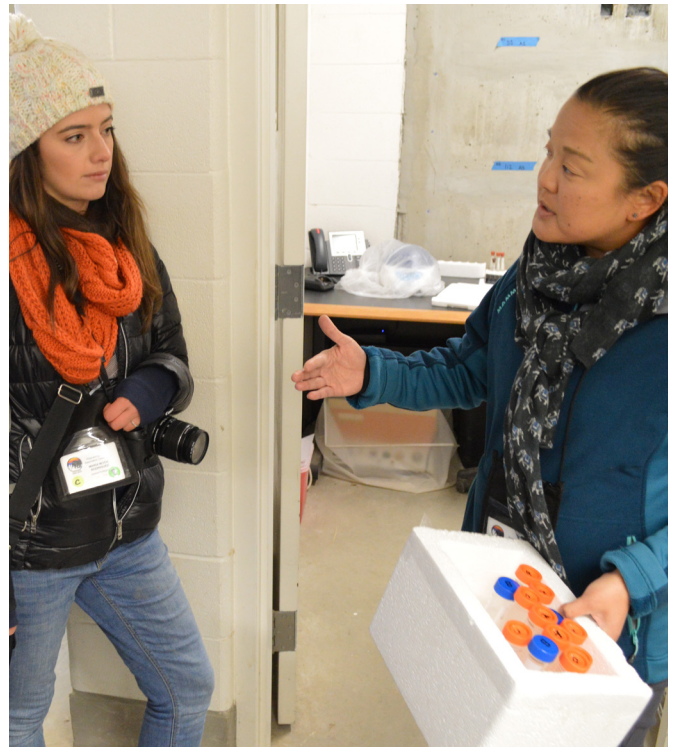
Panel discussions were held between paper sessions with topics generated from the EMA delegates. As these discussions were entitled “Hot Topics,” there was a twist on one of the panel sessions. The panel members answered questions between taking bites of chicken wings with increasingly hot sauces. All the members of the panel hung on until the end, and managed to respond thoughtfully despite the heat!

With cases of EEHV continuing to affect Asian elephants, and a recent outbreak of cases affecting African elephants, one of the paper sessions was devoted to this very serious topic. Presentations were given from facilities that have battled recent cases, and foremost experts on EEHV research and treatments, Dr. Lauren Howard, Dr. Paul Ling, and Dr. Ellen Wiedner, were on hand to update us on the latest information and answer questions during an EEHV panel discussion.

The Denver weather gave us crisp cool autumn nights and warmer sunny days. That is until Zoo Day, when the temperatures plummeted and the snow began to fall! Proceeding with their excellent organizational skills, the Denver Zoo team reacted to the quickly changing forecast by rearranging the morning paper sessions to occur at the hotel and moving the zoo lunch buffet into the elephant barn. Although the weather prevented the elephant team from showing us their outside demonstration, bull elephants Chuck and Jake showed off for us by going for a swim and then exiting the pool with excited trumpets as they hustled back inside the barn. We toured the barn and got to see the “amazebullz” that make up Denver Zoo’s bachelor herd of five Asian elephants. We also had our choice of attending the smaller workshops the Denver team prepared for us. These included training demonstrations for blood draws, foot care, semen collection, and a tutorial on semen evaluation. Denver’s senior bull Groucho graciously provided us with an excellent sample collected earlier that morning! After the interactions at the elephant barn and some time to explore the zoo, it was time to wrap up the day with the silent auction, banquet, and awards ceremony.

Here it was announced that a collection of over \$500 was raised for what became dubbed as the “Mullet Fund,” inspired by EMA Board Member Tripp Gorman’s throwback hairstyle. Earlier in the conference someone asked how much money it would take to get Tripp to cut off the mullet and he jokingly replied \$500. Tripp was a great sport and agreed to let the mullet be chopped (after an earlier phone call to his





**Left:** Groucho, the oldest elephant at the Denver Zoo, has his blood drawn in the ERD while Denver Zoo Elephant Manager Maura Davis explains the procedure to conference delegates. **Right:** Wendy Kiso explains the ins and outs of elephant semen evaluation to Maria Moch during Zoo Day. Photos by Peter Briggs.

wife and another to his hair stylist!) As the EMA crowd cheered him on, the general consensus was summed up as follows: “This is epic.” The decision was made to let Tripp choose which elephant conservation project would receive the Mullet Fund money.

