

# CBSG Annual Report 2015



Planning a Future for Wildlife



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## **OUR MISSION**

**CBSG's mission is to save threatened species by increasing the effectiveness of conservation efforts worldwide.**

**By:**

- **developing innovative and interdisciplinary methodologies,**
- **providing culturally sensitive and respectful facilitation,**
- **promoting global partnerships and collaborations, and**
- **fostering *ex situ* contributions to species conservation,**

**CBSG transforms passion for wildlife into effective conservation.**

## FROM THE CHAIR



2015 was an extraordinary year for CBSG. A year of productivity. A year of outcomes. A year of impact. Here's why:

As you will see in the pages of this report, CBSG continues to provide species conservation planning expertise to governments, other SSC Specialist Groups, zoos and aquariums, and conservation NGOs across the world. I am, once again, astounded by the remarkable productivity of our volunteer CBSG Regional Network teams and members, and our staff of six funded by the generous and loyal donors of the Global Conservation Network. Our metrics of value, illustrated in the graphic on the opposite page, include the number of species served and the geographic and taxonomic distribution of our projects. We also look at the number of partners with which we engaged, and the number of repeat requests for assistance we received (21), particularly from government wildlife agencies (9).

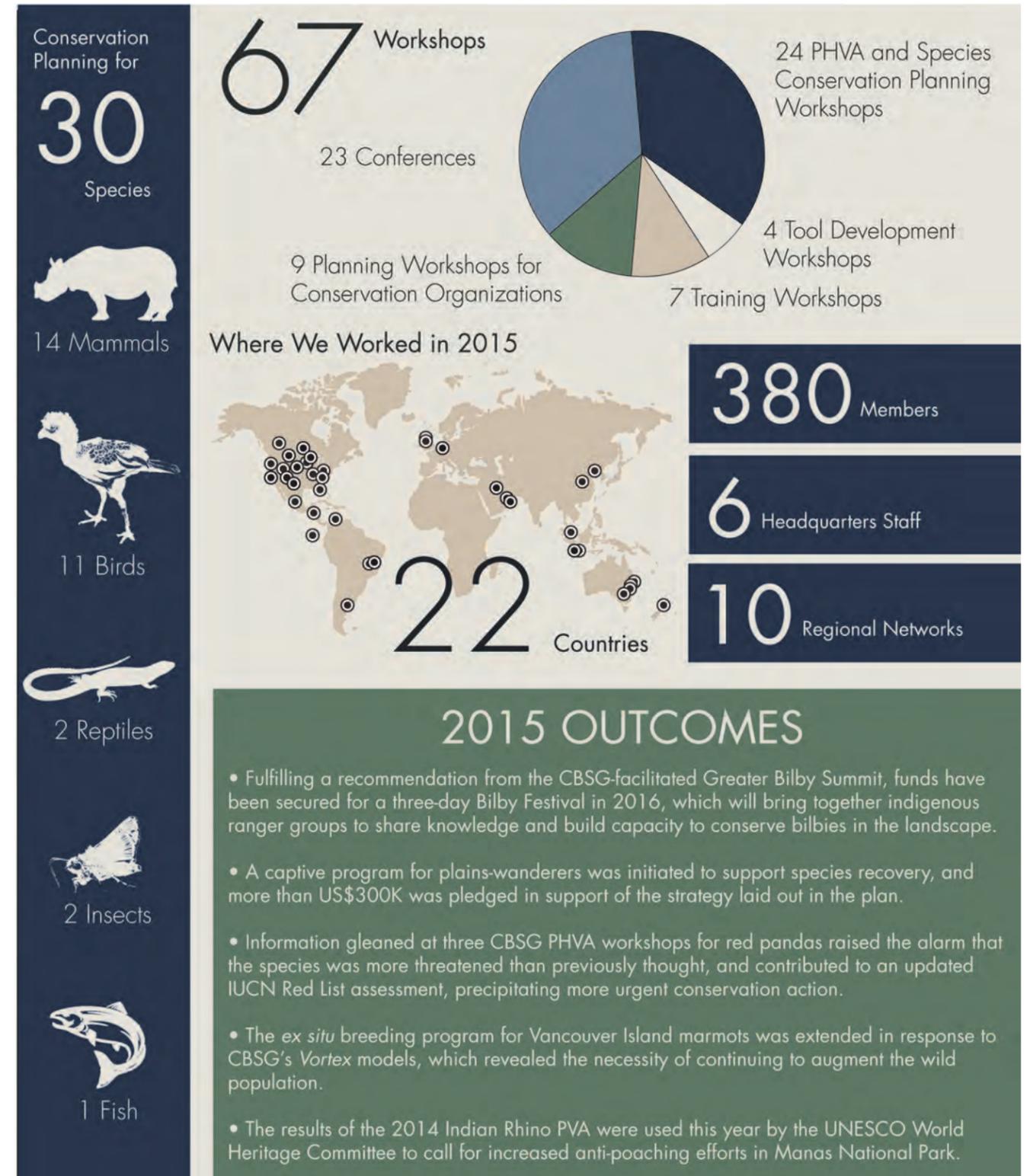
As impressive as the quantity of CBSG's work is, the outcomes are where we make a difference. In addition to the remarkable results presented in each highlighted project in this report, the list on the opposite page gives some examples of the noteworthy outcomes of our work. We are extremely proud of these concrete examples of the meaningful actions taken in the short term as a direct result of CBSG's conservation planning projects.

But, as we all know, conservation is a long-term endeavor, so we are also looking further back to collect and record stories of measurable improvement of the status of species with which CBSG has worked over the years. This compilation of case studies demonstrates the powerful impact of applying CBSG's tools and processes to solving conservation problems, and we will be delighted to share it with you in late 2016.

While 2015 was a year of significant accomplishment for CBSG, it may also represent a turning point in species conservation planning more broadly. This year the SSC renewed its commitment to enhancing the role of planning across the commission. At the end of the year, several CBSG representatives participated in a meeting of key leaders in species conservation planning at which an ambitious vision for conservation planning in the SSC was drafted. Realizing this vision will require harnessing the SSC community's conservation planning expertise and significantly scaling up current efforts.

CBSG's measurable conservation planning productivity, high quality outcomes, and powerful long-term impact make us uniquely well-positioned to help. If successful, the SSC will fill the gap between assessment—for which it is known—and action, for which it ultimately exists. The CBSG community is ready and willing to contribute our 30 years of experience and resources, as requested, to moving this effort forward.

  
**Dr. Onnie Byers, CBSG Chair**

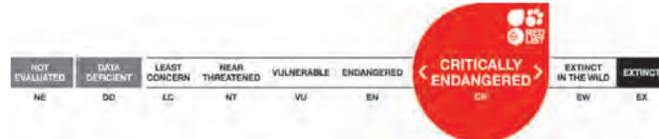


## WORKING TO SAVE THE WORLD'S MOST ENDANGERED CRACID



### Blue-billed Curassow Facts

- Blue-billed curassows are among the most threatened birds in the world. Wild populations of these Critically Endangered cracids survive only in small patches of remaining habitat in Colombia. They are considered an Alliance for Zero Extinction (AZE) species.
- Lowland forest habitat in the species' former range has diminished dramatically due to clearing for livestock, plantations, mining, and oil extraction.
- El Paujil Reserve, established in 2004, hosts a significant population of blue-billed curassows. Local authorities have introduced, and enforce, penalties for hunting or trapping the species in the reserve.



*"There are many challenges ahead for this species, but with such a passionate group of people, there is no doubt in my mind that the blue-billed curassow will be conserved in Colombia, especially with CBSG facilitating along the way."*—Andrew Schumann, White Oak Conservation Center

### The Situation

The blue-billed curassow (*Crax alberti*) is a Critically Endangered endemic species from Colombia. Blue-billed curassows inhabit several protected areas in the country, yet many of these areas do not provide sufficient protections; thus the species is still threatened by overhunting and habitat loss. The current wild population size is estimated to be 250-999. The species does not yet have a National Conservation Action Plan approved by the Colombian government, although scattered conservation efforts have been implemented.

### The Process

With input from the Colombian Association of Zoos and Aquariums (ACOPAZOA), the government of Colombia selected CBSG's Population and Habitat Viability Assessment (PHVA) as the best process to create the basis for developing a National Conservation Action Plan for the blue-billed curassow. CBSG Mexico designed and facilitated the workshop, guiding participants through the development of a draft conservation action plan and modeling different scenarios to assess the viability of the species and its various populations. Using CBSG tools and processes, participants surfaced misconceptions and assumptions about the status and population size of blue-billed curassows.



### The Results

Participants identified crucial next steps, particularly the need to better understand the natural history of blue-billed curassows and the effects of habitat loss on the species. Additionally, researchers at the workshop discussed a list of possible grants and have since created proposals to seek funding for ongoing conservation efforts. As a result of the workshop, a draft Action Plan for blue-billed curassows in Colombia will be presented soon to the Colombian government for its approval.

## CONTRIBUTING TO CONSERVATION MEDICINE IN THE GALÁPAGOS



### Galápagos Islands and Disease Facts

- The introduction of infectious disease to small populations, especially those found on island ecosystems, has resulted in dramatic species declines and extinctions. This disease threat is compounded by the impacts of development and climate change.
- Over 180,000 people visit the Galápagos Islands annually to explore the area's unique natural heritage. This vital ecotourism activity generates hundreds of millions of dollars for the country.
- Since 2001, wildlife researchers have examined and sampled more than 20,000 birds representing 26 endemic species across 16 islands of the Galápagos archipelago.

*"We value the contribution CBSG made in facilitating this workshop, which was composed of a diverse international group of domestic and wildlife health and conservation specialists. CBSG's ability to recognize the essential elements of our conversations and coordinate the group's participation to achieve the desired outcome went beyond simply facilitating a meeting."*—Paul Calle, Wildlife Conservation Society

### The Situation

Diseases are increasingly recognized as significant threats to the survival of wildlife populations worldwide. They are of particular threat to species with small, island-endemic populations such as those found throughout the Galápagos archipelago. Endemic island species often have evolved in the absence of many types of disease agents and are particularly susceptible to infection from newly-introduced pathogens. Wildlife health, therefore, is fundamental for the conservation of native Galápagos fauna.

### The Process

CBSG collaborated with the Wildlife Conservation Society and a number of government ministries to design and facilitate an intensive workshop in Ecuador. The goal of the workshop, which was funded by the Leona M. and Harry B. Helmsley Charitable Trust, was to develop an Action Plan to guide the international conservation medicine management and research community in making positive health contributions to wildlife conservation across the Galápagos archipelago. Participants from government ministries and Ecuadorian and international universities and NGOs identified priority challenges for wildlife health conservation in the region, evaluated existing relevant national regulations, and noted opportunities for international collaboration. Simultaneous bilingual translation was provided to ensure that all participants were able to equally contribute.

### The Results

Participants recognized a vital need to establish a single veterinary diagnostic laboratory in the Galápagos with responsibility for investigating both domestic and wild animal health across the archipelago. The archipelago's lead biosecurity agency has taken the lead in funding, designing, and constructing this important facility. In addition, the group urged the government to begin developing a health monitoring, investigation, control, and disease eradication plan to guide research and management priorities. Based on the value of the recommendations emerging from this workshop, the report will inform the content of a wildlife health chapter in the Galápagos Island's Provincial Plan.



## RECOVERING GREATER BILBIES IN AUSTRALIA



### Greater Bilby Facts

- Greater bilbies are listed as Vulnerable Australia-wide. In Queensland, where as few as 300 individuals remain, the species is considered Endangered. The IUCN lists the species as Vulnerable.
- Greater bilbies are of great cultural and spiritual significance to Aboriginal Traditional Owners, whose knowledge and skills will be crucial to sustained on-ground conservation action for the species across its range.
- Like other bandicoots, bilbies are burrowers. They can disappear in sandy soil in under three minutes. Their burrows are steep and spiralled, which is thought to provide some protection against predators.



“The Summit provided the momentum and aspirational goals that I believe were critical to reinvigorate and refocus waning recovery efforts that have been unsuccessful on the whole for over 30 years. Support for following a One Plan approach has been unanimous, and the Interim Conservation Plan developed at the workshop has been adopted in its entirety by the Recovery Team. This is a huge step forward for the recovery of the species.”—Kevin Bradley, Save the Bilby Fund and Greater Bilby Recovery Team

### The Situation

The greater bilby (*Macrotis lagotis*), an Australian icon, has suffered an ongoing decline since the arrival of European settlers, who brought with them cats and foxes, grazing herbivores, extensive land-clearance, and less biodiversity-friendly fire regimes. The species persists in the wild as two isolated, internally fragmented sub-populations. Additional bilbies are held in fenced enclosures and in zoos. Though previous conservation initiatives have targeted bilbies, at the time of the workshop many had lapsed without success and there was no nationally coordinated recovery effort.

### The Process

In 2014, CBSG was approached by the Save the Bilby Fund to help plan a future for this species in the Australian landscape. Over the following months, CBSG worked with the Fund and its partners to build a broad coalition of support. This culminated in a three-day summit in 2015, where participants openly discussed past and present challenges to bilby conservation and agreed an inclusive vision for its future, including both immediate and longer-term strategies that could be driven by those present.



### The Results

In line with Summit priority recommendations, a National Recovery Coordinator has been appointed and a new Recovery Team convened with two supporting working groups. A science working group is driving improved protocols for estimating abundance, data reporting, and recording. A meta-population working group is planning the management of fenced and captive bilbies in support of recovery goals. A large fenced enclosure for bilbies in Queensland is being restored and restocked. Funds have been secured for a three-day Bilby Festival in 2016, which will bring together indigenous ranger groups to share knowledge and build capacity to conserve bilbies in the landscape.

## EXPLORING EX SITU OPTIONS FOR PRAIRIE BUTTERFLIES



### Prairie Butterfly Facts

- Poweshiek skipperlings and Dakota skippers are native to mixed-grass and tallgrass prairie, moist meadow, and prairie fen ecosystems.
- Only about 1% of the original tallgrass native prairie in the US remains, making it one of the most endangered ecosystems in the world.
- Prairie butterflies present *ex situ* challenges, such as host plant specificity and winter hibernation requirements. Alternatives to breeding programs such as headstarting and research using surrogate species can provide conservation benefits.
- *Ex situ* conservation programs are underway for other threatened butterflies, such as the Oregon silverspot and Quino checkerspot.