This year we presented awards to the following:

- **Denver Zoo**, for hosting the 2019 conference,
- **Ellen Wiedner, VMD**, awarded the President’s Award for outstanding contributions to elephant care,
- **Katie Alayan**, for service on the Board of Directors,
- **Sharon Glaeser**, for continued service as Research Committee Chair,
- **Joseph Golden**, for best presentation at the 2019 conference,
- **Paul Ling, PhD**, for contributions to EEHV research,
- **Erin McGee**, for continued service as Membership Committee Chair,
- **Nick Newby**, for service on the Board of Directors, and
- **Vernon Presley**, for service as Training Committee Chair.

After a very memorable EMA conference came to a close, some of us stayed on to attend the post-conference trip the following day. We were taken to the National Wildlife Repository, a government facility that catalogs and stores confiscated, illegally trafficked wildlife trophies and items made from body parts of endangered species. Among the items were elephant tusks, ivory trinkets, and foot stools. Taking in the rows and rows of these items that represent the slaughter of so many animals was very sobering. And this was only a portion of what wildlife officials get in every year. The officer guiding our tour was very informative and we all left with a better understanding of the illegal wildlife trade and the challenges facing those fighting against it.

Thank you to the Denver Zoo team and all the volunteers for a well-organized and productive conference. Thank you to the EMA Board of Directors who work hard throughout the year to provide us with opportunities to share information and expand our knowledge on elephant care and welfare. And lastly, thank you to those who shared your stories, your discoveries, your struggles, and your triumphs in the hope that we can all continue to learn from each other. We hope everyone returned safely to their facilities energized and inspired.



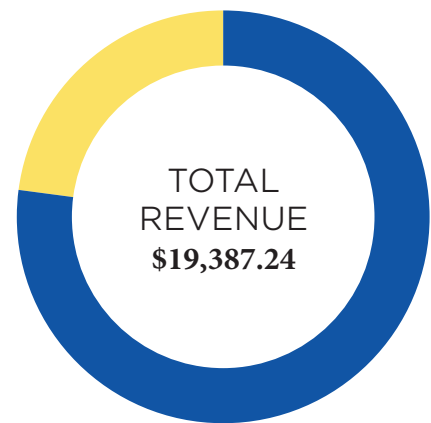
# FINANCIAL INFORMATION

The EMA had another good year financially. We made the commitment a few years ago to go paperless with our publications, which was the bulk of our expenses, thus freeing up money for conservation and research support. We have continued to keep membership dues the same price they have been since EMA's inception.

EMA membership dues are our main source of income, and membership revenue is up about 20% from 2018. With increased income comes increased spending. Our expenses are up 80% from 2018. We have tripled our advertising budget by purchasing a software subscription to streamline membership and renewals, and we hired a website consultant to try and rejuvenate the website to make it more current and user-friendly. This combination of services will pay for itself over the next year. We have increased our awards budget to recognize long-term members. We continue our commitment to research and conservation by supporting projects in range countries and continuing our support for EEHV research.

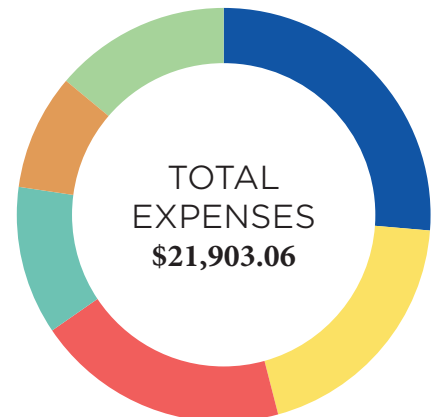
## 2019 REVENUE

● Membership .....	\$14,955.52
● Merchandise.....	\$4,431.72



## 2019 EXPENSES

● Conservation Projects .....	\$5,791.72
● Merchandise Expenses .....	\$4,267.99
● Travel .....	\$4,266.16
● Advertising.....	\$2,502.07
● Scholarships .....	\$2,000.00
● Awards, Office, and Publications .....	\$3,075.12





# CONSERVATION UPDATE



In October 2018, EMA Board Member Shawn Finnell united the Research, Education, & Conservation Committee (RECC), comprised of the chairs and members of each of the respective sub-committees. One of the biggest goals for the RECC was to create overlapping projects, including establishing a Small Grant Program.