“The CBSG workshop was an essential step in getting us to a point where we can move forward with captive rearing of the Poweshiek skipperling in the US. It also helped to spark a parallel effort in Canada. Our efforts to save this species leave little margin for error and there will continue to be tough choices with uncertain outcomes. With the assistance of CBSG and the IUCN guidelines, however, we now have a solid foundation on which to move forward.”—Phil Delphey, United States Fish and Wildlife Service

### The Situation

Poweshiek skipperlings (*Oarisma poweshiek*) and Dakota skippers (*Hesperia dakotae*) are small butterfly species native to parts of the US and Canada. Large-scale conversion of their prairie habitat to agriculture and other anthropogenic threats have resulted in dramatic population decline and fragmentation. In addition to the implementation of habitat and population management efforts in the field, experts managing both species are exploring options for *ex situ* management. The US Fish and Wildlife Service (USFWS) and Minnesota Zoo invited CBSG to facilitate a participatory workshop process using the IUCN SSC *Guidelines on the Use of Ex Situ Management for Species Conservation* to evaluate the feasibility of incorporating an *ex situ* management element into broader conservation activities.

### The Process

During the workshop, field and *ex situ* butterfly experts examined various threats impacting the demographic rates and population status of these species in the wild, and identified potential *ex situ* conservation roles to address those threats. After a thorough analysis of the cost, risks, and feasibility of each management option, the participants recommended specific *ex situ* components to adopt as part of a larger conservation strategy for each species and discussed an action plan for program implementation. Actions for population management in the field were also incorporated into the plan.

### The Results

A mixed-programs strategy was determined as the best way forward for both species, incorporating a series of *ex situ* roles over time as appropriate. With full support from USFWS, the Poweshiek skipperling working group is moving forward with all of the workshop recommendations for *ex situ* programs for Poweshiek skipperling and Dakota skippers. They are now working through the IUCN’s reintroduction and translocation guidelines to develop a formal plan to augment Michigan populations of Poweshiek skipperling with larvae head-started at the Minnesota Zoo starting summer of 2016. The zoo is also working to expand its Dakota skipper collection to provide the numbers needed to begin reintroductions in 2017, as recommended.

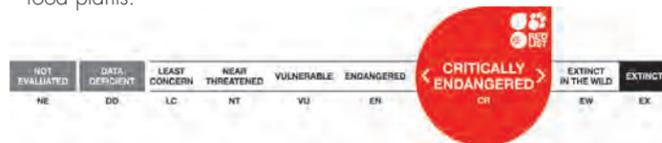


## CRITICAL FACTORS FOR CONSERVING JAVAN RHINOS



### Javan Rhino Facts

- Ujung Kulon National Park, originally designated as a hunting reserve in 1910, now represents the largest remaining tract of lowland tropical forest on the Indonesian island of Java.
- Javan rhinos were first documented in the Ujung Kulon peninsula in 1857, and there is no information at hand to suggest that the species has ever been exterminated from the area, even after the cataclysmic eruption of the nearby Krakatoa volcano in 1883.
- A significant threat to Javan rhino habitat is the rapid encroachment of the invasive palm *Arenga obtusifolia*, which prevents growth of rhino food plants.



“Having CBSG facilitate the PHVA was instrumental in creating positive and enthusiastic interactions among the various stakeholders as we worked together to develop the framework for a recovery plan.”—Dr. Susie Ellis, International Rhino Foundation

### The Situation

Javan rhinos (*Rhinoceros sondaicus*) are one of the most threatened rhino species, with only around 60 animals remaining in the wild. Though they once roamed the forests of Bangladesh, Myanmar, Thailand, Lao PDR, Cambodia, Vietnam, and probably southern China through peninsular Malaya to Sumatra and Java, the species was extirpated from most of its historical range beginning in the middle of the 19<sup>th</sup> century. Javan rhinos are now confined to Ujung Kulon National Park (UKNP) on the westernmost tip of Java, Indonesia. There, the remaining animals are guarded around the clock by dedicated Rhino Protection Unit (RPU) personnel and other government representatives in an attempt to avoid losing a single rhino to poaching.

### The Process

In collaboration with numerous Indonesian and global partners, CBSG designed and facilitated a comprehensive conservation planning process for the Javan rhino in Indonesia. Detailed, scientifically-sound risk assessment models were used to assess the risk of population extinction in the park, identify critical factors influencing viability, and examine the effectiveness of suggested management scenarios in reducing the risk of extinction. The modeling showed that one of the key activities contributing to population growth in the park is habitat management. Additionally, specific activities were identified where domestic and international cooperation and assistance could be mobilized to assist in more effective species conservation efforts.



### The Results

Participants determined that the rhino population in UKNP should be increased to at least 80 individuals distributed across at least two sites by 2025 through active habitat management throughout the park and nearby areas. Based on these recommendations, additional funds have been secured to clear more land of the invasive arenga palm. During the same timeframe, activities will take place to ensure that all relevant stakeholders, including local communities, are fully supportive of Javan rhino conservation and feel empowered to make appropriate contributions to the larger cause. Camera trap surveys since the workshop have discovered five new calves, indicating that the population is growing.

## 2015 ULYSSES S. SEAL AWARD FOR INNOVATION IN CONSERVATION

Ulrie Seal's great passion and talent was his creative thinking about how new science could be most effectively applied to solving the problems of wildlife conservation. His contributions were amplified many times over by his further ability to recognize, encourage, and collaborate with others who were also making such innovative contributions. CBSG has chosen to honor Ulrie, the founder and first chair of CBSG, by creating the Ulysses S. Seal Award for Innovation in Conservation.



Dr. Laurie Marker was awarded the 2015 Ulysses S. Seal Award for Innovation in Conservation in recognition of over four decades of dedicated cheetah conservation work in southern Africa.

In the early 1990s, after discovering that there was a great need to better understand the basics of cheetah biology, behavior, and ecology, Laurie packed up her life in the US and moved to Namibia. Ever since, she has dedicated her life to researching cheetahs, building support for the species among local populations who once saw it as a pest, and launching and running the Cheetah Conservation Fund (CCF), a world-class research, education, and conservation center.

Fittingly, Ulrie Seal influenced Laurie early in her career. They met in the mid-1980s when Ulrie helped a small group of cheetah researchers lay the foundation for a science-based cheetah conservation plan. Ulrie and Laurie collaborated many times over the years to strategize how to save cheetahs in the wild.

Recognizing that the future depends on sustained land use improvements, Laurie has trained dozens of students in sustainable land practices that allow agricultural communities to coexist with large predators and other wildlife. By demonstrating that cheetahs have economic value and are among Namibia's most precious natural resources, she has generated such pride among Namibians that the same people who once considered cheetahs to be vermin now proudly declare their country to be the "Cheetah Capital of the World."

Through her long and dedicated career, Laurie Marker has brought the cheetah's plight to international attention and proven herself to be a bold conservationist and visionary leader.