The chairs of each of the committees were collectively tasked with developing the grant application and the review process. After several teleconferences and a few revisions, the RECC submitted the final drafts to the Board of Directors for approval. The program was announced in the February 2019 issue of *Gray Matters*, and it was shared with the International Elephant Foundation, Asian Elephant Support, and other similarly minded individuals. By the April 15th deadline, we had received 16 proposals from 12 different countries.

During the June 2019 Board meeting, the Board members chose the two winners based on the recommendations from RECC:

- Michael Kegwin with the Uganda Conservation Foundation received \$2,000 to support “Recovery of Murchison Falls National Park”
- Amelia Meier with Duke University received \$1,000 to support “Using African Elephant Behavioral Ecology to Inform Anti-poaching Strategies”



## RECOVERY OF MURCHISON FALLS NATIONAL PARK

The objective of this proposal is to provide clear mapping of the elephant ranges north of Murchison Falls National Park, Uganda, to support the protection of elephants and regional development in the region. The mapping of the area will provide incredibly important shape files and maps as the Uganda Conservation Foundation (UCF) and Uganda Wildlife Authority (UWA) teams plan and implement law enforcement operations and community conservation programs. The effort will also serve as the baseline maps to overlay the tracking of elephants by satellite collars. Knowledge of the area is almost non-existent, and it is imperative for the protection of nearly 800 elephants.

Another benefit of this proposal was that Global Conservation, a US-based organization, offered to match EMA funds, which resulted in a total of \$4,000 for elephant conservation in Uganda. Photo provided by UCF / Nick Wilcox-Brown.

## USING AFRICAN ELEPHANT BEHAVIORAL ECOLOGY TO INFORM ANTI-POACHING STRATEGIES

Minkébé National Park (Gabon) previously held the highest density of forest elephants, but it has lost 81% of its elephant population in the last decade, with poaching being the principal cause of mortality. Unfortunately, current anti-poaching efforts are largely reactive, where eco-guards patrol areas based on the presence of elephant carcasses or signs of hunting.

This project expands previously collected data and samples to predict areas where forest elephants are likely to form large aggregations, empowering managers to actively patrol where forest elephants are located. It combines satellite and genetic technologies to determine the ecological drivers of forest elephant aggregations. This is the pioneer project using the new forest elephant forensics lab based at the Institut de Recherche en Ecologie Tropical (Institute for Research in Tropical Ecology; IRET). This lab is the first of its kind in Gabon and will be used for both forest elephant conservation research and to facilitate anti-poaching. The results of this study, and future research at the IRET lab, can have potentially significant implications for law enforcement. Therefore, the functionality of the lab and all results must be rigorously proven to be accurate and precise. EMA funding will help validate these methods (previously tested elsewhere), showing they can be successfully employed in Gabon.



## MUSTH VARIATION AMONG ASIAN ELEPHANTS: APPLICATIONS FOR CONSERVATION AND MANAGEMENT *(Ongoing project supported by EMA in 2018)*

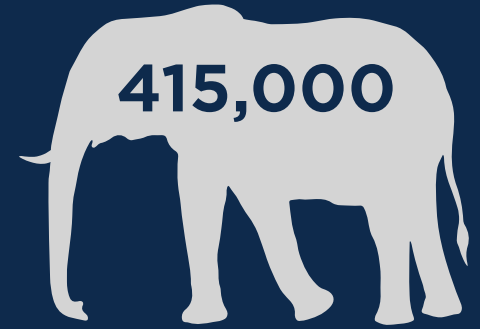
The endangered Asian elephant is threatened by increased rates of human–elephant conflict (HEC). Adult male elephants are involved in HEC incidents at high rates, particularly when they exhibit “musth,” a reproductive period characterized by increased testosterone and aggressive behavior. These males tend to exhibit risk-prone behavior and can be dangerous to people in the area. An enhanced, more holistic understanding of musth in Asian elephants will help in the development of targeted HEC mitigation strategies. An elephant’s physical environment and access to other elephants almost certainly have impacts on musth duration, frequency, and intensity, all of which may also impact how and if certain male elephants engage in HEC. Assuming this is true, musth is a much more plastic phenomenon than previously thought, which will affect how elephants should be managed around areas prone to HEC. This variability should be apparent both in terms of behavior and in terms of physiology (i.e., through fluctuating hormone concentrations). This project investigates the contextual flexibility of musth in Asian elephants, focusing on the influence of intrinsic (e.g., age, body condition) and extrinsic (e.g., climate, physical environment, social access) factors in wild (Sri Lanka) and captive (US) populations. A study such as this that integrates multiple data types will advance our understanding of musth in Asian elephants and inform conservation and management strategies for this endangered species.