### Ulysses S. Seal Award Winners

2015 Laurie Marker, Cheetah Conservation Fund, Namibia

2013 Lee Simmons, Omaha Zoo Foundation, USA

2012 Robert Lacy, Chicago Zoological Society, USA

2011 William Conway, Wildlife Conservation Society, USA

2010 Gordon McGregor Reid, Chester Zoo, UK

2009 Lena Lindén, Nordens Ark, Sweden

2008 Sally Walker, Zoo Outreach Organisation, India

2007 Paul Pearce-Kelly, Zoological Society of London, UK

2006 Jonathan Ballou, Smithsonian National Zoological Park, USA

2005 Georgina Mace, Natural Environment Research Council (NERC) Centre for Population Biology, Imperial College, London, UK

2004 Frances Westley, University of Waterloo, Canada

2003 Nathan Flesness, International Species Information System, USA



## REFINING OUR APPROACH TO SPECIES CONSERVATION PLANNING

CBSG's history in facilitating the development of endangered species conservation plans dates back to the late 1980s. At that time, our work focused heavily on applying the most rigorous scientific methods of genetic and demographic analysis of captive and wild populations for more effective integrated species conservation planning. By using risk assessment tools rooted in the emerging science of population viability analysis (PVA), we helped biologists working with species like Florida panthers, Puerto Rican parrots, Mexican wolves, and Javan rhinos identify key management and research priorities for preventing species extinction.

Our "conservation planning toolkit" expanded greatly in the early 1990s with the creation of the Population and Habitat Viability Assessment (PHVA) workshop process. PHVA workshops retained the emphasis on applying PVA methods for practical risk assessment, and also added a range of new tools around diverse stakeholder identification and engagement, workshop process design, and dedicated facilitation of complex discussions among those stakeholders. In this expanded design, workshop participants are challenged to identify the real issues facing effective species conservation: biological, economic, societal, and cultural. Topical working groups

then assemble the full range of information pertinent to their topic, after which they analyze it to help them construct creative goals and actions that will increase the biological viability of the species while also accounting for the diverse needs of all participating stakeholders. The PHVA has become CBSG's most widely recognized product, with more than 125 workshops conducted to date on a broad diversity of species spanning the geographic and taxonomic landscape.

Even with the recognized success of our approach to species conservation planning, we always strive to bring in additional tools to make our PHVA-based process more effective. It is in this spirit that we are exploring a planning process known as the *Open Standards for the Practice of Conservation*. Developed over the last decade by the Conservation Measures Partnership, the *Open Standards* brings together concepts and approaches from project design, implementation, management, and monitoring to help conservation practitioners improve their conservation activities.

A particularly valuable element of the *Open Standards* approach is the thoughtful development of a "conceptual model": a graphical depiction of the species conservation

system including an explicit definition of the conservation target, the direct threats to that target, and the sociological drivers that control the intensity of those direct threats. This model is used to identify potential conservation strategies, with "results chains" constructed to show how a given strategy would contribute to achieving species conservation goals.

We are beginning to explore how we can best adapt the *Open Standards* conceptual modeling and results chain tools to our PHVA-based planning process. We believe that devoting greater attention to this planning element would lead workshop participants to create more robust management alternatives that could be evaluated in a more informative manner. Similarly, we propose that tools for quantitative risk assessment like population viability analysis—an element largely absent from the *Open Standards* framework—could be incorporated into that framework for more rigorous analysis of the predicted outcomes from alternative management strategies.

We look forward to continued collaboration with experts in *Open Standards*-based planning to create a refined process that brings together the best elements of both approaches for the benefit of species conservation.



## A NEW APPLICATION OF CBSG'S ONE PLAN APPROACH

The global zoo community faces the continuous challenge of assessing and modifying their collections and conservation programs to better serve the conservation of species in the wild. Ideally, each species would have an integrated conservation plan developed using the One Plan approach (OPA) to which zoos could turn for guidance. Such a plan would indicate which *ex situ* activities, if any, are recommended to support conservation of the species based on the IUCN *Guidelines on the Use of Ex situ Management for Species Conservation*. In reality, while formal application of the OPA and the IUCN *ex situ* guidelines in species conservation planning is gaining momentum, the sheer number of species that need planning makes the creation of individual plans for each an impossibility.

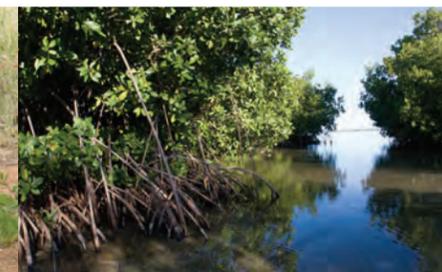
To help address this issue, a joint effort between CBSG and regional zoo associations has resulted in a new process called ICAP, or Integrated Collection Assessment and Planning workshop. Developed in the spirit of the One Plan approach, the ICAP process brings *in situ* and *ex situ* communities together to apply the decision process of the IUCN *ex situ* guidelines to the task of regional or global collection planning. The ICAP process is designed to be flexible and applicable to large or small groups of taxa, with the resulting analyses and recommendations being more general or detailed as appropriate.

The process begins with extensive pre-workshop preparations. A status review and threat analysis compiles the range, status, trend, and primary threats in the wild, as well as the demographic and genetic status of all *ex situ* populations (regional and global). Potential *ex situ* conservation roles are explored by compiling any prior recommendations for *ex situ* management from existing PHVAs, CAMPs, Red List assessments, recovery plans, or other conservation strategies. Concurrently, field biologists and IUCN SSC Specialist Groups are consulted regarding the potential *ex situ* contributions for each species using the IUCN *ex situ* guidelines framework.

A multi-stakeholder ICAP workshop is then convened to guide *ex situ* and *in situ* wildlife managers and experts through an assessment of this information. For each taxon, participants evaluate if *ex situ* activities for conservation are advisable; outline the characteristics, feasibility, and risks of such a program; and make recommendations regarding the appropriateness and nature of any *ex situ* program on a regional and/or global scale. Other potential contributions of the *ex situ* community, such as *in situ* technical and financial support, are also considered.

The Global ICAP for Canids and Hyaenids, held in March 2016 in Omaha, NE, US, marked the launch of this new process. The workshop was organized in collaboration with the AZA Canid and Hyaenid Taxon Advisory Group (TAG), corresponding EAZA and ZAA TAGs, and the IUCN SSC Canid and Hyaenid Specialist Groups. All 43 canid and hyaenid taxa, including those not held in captivity, were assessed by ICAP participants representing six zoo associations, the Canid and Hyaenid Specialist Groups, wildlife managers, and field researchers.

The result of the ICAP process is a comprehensive assessment that will enhance species conservation by providing guidance to zoos and aquariums on conservation priorities for collection planning, conservation education messaging, *in situ* field support, and integration of *in situ* and *ex situ* efforts. It also promotes collaboration among regional zoo associations, field-based conservationists, and IUCN SSC Specialist Groups. The inaugural ICAP was extremely well received, and there is already a great deal of interest in applying the process to other groups of taxa. CBSG is proud to add this new planning tool to our repertoire and share it with the broader conservation community.



## 2015 PHVA AND SPECIES CONSERVATION PLANNING WORKSHOPS AND SPONSORS

**Association of Zoos and Aquariums (AZA) Tiger Species Survival Plan Masterplan Meeting, USA**  
Minnesota Zoo Foundation; Pittsburgh Zoo

**Bison PVA I Development Meeting, USA**  
National Park Service; Wildlife Conservation Society

**Blue-billed Curassow PHVA, Colombia**  
Colombian Association of Zoos and Aquariums (ACOPAZOA); Houston Zoo

**Bush Dog Disease Risk Assessment, Brazil**  
Aspinall Foundation; ICMBio/CENAP

**Chinese Association of Zoological Gardens (CAZG) South China Tiger Masterplan Meeting, China**  
CAZG

**Floreana Finches and Lava Lizard PVA, Virtual**  
Galapagos National Park; Island Conservation

**Giant Panda Annual Conference and Technical Meeting, China**  
CAZG; Copenhagen Zoo; Smithsonian Conservation Biology Institute

**Greater Bilby Conservation Planning Summit, Australia**  
Australian Government Department of the Environment; Dreamworld Wildlife Foundation; Queensland Department of Environment and Heritage Protection; Save the Bilby Fund; Taronga Conservation Society Australia

**IUCN SSC Asian Primates Red List Assessment Workshop, Singapore**  
Margot Marsh Biodiversity Foundation; Mohamed bin Zayed Species Conservation Fund

**Javan Rhino PHVA, Indonesia**  
Taman Safari Indonesia; United States Fish and Wildlife Service

**Mala PVA and Conservation Planning Workshop, Australia**  
Public donations at the Uluru site (managed by Parks Australia)

**Mexican Wolf PVA, USA**  
United States Fish and Wildlife Service

**Mexico Jaguar Specialist Group Meeting, Mexico**  
Comisión Nacional de Áreas Naturales Protegidas – PROCER

**Orangutan Regional Species Management Plan (RSMP) Workshop, Taiwan**  
Taipei Zoo

**Planning a Conservation Breeding Programme for the Plains-wanderer, Australia**  
Office of Environment and Heritage, New South Wales, Australia

**Prairie Butterfly Ex Situ Conservation Planning, USA**  
Minnesota Zoo Foundation; United States Fish and Wildlife Service

**Rio Torres Basin Plant Prioritization, Costa Rica**  
Fundación Pro Zoológicos (FUNDAZOO); Universidad Estatal a Distancia (UNED)

**Sand Tiger Shark Reproduction Meeting, USA**  
Florida Aquarium; White Oak Conservation Center

**Sumatran Rhino Open Standards Conservation Planning Workshop, Indonesia**  
Disney Conservation Fund

**Sumatran Rhino PVA, Indonesia**  
Disney Conservation Fund; Taman Safari Indonesia

**Vancouver Island Marmot PHVA, Canada**  
Calgary Zoo; Marmot Recovery Foundation

**Vancouver Island Marmot PVA Development Meeting, Canada**  
Marmot Recovery Foundation

**Western Pond Turtle Workshop, USA**  
AZA; Oakland Zoo

**Whooping Crane PVA Development Workshop, Canada**  
Calgary Zoo; Coastal Bend Bays and Estuaries Program; United States Fish and Wildlife Service

## 2015 PLANNING FOR CONSERVATION ORGANIZATIONS WORKSHOPS AND SPONSORS

### PHVA and Species Conservation Planning

Using CBSG's structured tools for issue formulation and problem solving, stakeholders collaborate to develop effective recommendations for species conservation action, including the identification of personal responsibilities and timelines to ensure that the recommendations become reality. Our Population and Habitat Viability Assessment (PHVA) process combines this approach with traditional population viability analysis (PVA) methodologies to enhance both the process and product of the species conservation planning workshop. CBSG also assists with planning for intensively managed populations, including *ex situ* masterplans.

*In 2015, CBSG led, co-led, or provided analysis for 24 PHVA and Species Conservation Planning Workshops for 30 species, held in 11 countries and involving 541 people from 309 organizations.*

### Planning for Conservation Organizations

CBSG works with conservation organizations, including wildlife agencies, zoological parks, and associations of conservation professionals, to develop plans for conservation action. From strategic planning for national wildlife refuges to developing zoo conservation masterplans, CBSG leads stakeholders from the establishment of a vision through the exploration of issues and the development of goals to cultivate a conservation culture and to guide future actions.

*In 2015, CBSG was involved in 9 Planning Workshops for Conservation Organizations in 7 countries, involving a total of 247 people from 95 organizations.*

**Action Plan for the Latin American Zoo & Aquarium Association (ALPZA) Conservation Committee, Argentina**  
Buenos Aires Zoo; CBSG; Copenhagen Zoo; European Association of Zoos and Aquaria (EAZA); Fundación Temaikèn; Leipzig Zoo; World Association of Zoos and Aquariums (WAZA); Zoo Parc de Beauval & Beauval Nature Foundation

**Assiniboine Park Zoo Conservation Planning, Canada**  
Assiniboine Park Zoo

**AZA Welfare Committee Strategic Planning, USA**  
AZA

**CBSG Regional Networks Meeting, USA**  
CBSG; Copenhagen Zoo

**First Evaluation of the Action Plan for the Brazilian Association of Zoos and Aquariums, Brazil**  
Copenhagen Zoo; Parque das Aves

**Kuwait Genome Resource Bank Workshop, Kuwait**  
Kuwait Foundation for the Advancement of Science

**Point Defiance Zoo Conservation Planning, USA**  
Point Defiance Zoo and Aquarium

**Taronga Zoo Welfare Workshop, Australia**  
Taronga Zoo

**Workshop on Health Contributions to Conservation in the Galápagos, Ecuador**  
Leona M. and Harry B. Helmsley Charitable Trust; Wildlife Conservation Society



## 2015 TRAINING WORKSHOPS AND SPONSORS

**Chinese Association of Zoological Gardens (CAZG) Population Masterplan Training Workshop, USA**  
Memphis Zoo

**Ex Situ Population Management Training Workshop, Taiwan**  
Taipei Zoo

**Facilitation Skills for Conservation Managers, UK**  
Durrell Wildlife Conservation Trust; International Rhino Foundation

**One Plan Approach/Ex Situ Guidelines Training, Brazil**  
Fundação Parque Zoológico de São Paulo

**OUTBREAK and METAMODEL MANAGER Training Workshop, New Zealand**  
Auckland Zoo

**Population Management Training for New Zealand Takahē and Kakapo Recovery Teams, New Zealand**  
New Zealand Department of Conservation

**Taronga Zoo Population Management Workshop, Australia**  
Taronga Zoo

## 2015 TOOL DEVELOPMENT WORKSHOPS AND SPONSORS

**METAMODEL MANAGER Development Meeting, USA**  
Copenhagen Zoo; Species Conservation Toolkit Initiative (SCTI)

**OUTBREAK Development Meeting, USA**  
SCTI

**Species Conservation Toolkit Initiative (SCTI) Meeting, USA**  
SCTI

**ZIMS R3 Meeting, USA**  
International Species Information System

### Training in Conservation Techniques

CBSG offers training courses in a variety of skills that build capacity and promote effective conservation. Facilitation courses allow participants to hone their skills in structured decision making, communication, group dynamics, and conflict resolution. Courses in risk assessment and modeling provide an overview of population biology and conservation planning, focusing on the use of simulation methods for evaluating extinction risk under various management strategies. Training is also available in *ex situ* population management principles, techniques, and software. Other types of conservation-related training courses are offered periodically to meet the specific needs of organizations or regions.