This project is an active collaboration between numerous institutions, including George Mason University, the Center for Elephant Conservation, Rajarata University of Sri Lanka, and elephant-holding facilities in the United States: Cincinnati Zoo & Botanical Garden, Columbus Zoo and Aquarium, Denver Zoo, Fort Worth Zoo, Houston Zoo, Oklahoma City Zoo, Rosamond Gifford Zoo, Saint Louis Zoo, and Smithsonian’s National Zoo.

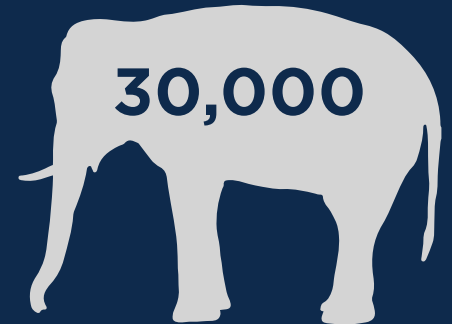


# Elephants by the NUMBERS

Range country estimates from the International Union for the Conservation of Nature (IUCN)  
Estimate of elephants in human care from the Association of Zoos and Aquariums (AZA) and the European Elephant Group (Elefanten-Schutz Europa e.V.)



*African elephants  
living in range countries*



*Asian elephants  
living in range countries*



est. **899**

*elephants in  
human care in  
North America  
and Europe*





# COMMITTEE ACTIVITY REPORTS

The following updates were discussed at the 2019 EMA conference in Denver. For more information or to inquire about joining any of EMA's committees, please contact [EMABoard@elephantmanagers.com](mailto:EMABoard@elephantmanagers.com) or the email addresses listed.

## Behavioral Enrichment

Chair: Amy Mathews  
[EMAenrichment@gmail.com](mailto:EMAenrichment@gmail.com)

The Behavioral Enrichment Committee experienced a tremendous level of growth in 2019, gaining eight new members and dividing into three subcommittees: Social Media, Enrichment List, and Online Enrichment Database. The primary goal for the Social Media subcommittee was to provide members with monthly "Enrichment Spotlights," which aimed to promote positive animal welfare, inspire innovation, and celebrate successes in the field of animal management. In 2020, all Committee members will take on social media responsibilities. EMA members can expect to see more "Enrichment Spotlights" and institutional highlights, in addition to a stronger presence in *JEMA* by having an enrichment-specific column in each publication. The Enrichment List subcommittee developed a living resource that will inevitably aid in the creation and/or enhancement of any elephant enrichment program. The Online Enrichment Database subcommittee provides members with a user-friendly online enrichment resource that contains building instructions for innovative inventions, stimulating solutions, and novel devices. The Committee's 2020 goals include recruiting new, passionate committee members, refreshing the subcommittees, and continuing to provide EMA members with resources that will ultimately enhance any elephant enrichment program.

## Conservation

Chair: Kim Klein  
[conservationEMA@gmail.com](mailto:conservationEMA@gmail.com)

In 2019, the Conservation Committee spearheaded the first ever year of the EMA Small Grants Program. 16 proposals were reviewed, with funding provided to two projects (see page 15 for more information). The Conservation Committee continues to publish the latest news from the field in each issue of *JEMA* and *Gray Matters*, and we will continue to participate in the Small Grants Program in 2020. We are always seeking passionate and hardworking members to join our group.

## Husbandry

Chair: Katrinna Lee  
[leekatrinna@yahoo.com](mailto:leekatrinna@yahoo.com)

The EMA Husbandry Committee seeks to provide the EMA membership with up-to-date husbandry information. We focus on the husbandry needs of newborn calves to geriatric adults, and everything in between. We hope to encourage an open forum where members can share information regarding elephant husbandry and the most common practices when it comes to caring for elephants. The Committee continues to add data to the Husbandry Database, which is located in the member portal on EMA's website. We also maintain a column in *JEMA* called All Aspects of Elephant Husbandry. We are always looking for new members, especially those with a fresh perspective and ideas to share.