*In 2015, CBSG led or co-led 7 Training Workshops in 6 countries, involving a total of 108 people from 47 organizations.*

### Tool Development

One of CBSG's most valuable and consistent strengths is in the development and application of a variety of tools designed to help conservation professionals manage biodiversity. These tools can range from quantitative simulation software rooted in the science of population biology and decision analysis, to sophisticated facilitation techniques intended to identify levels of agreement across alternative conservation strategies among diverse stakeholder groups. In addition, collaborating with other conservation organizations gives us access and exposure to new tools that can help us broaden our capabilities and increase our effectiveness.

*In 2015, CBSG led, co-led, or contributed expertise to 4 Tool Development meetings involving 33 people from 25 organizations.*

## 2015 SPONSORS OF CBSG CONFERENCE PARTICIPATION

**Annual Conference of the Brazilian Association of Zoos and Aquariums, Brazil**  
Copenhagen Zoo

**Arabian Zoo and Aquarium Association Conference, UAE**  
Al Bustan Zoological Center

**AZA Annual Conference, USA**  
Amphibian Ark; CBSG

**AZA Small Population Management Advisory Group (SPMAG) Meeting, USA**  
CBSG; Copenhagen Zoo

**Colorado Pikeminnow Section 7 Consultation Meeting, USA**  
BHP Billiton

**Conservation Medicine Workshop, Costa Rica**  
FUNDAZOO; Texas A&M Soltis Center

**Critical Ecosystem Partnership Fund (CEPF) Participatory Final Assessment for the Western Ghats, India**  
CEPF

**EU Strategic Approach to Wildlife Conservation in Africa, Belgium**  
Copenhagen Zoo

**First National Symposium on Species at Risk, Mexico**  
Comision Nacional de Areas Naturales Protegidas (CONANP)

**International Conference on Climate Change and Sustainable Management of Natural Resources, India**  
Zoological Society of London; ITM University

**International Species Information System Board Meeting, USA**  
CBSG

**IUCN SSC Species Conservation Planning Sub-Committee Meeting, UAE**  
CBSG; SSC

**National Seminar on Recent Trends in Biodiversity and Conservation Biology, India**  
Sri Narayanaguru College

**Neotropical Primate Red List Assessment Workshop, USA**  
Bristol Zoo

**Species Planning in the SSC, UK**  
CBSG

**SSC Specialist Group Chairs Meeting, UAE**  
Environment Agency Abu Dhabi

**Tenth International Conference on Behaviour, Physiology and Genetics of Wildlife—Symposium: The One Plan Approach to Species Conservation Planning, Germany**  
Copenhagen Zoo

**The Ark and Beyond Symposium, USA**  
Arizona State University; National Science Foundation

**Third Brazilian Conservation Biology Symposium, Brazil**  
Fundação Parque Zoológico de São Paulo

**Third Giraffe Indaba, South Africa**  
Copenhagen Zoo

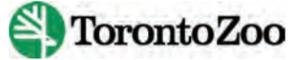
**WAZA Annual Conference, UAE**  
CBSG

**Whooping Crane Reintroduction Science Meeting, USA**  
International Crane Foundation

**Workshop on Population Management—French Zoo Association, France**  
Copenhagen Zoo



## 2015 CBSG DONORS

<p><b>\$25,000 and above</b></p>  <p>George Rabb*</p>    	<p><b>\$20,000 and above</b></p>   	<p><b>\$15,000 and above</b></p>      
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**\$10,000 and above**

Alice Andrews\*  
 Auckland Zoological Park  
 Dallas World Aquarium\*  
 Houston Zoo\*  
 San Diego Zoo Global  
 Taronga Conservation Society Australia  
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 Seoul Zoo  
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 Woodland Park Zoo  
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 British & Irish Association of Zoos and Aquariums (BIAZA)  
 Detroit Zoological Society  
 Lincoln Park Zoo  
 Nordens Ark\*  
 Ocean Park Conservation Foundation, Hong Kong\*  
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 Riverbanks Zoo & Garden

San Antonio Zoo

Taipei Zoo  
 Toledo Zoo  
 Wassenaar Wildlife Breeding Centre  
 Zoo and Aquarium Association (ZAA)  
 Zoological Society of Wales, Welsh Mountain Zoo  
 Zoo Miami  
 Zoos South Australia

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 Apenheul Primate Park  
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 Banham Zoo  
 Mark Barone  
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 Tokyo Zoological Park Society  
 Topeka Zoo  
 Wellington Zoo  
 Wildlife World Zoo & Aquarium  
 Zoo de la Palmyre

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 Arizona-Sonora Desert Museum  
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 Lion Country Safari  
 Roger Williams Park Zoo  
 Rolling Hills Wildlife Adventure

Sacramento Zoo

Safari de Peaugres  
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 Lincoln Children's Zoo  
 Steven J. Olson  
 Zoo Heidelberg

**\$10 and above**

Heiko Janssen  
 Sanjay Prasher

\*Denotes CBSG Chair Sponsor

**CBSG Regional Network Hosts**

AMACZOOA & FUNDAZOO  
 Auckland Zoo  
 Copenhagen Zoo  
 Japan Wildlife Research Center  
 Pan-African Association of Zoos & Aquaria (PAAZA)  
 Royal Zoological Society of Scotland  
 Saint Louis Zoo  
 Taman Safari Indonesia  
 Zoo Outreach Organisation & WILD  
 Zoofari Mexico

## GCN FINANCIAL BOARD

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SeaWorld Parks & Entertainment

**Jerry Borin**

Columbus Zoo & Aquarium

**William Conway**

Wildlife Conservation Society

**Lee Ehmke**

Houston Zoo

**Nathan Flesness**

International Species Information System

**Jo Gipps**

Global Conservation Network

**Bengt Holst**

Copenhagen Zoo

**Lena M. Lindén**

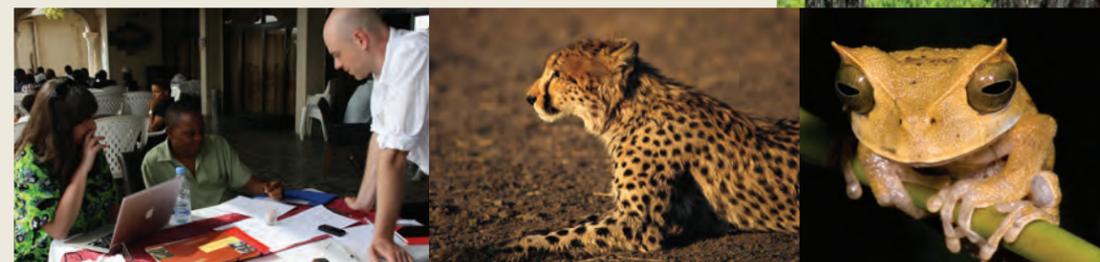
Nordens Ark

**Lee Simmons**

Omaha Zoo Foundation

**Simon Tonge**

Paignton Zoo



## ABOUT CBSG

The Conservation Breeding Specialist Group (CBSG) is a global volunteer network of 380 conservation professionals, coordinated by a headquarters staff of six and assisted by 10 Regional and National Networks on six continents. CBSG is dedicated to saving threatened species through effective conservation planning. CBSG is recognized and respected for its use of innovative, scientifically sound, collaborative processes that bring together people with diverse perspectives and knowledge to catalyze positive conservation change. CBSG is a Specialist Group of the Species Survival Commission of the International Union for Conservation of Nature, and is supported by a non-profit organization incorporated under the name Global Conservation Network.



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

The International Union for Conservation of Nature (IUCN) brings together states, government agencies, and a diverse range of non-governmental organizations in a unique world partnership that seeks to influence, encourage, and assist societies throughout the world in conserving the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.



<http://www.iucn.org/theme/species/about/species-survival-commission-ssc>

The Species Survival Commission is the largest of IUCN's six volunteer Commissions, with a global membership of 8,000 experts. The SSC advises IUCN and its members on the wide range of technical and scientific aspects of species conservation and is dedicated to securing a future for biodiversity.

### History

Since its inception in 1979, CBSG has assisted in the development of conservation plans involving over 264 species through more than 660 workshops held in 72 countries. CBSG has collaborated with more than 200 zoos and aquariums, 180 conservation non-governmental organizations (NGOs), 65 universities, 50 government agencies, 50 SSC Specialist Groups, and 35 corporations. By applying unique conservation tools and training others in their use, CBSG contributes to the long-term sustainability of endangered species and ecosystems around the globe.

### Our Approach to Conservation

CBSG promotes effective and comprehensive conservation action by emphasizing the exchange of information across diverse groups to reach agreement on the important challenges facing humans and wildlife. Our interactive, participatory conservation planning workshops provide an objective environment, expert knowledge, and thoughtful group facilitation designed to systematically analyze problems and develop focused solutions using sound scientific principles. This process enables workshop participants to produce meaningful and practical management recommendations that generate political and social support for conservation action at all levels, from local communities to national political authorities. Rapid dissemination of these recommendations allows them to be used almost immediately to influence stakeholders and decision-makers, and maintains the momentum generated at the workshop.

## SUPPORT CBSG

**As the planet struggles to maintain biodiversity, the demand for our conservation planning expertise is intensifying. In order to fulfill our mission, we rely on your contribution.**

When you support CBSG, you become part of a conservation partnership that achieves results that go beyond what individuals and institutions can do on their own. Your support enables us to plan a future for wildlife, and without it we could not continue our work to save threatened species.

You can support CBSG by visiting our website at <http://www.cbsg.org/support-cbsg> or by mailing your contribution to our office:

Conservation Breeding Specialist Group (CBSG)  
12101 Johnny Cake Ridge Road  
Apple Valley, MN 55124  
United States of America



## 2015 CBSG STRATEGIC COMMITTEE

**Brad Andrews**  
SeaWorld Parks & Entertainment, USA

**Anne Baker**  
Amphibian Ark, USA

**Jonathan Ballou**  
Smithsonian Conservation Biology Institute, USA

**Evan Blumer**  
OsoMono, LTD, USA

**Jeffrey Bonner**  
Saint Louis Zoo, USA

**Amy Camacho**  
Africam Safari, Mexico

**Luis Carrillo**  
Zoofari, Mexico

**Dena Cator**  
IUCN Species Survival Commission, Switzerland

**William Conway**  
Wildlife Conservation Society, USA

**Mark Craig**  
Al Ain Wildlife Park & Resort, UAE

**Danny de Man**  
European Association of Zoos and Aquaria, Netherlands

**Arnaud Desbiez**  
Royal Zoological Society of Scotland, Brazil

**Gerald Dick**  
World Association of Zoos and Aquariums, Switzerland

**Lee Ehmke**  
Houston Zoo, USA

**Susie Ellis**  
International Rhino Foundation, USA

**Nathan Flesness**  
International Species Information System, USA

**Suzanne Gendron**  
Ocean Park Conservation Foundation, Hong Kong

**Jo Gipps**  
Global Conservation Network, UK

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Woodland Park Zoo, USA

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European Association of Zoos and Aquaria, Netherlands

**Heribert Hofer**  
Leibniz-Institut für Zoo und Wildtierforschung, Germany

**Bengt Holst**  
Copenhagen Zoo, Denmark

**Richard Jakob-Hoff**  
Auckland Zoo, New Zealand

**Mike Jordan**  
Chester Zoo, UK

**Robert Lacy**  
Chicago Zoological Society, USA

**Caroline Lees**  
IUCN SSC Conservation Breeding Specialist Group, New Zealand

**Lena M. Lindén**  
Nordens Ark

**Dave Mallon**  
IUCN SSC Antelope Specialist Group, UK

**Jansen Manansang**  
Taman Safari Indonesia, Indonesia

**Yolanda Matamoros**  
Simón Bolívar Zoo, Costa Rica

**Mike Maunder**  
Florida International University, USA

**Phil McGowan**  
New Castle University, UK

**Sanjay Molur**  
Zoo Outreach Organisation, India

**Dave Morgan**  
Wild Welfare, UK

**Phil Nyhus**  
Colby College, USA

**Theo Pagel**  
Zoologischer Garten Köln, Germany

**Paul Pearce-Kelly**  
Zoological Society of London, UK

**Chelle Plassé**  
Disney's Animal Kingdom, USA

**Bill Rapley**  
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**Ivan Rehak**  
Prague Zoo, Czech Republic

**Alex Rübel**  
Zoo Zürich, Switzerland

**Rebecca Seal Soileau**  
US Army Corps of Engineers, USA

**Lee Simmons**  
Omaha Zoo Foundation, USA

**Mark Stanley Price**  
University of Oxford, WildCRU, UK

**Stuart Strahl**  
Chicago Zoological Society, USA

**Kazutoshi Takami**  
JAZA/Osaka Municipal Tennoji Zoological Garden, Japan

**Kris Vehrs**  
Association of Zoos and Aquariums, USA

**Chris West**  
Royal Zoological Society of Scotland, UK

**Frances Westley**  
University of Waterloo, Canada

**Robert Wiese**  
San Diego Zoo Global, USA

**Jonathan Wilcken**  
Auckland Zoo, New Zealand

**David Wildt**  
Smithsonian Conservation Biology Institute, USA

**Kumiko Yoneda**  
Japan Wildlife Research Center, Japan



2015 CBSG Strategic Committee Meeting in Al Ain, UAE

## Statement of Activities and Changes in Net Assets for the Year Ending December 31, 2015

	Unrestricted	Temporarily Restricted	Total
<b>Support and Revenue:</b>			
Contributions	US\$835,692	US\$43,680	US\$879,372
Other Program Service Fees	137,963	–	137,963
Investment Income	(14,249)	–	(14,249)
Other Income	394	–	394
Net Assets Released from Restrictions:			
Satisfaction of Program Restrictions	147,977	(147,977)	–
Satisfaction of Time Restrictions	18,492	(18,492)	–
<b>Total Support and Revenue</b>	<b>1,126,269</b>	<b>(122,789)</b>	<b>1,003,480</b>
<b>Expense:</b>			
Program Services	901,063	–	901,063
Support Services:			
Management and General	109,620	–	109,620
Fundraising	42,633	–	42,633
<b>Total Support Services</b>	<b>152,253</b>	<b>–</b>	<b>152,253</b>
<b>Total Expense</b>	<b>1,053,316</b>	<b>–</b>	<b>1,053,316</b>
Changes in Net Assets	72,953	(122,789)	(49,836)
Net Assets - Beginning of Year	911,173	292,545	1,203,718
Net Assets - End of Year	US\$984,126	US\$169,756	US\$1,153,882