## Training

Chair: Shawn Finnell  
[EMABoard@elephantmanagers.com](mailto:EMABoard@elephantmanagers.com)

Progress included two articles in *JEMA* in 2019, with one article about the necessity for consistency in elephant training programs. At the conference in Denver, multiple workshops focused on training-related topics.

## Education

Chair: Mike Kumbhani  
[EMABoard@elephantmanagers.com](mailto:EMABoard@elephantmanagers.com)

The Education Committee worked on several activities in 2019, including editing a new version of EMA's Education Manual, creating the first "Elephant 101" educational video, and helping to develop new Small Grant criteria. In 2020, we will continue developing Elephant 101 videos, work to promote the #askme-aboutelephants concept on social media, complete the update of the EMA Education Manual, and develop an interview series to share with members. As always, we continue to collaborate with EMA's other committees and we are actively recruiting new committee members.



## Research

Chair: Sharon Glaeser

EMABoard@elephantmanagers.com

The Research Committee was formed in October 2017 and is comprised of 14 research scientists. Our main goal is to share elephant research information with EMA members, which includes highlighting new publications in *Gray Matters*, publishing research-related articles in *JEMA*, and working with the Education Committee to develop messaging of breaking research findings. To date, 142 research articles have been published in *JEMA*, and we'd always like to highlight the contribution of EMA members and their expertise to research. In the future, we will develop a research tools repository and provide welfare monitoring tools to our membership.

## Scholarship

Chair: Martina Stevens

EMABoard@elephantmanagers.com

The Scholarship Committee awards conference scholarships to deserving members annually. In 2019, there were six applicants (a record high number), and two scholarships were awarded: Rachel Garner (*Why Animals Do The Thing*) and Maria Moch (*Parque Ecológico Zacango*); see page 20 for more details on these winners. Scholarship information for the conference in Milwaukee will be released on EMA's website in early 2021.

## Website

Chairs: Tripp Gorman and Chase LaDue

communications@elephantmanagers.com

The EMA website has recently been revamped, including the addition of features that will make it easier for EMA members to access exclusive resources and benefits, and to manage and renew their membership. In the coming months, more content will be added to the website, with extensive collaboration with EMA's other committees. If you have photos that you would like featured on the website, please get in touch with us via email.

## Social Media

Chair: Vanessa Gagne

communications@elephantmanagers.com

The Social Media Committee manages EMA's presence on Facebook, Twitter, Instagram, and other social media outlets. We share stories from our members and their institutions, along with the latest EMA news and opportunities. We also frequently collaborate with other EMA committees to engage our members. Please email us with any elephant-related news or accomplishments you would like us to share.

## Membership

Chair: Erin McGee

membership@elephantmanagers.com

The Membership Committee processes new memberships, maintains a database of current members, and communicates with existing members about renewals. Recently, the new EMA website has allowed for members to manage their own memberships online, with automated renewal reminders. Currently, there are 305 EMA members: 56 affiliate, 42 contributing professionals, 20 institutional members, 6 life members, 175 professionals, and 6 students.

## Nominations

Chair: Susan Hoss

EMABoard@elephantmanagers.com

Five members were nominated for four open slots on the EMA Board in 2019. 78 members voted, with Katie Alayan, Shawn Finnell, and Tripp Gorman re-elected to the Board, and Rob Conachie elected for his first term. Katie Alayan had to step down from her position, and so Adam Felts will fill the rest of her term. Due to COVID-19, the 2020 election has been postponed until 2021.

## Publications

Chair: Chase LaDue

communications@elephantmanagers.com

The Publications Committee is responsible for producing all of EMA's publications (*JEMA*, *Gray Matters*, annual conference proceedings, and annual reports) and managing the online library database. Each year, three issues of *JEMA* and six issues of *Gray Matters* are published. In 2019, we published another conservation-focused issue of *JEMA* in collaboration with the Conservation Committee. We are always looking for stories and other media to share through our publications. Please get in touch!

## Historian

Chair: Ryan Easley

communications@elephantmanagers.com

As the Historian, I document the field of elephant management and share it with EMA members. Often, my research is shared on EMA's member Facebook page and through *Gray Matters*. I am available as a resource for your questions and to take on new projects as needed.

# 2019 SCHOLARSHIP WINNERS

*These two EMA members received scholarship funding to attend EMA's annual conference hosted by the Denver Zoo. We have included abstracts of the presentations they shared in Denver. For information about applying for a scholarship to attend the 2021 conference in Milwaukee, please refer to the EMA website.*

## RACHEL GARNER

*Why Animals Do the Thing*

### “The NonHuman Rights Project: Why the Possibility of Elephant ‘Personhood’ is Crucial to Consider”

The Nonhuman Rights Project's quest to petition for writs of habeas corpus on behalf of elephants is one of the least understood actions by the animal rights sector regarding animals in human care. Understanding the Project is quickly becoming necessary for anyone involved in elephant management. It's highly probable that more elephant programs in the United States will be forced to interact with the Project—either in a court of law or public opinion—and having a familiarity with the current legal standing of elephants, how habeas corpus suits work, and the rhetoric behind the arguments will be crucial in helping facilities successfully navigate those interactions. This presentation will familiarize the audience with the state of the Project's past and current legal actions on behalf of non-human animals, as well as the philosophical underpinnings of their work, and provide information that can be taken home to assist with successful advocacy and outreach by attendee facilities.

## MARIA MOCH

*Parque Ecológico Zacango*

### “Heart Failure in a Geriatric Elephant”

According to the last AZA Elephant TAG report in 2018, 6 out of 20 Asian elephants that died from 2012 to 2017 were related to severe degenerative joint disease (DJD) and foot problems. 14 out of those 20 animals were euthanized; all six related to DJD and foot problems were euthanized. There weren't any cases related to heart failure registered in Asian elephants.

This is a case study that presents all the creative measures taken to manage a chronic disease with several complications. 60-year-old female elephant “Safari” was being monitored and managed for DJD because she presented several abscesses resulting from a change in the conformation of her front legs. However, she had a more advanced chronic problem that wasn't as apparent, and it just started to show at the end of 2018. There is a need for more information regarding preventive measures on heart failure in geriatric elephants. This problem can hide under the suspicion of other signs and possible pathologies.

The first sign Safari showed was a case of edema in her abdomen, which at first we thought was related to stress because of the ongoing herd dynamics. A few months later, she started showing edema in other areas like the vulva, submandibular region, and hind legs. Different training exercises were established under protected contact for testing and treating the problems as they presented themselves. We found many difficulties to achieve what was needed: problems resulting from space, accessibility, and compliance from the individual, and even a few notes on the medical devices that are available. However, several milestones were achieved: one EKG that played a big part in our diagnosis, several measurements of blood pressure, two Vitamin E readings, and several blood draws.

After a discussion with the Bioethics Committee, it was very clear that our institution needed to be prepared for a difficult but ethical solution. With a downed elephant protocol already established, AZA's necropsy protocols in hand, and our own institution's euthanasia protocols, the difficult decision was made and the necropsy findings corroborated the original diagnosis. After this experience, a new view and program goals for our geriatric animals were established.



# MEMBER DIRECTORY

Current as of June 1, 2020

## LIFE MEMBERS

African Elephant Specialist Group  
Chuck Doyle  
Elephant Managers and Owners  
Association  
Robert Johnson  
Jill Sampson  
Raman Sukumar

## INSTITUTIONAL AND CORPORATE MEMBERS

### *Ivory Level*

Houston Zoo  
International Elephant Foundation

### *Gold Level*

Oregon Zoo  
The Preserve

### *Institutional/Corporate Level*

AnimalCare Software, LLC  
Cincinnati Zoo & Botanical Garden  
Hannover Adventure Zoo  
Knies Kinderzoo  
Indianapolis Zoo  
Maryland Zoo  
Memphis Zoo  
Milwaukee County Zoo  
Mid Atlantic Hay Co.  
Perth Zoo  
Prague Zoo  
Princeton University  
Topeka Zoo & Conservation Center  
Zoo de Granby

## INDIVIDUAL MEMBERS

### *Professional*

Elizabeth Abad  
Bryan Amaral  
Caiti Amox  
Brandy Anderson  
Alicia Andring  
Brock Andrus  
Micaela Atkinson  
Kay Backues  
Jason Bankston  
Debra Bastin  
Kim Baumgartner  
Jessica Baxtrom