## Notes to 2015 Financial Statements

The finances to support the work of CBSG are held and managed by the Global Conservation Network (GCN), a USA 501(c)3 not-for-profit organization. GCN had an overall deficit from operations of about US \$(49,836) for the year in 2015. Our unrestricted activity (general operations) accounted for an approximate US \$72,953 increase, with a US \$(122,789) decrease related to temporarily restricted activity. Deficit in temporarily restricted activity was primarily due to multi-year pledges being recorded as revenue in the year pledged and accordingly released from restriction each year. As of December 31, 2015, we had an unrestricted net asset reserve of US \$984,126 or approximately 27 months of operating expenses. Two components make up the temporarily restricted net asset reserve at year end: about US \$148,257 is for CBSG Chair support and US\$21,499 is for 2016 CBSG commitments. The information on this page was taken from the 2015 audit. Copies of the full audit can be obtained by contacting the CBSG office.

## Statement of Financial Position at December 31, 2015

<b>ASSETS</b>	
<b>Current Assets:</b>	
Cash & Cash Equivalents	US\$744,153
Grants Receivable	–
Pledges Receivable	45,938
Due from Affiliated Organization	18,398
Prepaid Expenses	31,363
<b>Total Current Assets</b>	<b>839,852</b>
Investments	376,632
Pledges Receivable	1,507
Property - Net	2,749
<b>Total Assets</b>	<b>US\$1,220,740</b>
<b>LIABILITIES &amp; NET ASSETS</b>	
<b>Current Liabilities:</b>	
Accounts Payable	\$298
Accrued Salaries	5,254
Accrued Vacation	13,401
Funds Held for Others	47,905
Refundable Advances	–
<b>Total Current Liabilities</b>	<b>66,858</b>
<b>Net Assets:</b>	
Unrestricted	984,126
Temporarily Restricted	169,756
<b>Total Net Assets</b>	<b>1,153,882</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>US\$1,220,740</b>

## CBSG HEADQUARTERS STAFF



**Onnie Byers**  
Chair



**Kathy Traylor-Holzer**  
Senior Program Officer



**Elizabeth Townsend**  
Finance Officer/  
Executive Assistant



**Philip Miller**  
Senior Program Officer



**Caroline Lees**  
Program Officer



**Emily Wick**  
Communications Officer

## CBSG REGIONAL NETWORKS

Our Regional Networks take CBSG tools and principles deep into the local institutions of a region or country, allowing stakeholders to adapt our proven conservation techniques to meet their own unique needs. We believe that this freedom to shape a Network according to the needs of the culture, society, and services of the individual country is a requirement for successfully addressing the sheer magnitude of the problem of biodiversity loss. Regional Networks acknowledge and appreciate the diversity in environment, culture and social systems, economic conditions, policy and governance, and philosophy in different countries and regions. CBSG Network team members organize activities local to their network and assist with other CBSG activities around the world.



**CBSG Australasia**  
**Co-Convenor: Caroline Lees**  
CBSG



**CBSG México**  
**Convenor: Luis Carrillo**  
Zoofari



**Co-Convenor: Richard Jakob-Hoff**  
Auckland Zoo



**CBSG North America**  
**Co-Convenor: Anne Baker**  
Amphibian Ark



**CBSG Brasil**  
**Convenor: Arnaud Desbiez**  
Royal Zoological Society of Scotland



**Co-Convenor: Philip Nyhus**  
Colby College



**CBSG Europe**  
**Convenor: Bengt Holst**  
Copenhagen Zoo



**CBSG South Asia**  
**Convenor: Sanjay Molur**  
Zoo Outreach Organisation



**CBSG Indonesia**  
**Convenor: Jansen Manansang**  
Taman Safari Indonesia



**CBSG Southern Africa**  
**Convenor: Mike Jordan**

Mike Jordan has taken a position at Chester Zoo, and we thank him for his dedicated efforts as convenor of CBSG Southern Africa. We are pleased that the Pan-African Association of Zoos and Aquaria (PAAZA) has agreed to host this network.



**CBSG Japan**  
**Convenor: Kumiko Yoneda**  
Japan Wildlife Research Center



**CBSG Mesoamerica**  
**Convenor: Yolanda Matamoros**  
Simón Bolívar Zoo

## Photography courtesy of:

Michael Dvorak

Dante Fenolio

Ron Gagliardo, Courtesy Atlanta Botanical Garden

Oli Gardner (oligardner.com)

Ryan Hawk/Woodland Park Zoo

Mike Jordan

Latin American Zoo and Aquarium Association (ALPZA)

Kristin Leus

Phil Miller

David Parker, Senior Threatened Species Officer, Office of  
Environment and Heritage (NSW)

Rebecca Spindler

Kathy Traylor-Holzer

## Success Story and Initiative Photos:

Blue-billed curassow photos, p. 4: *Crax alberti* male - Guillermo

Galviz/Aviario Nacional de Colombia; Camera trap photo -  
Fundación Biodiversa Colombia

Galápagos photos, p. 5: Paul P. Calle

Greater bilby photos, p. 6: Lyle Radford

Prairie butterfly photos, p. 7: Poweshiek skipperling - Minnesota Zoo;  
Habitat - United States Fish and Wildlife Service

Javan rhino photos, p. 8: Javan rhino - ©Stephen Belcher; Habitat -  
International Rhino Foundation

ICAP Initiative photos, p. 12-13: Spotted hyena - Chuck Dresner, Saint  
Louis Zoo; Fox in field - National Parks Service

## Ulysses S. Seal Award Photos:

Jenny Bartlett/Cheetah Conservation Fund

Bobby Bradley/Cheetah Conservation Fund

## Special Acknowledgements

**Linda Malek** is a strategic planning, business development, and marketing specialist based in southern California. She currently donates her expertise to CBSG as we enhance stakeholder communication and increase targeted development efforts, and has directed EDG in the design of this Annual Report and other marketing and development tools.

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## Sustainability

We are proud to partner with B&G House of Printing in California to bring you our 2015 Annual Report. This report was printed on Neenah Environment Digital PC 100 White, which contains 100% PCW (post-consumer waste), is PCF (Processed Chlorine Free), Green Seal Certified, FSC (Forest Stewardship Council) certified, and made with 100% renewable green electricity.



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