Elizabeth Beem  
Rob Bernardy  
Bridget Beury  
Katrina Bilski  
Joseph Borsellino  
Isaias Bovio  
Alli Bradshaw  
Peter Briggs  
Lindsay Brinda  
Tina Bronson  
Adam Brooks  
Jessica Burchard  
Kristi Burtis  
Karen Carrigy  
Rachel Chappell  
Robbie Clark  
Christina Clum  
Ilana Cobban  
Corryn Coers  
Rob Conachie  
Kevin Copley  
Gerry Creighton  
Sheryl Cummins  
Maura Davis  
Mariam Dehaini  
Christine Del Turco  
Stephanie DeYoung  
Donna Doherty  
Erin Dowgwillo  
Brandy Downs  
Eric Duning  
Alinda Dygert  
Nate Elgart  
Lisa Ellison  
Rachel Emory  
Amy Etheridge  
Adam Felts  
Shawn Finnell  
Kris Flickinger  
Debbie Flinkman  
Pat Flora  
Ashley Fortner  
Karl Fournier  
Katie Fox  
Kyler Francone  
Celeste Fulmer  
Hiroshi Furuta  
Marie Galloway  
Ross Garcia  
Katelyn George  
Joseph Golden

Cesar Gomez Montoya  
Tripp Gorman  
Christina Gorsuch  
Jessica Gose  
Charlie Gray  
Michelle Gruneisen  
Victoria Guarnett  
Jason Gue  
Cassandra Guerra  
David Hagan  
Aaron Halling  
Chris Hamblen  
Calli Hamlin  
Taylor Harrigan  
Kaitlin Henderson  
Susan Henken  
Brian Hill  
Annelies Hillewaere  
Daryl Hoffman  
Sharayah Hoffman  
Jason Holloway  
Megan Holmstedt  
Braxton Hornick  
Susan Hoss  
Christine Ison  
Cecil Jackson, Jr.  
Neil Jamieson  
Heather Jennings  
Adam Johns  
Erin Johns  
Kari Johnson  
Sharon Joseph  
Jenny Joyce  
Barbara Junkermeier  
Laura Keefe  
Patrick Kelley  
Chris Killilea  
Kimberly Klein  
Kat Kleinschmidt  
Kevin Knibbs  
Aree Kongmuang  
Lauren LeCoque  
Brittany Lee  
Katrinna Lee  
Dave Lemkau  
Patrick Maluy  
Josh Mancebo  
Jennifer Marshall  
Caitlin Martin  
Amy Mathews  
Marta Mathis

Mike McClure  
Loganne McCollum  
Erin McGee  
Maggie McGrath  
Lucy Melo  
Courtney Miller  
Jenny Mitchell  
Mark Muller  
Val Nastold, Jr.  
Don Nevitt  
Nick Newby  
Peter O'Neill  
Amanda Olson  
Deborah Olson  
Sara Parsons  
Darryl Paxton  
Sabrina Paxton  
Andy Plumb  
Vernon Presley  
Taryn Prosser  
Megan Pushie  
Timothy Ramsay  
Annalise Reagan  
Kristen Reynolds  
Mandy Rinker  
Megan Robertson  
Kathy Rodine  
Korina Ruelas  
Matthew Ruiz  
Christopher Sauder  
Toniann Scala  
Jessica Scallan-Fidler  
Amanda Schweighart  
Mindi Scott  
Adrienne Sebade  
Ryan Shields  
Amber Simpson  
Evan Smith  
Joanne Smith  
Shannon M. Smith  
Jason Sorstokke  
Mary Svare  
Heather Taylor  
Joan Teske  
Wayne Theison  
Gwen Tunstall  
Caleb Ulick  
Tera Vinuela  
Kathryn Vivian  
Rhonda Votino  
Nicole Weber  
Ellie Wheeler  
Emily White  
Ben Whitebread  
Emma Wigdahl  
Dalton Wiggins  
Mitchell Wilkinson

Kristin Windle  
Ashley Winslett  
Rebecca Woolley  
Bryenna Workman

### *Contributing Professional*

Lisa Abegglen  
Amber Alink  
Janine Brown  
Cynthia Christison  
Daniella Chusyd  
Sarah Conley  
Kim Cook  
Jennifer D'Agostino  
Melissa Dickson  
Tina Dow  
Ashley Edes  
Vanessa Gagne  
Sharon Glaeser  
Barbara Heidenreich  
Steven Johnson  
Dan Koehl  
Mike Kumbhani  
Chase LaDue  
Steve Martin  
Maria Moch  
Fawn Moser  
Caitlin O'Connell  
Natalia Prado  
Carlos Pumarino  
Linda Reifschneider  
Gareth Richardson  
Rodrigo Salas  
Christian Schiffmann  
Dennis Schmitt  
Bruce Schulte  
Harald M. Schwammer  
Nancy Scott  
Alan Sironen  
Timothy Stout  
Betsy Stringer  
Gail Tabone  
James Watuwa  
Steve Westnedge  
Ellen Wiedner  
Brendan Wiley  
April Yoder

### *Affiliate*

Peter Betak  
Molly Birchmore  
Elizabeth Callaghan  
Lynn Clark  
Carol Conant  
Melissa Crandall-Everett  
Angela Devous-Comerford  
S. Jill Donaldson

Barbara Drake  
Janet Dray  
Ryan Easley  
Robb Enright  
Julie Evans  
Andrew Flick  
Brian Foster  
Ted Friend  
Takuya Fujimoto  
Rachel Garner  
Catherine Gilbert  
Ken Gilbert  
Diana Goodsell  
Lawrence Guarnett  
Leanne J. Henry  
Yoshihito Hirano  
Jennifer Hoefs  
Tatsuya Ito  
Cindy Johnson  
Yukio Kawaguchi  
Michael Kolanko  
Tunehisa Kurihara  
Satoshi Kusuda  
Sarah Lang  
David MacDougall  
Donna Mancini  
Larry Martin  
Barbara McLean  
Carli McNitt  
Nancy Mulholand  
Mimi Muraoka  
Waka Otozu  
Virginia Pearson  
Cindy Potter  
Sue Roenker  
Michele Rudovsky  
Lynne Russert  
Kate Schmidt  
Valerie Severe  
Andrew Shek  
Osamu Shiina  
Kristen Shope  
Mitsuhiro Terada  
Peter Ullman  
Katherine Jean Vecchi  
Jillian Voss  
Ellen Susan Wieczorek  
Geert Wijnands  
Jenny Zelch-Dove

### *Student*

Kaitlyn Gibson  
Amanda Kile  
Kevin McKenna  
Amaar Nazarani  
Kathryn Perrin  
Caitlin Schiavoni



# EMA Membership Information

New membership levels effective September 2017. Existing members should renew their membership [online](#).

## Individual Members

- Access to digital publications: *Journal of the Elephant Managers Association* and *Gray Matters*
- Access to Members-Only content on EMA website
- Eligible for discounted rate to annual conference

### Professional **\$45 USD**

Individuals who provide care for or manage elephants on a daily basis. Additional benefits:

- Eligible to hold an office on the Board of Directors and/or as a committee chairperson
- Voting privileges for Board of Directors elections and other EMA business

### Contributing Professional **\$45 USD**

Individuals who dedicate their careers to elephant management, research, conservation, and/or veterinary medicine. Additional benefits:

- Eligible to hold an office on the Board of Directors and/or as a committee chairperson
- Voting privileges for Board of Directors elections and other EMA business

### Affiliate **\$40 USD**

Other animal care staff, docents, volunteers, and enthusiasts of elephant management. Additional benefit:

- Eligible to be a committee member and/or hold office as a committee chairperson

### Student **\$30 USD**

Students currently enrolled in a degree-seeking institution (university or technical college) who desire to pursue a career in elephant management. A copy of your student ID may be requested. Additional benefit:

- Eligible to be a committee member.

## Institutional/Corporate Members

- Access to digital publications: *Journal of the Elephant Managers Association* and *Gray Matters*
- Access to Members-Only content on EMA website
- Eligible for discounted rate to annual conference
- Institutional plaque given annually to display your support to the EMA

### Institutional/Corporate Member **\$75 USD**

Institutions that manage elephants or corporations that provide products or services for elephant management.

### Gold Institutional/Corporate Member **\$250 USD**

Gold Members are organizations that wish to provide additional support to the EMA. Additional benefit:

- Half-page advertisement in an issue of JEMA

### Ivory Institutional/Corporate Member **\$500 USD**

Ivory Members are organizations that wish to provide additional support to the EMA. Additional benefits:

- Full-page advertisement in an issue of JEMA
- Complimentary individual EMA membership for a staff member. The designated person must apply for and be approved in the appropriate membership level to receive individual benefits.

All membership applications and renewals are processed online at:

[www.elephantmanagers.org](http://www.elephantmanagers.org)

For more information, please contact [membership@elephantmanagers.com](mailto:membership@elephantmanagers.com)



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ASSOCIATION**

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