



 **THE ELEPHANT  
SANCTUARY**  
IN TENNESSEE™



**2015 ANNUAL REPORT**

The Elephant Sanctuary in Tennessee is proudly accredited by the Global Federation of Animal Sanctuaries.

# DEAR FRIENDS,

In 2015, The Elephant Sanctuary celebrated 20 years of history, growth, and development in our work to fulfill our dual mission to provide elephants with refuge and care and to educate others about their complex needs and challenges. The yearlong celebration began with recognition of the 24 elephants given refuge and care at The Sanctuary since 1995 and with much anticipation of when the next elephant would arrive.

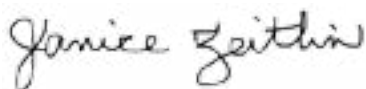
We were honored by a visit mid-year from Dr. Caitlin O'Connell, preeminent elephant scientist and author of *Elephant Don*. Summer trips by staff to meet with elephant care professionals in Thailand and China highlighted new opportunities to share best practices. Throughout the year, staff worked on updates to barns, fencing, and equipment to ensure current residents received the very best care.

Then in late September 2015, Hadari, The Sanctuary's 25th resident, was welcomed, followed by Sukari and Rosie in November. After years spent on exhibition, all three Africans were retired to our facility, a natural habitat dedicated to their lifetime care and well-being.

The list of achievements for 2015 and the addition of the new residents are the result of the hard work and commitment of staff, board, volunteers, and loyal supporters who make sanctuary a reality. A collaborative staff team provides individualized care, veterinary treatment, and planned enrichment—all carried out to meet the health and social needs of each resident. The staff team, along with our many volunteers, works to educate others about the crisis facing elephants in the wild and the challenges to elephants living in captivity. Through outreach, education, and the EleCams, the public learns about the positive impact that expansive natural habitats, protected contact management, and the opportunity for freedom-of-choice has on captive elephants.

As you read through The Elephant Sanctuary's 2015 accomplishments, please remember your support has made an enormous difference for elephants everywhere. Thank you for sharing our commitment and love for these intelligent, exceptional beings.

Sincerely,



Janice Zeitlin, CEO



## OUR MISSION

The Elephant Sanctuary exists for two reasons:

- To provide captive elephants with individualized care, the companionship of a herd, and the opportunity to live out their lives in a safe haven dedicated to their wellbeing; and
- To raise public awareness of the complex needs of elephants in captivity, and the crisis facing elephants in the wild.

## ABOUT US

Founded in 1995, The Elephant Sanctuary in Tennessee is the nation's largest natural-habitat refuge developed specifically around the needs of endangered Asian and African elephants. It operates on 2,700 acres in Hohenwald, Tennessee – 85 miles southwest of Nashville. As an accredited sanctuary, the habitat where the elephants live is not open to the public.

[Learn more at elephants.com](http://elephants.com)

The Elephant Sanctuary is licensed by the U.S. Department of Agriculture and the Tennessee Wildlife Resources Agency, and accredited by the Global Federation of Animal Sanctuaries.

Our strong performance as an animal-welfare/wildlife-conservation nonprofit is recognized by reputable charity watchdog groups:



Front Cover: **Flora**  
Back Cover: **Shirley**



# A NEW BEGINNING FOR HADARI

Captured wild in Africa at age one, Hadari was imported to the United States and spent over 30 years in Southeastern attractions. From Jungle Larry's African Safari in Florida to the Nashville Zoo in Tennessee, Hadari shared enclosures with other African elephants, distinguished by unique features – long eye lashes with very expressive eyes and hair that reflects red in the sunlight. In 2015, Hadari became the 25th elephant to retire to The Elephant Sanctuary in Tennessee.

Like many elephants taken from the wild as calves to spend their lives on exhibit or performing, Hadari had little to no experience with freedom-of-choice or large tracts of land. Hadari spent the first night in The Sanctuary undecided as to whether to be in the barn or checking out the new surroundings in the moonlight. Hadari did both.

*"Watching Hadari's transformation has been an incredible experience," says Stephanie DeYoung, The Sanctuary's Director of Elephant Husbandry. "When she first arrived, Hadari did not appear to understand that she could make her own choices. Hadari very quickly figured out she could go wherever she chose. She also discovered the habitat's mud wallows and jumped right in."*

Supporters watch the Africa EleCam to glimpse Hadari walking into the wooded South Valley and along the perimeter of the habitat, much farther away from the barn than she ventured last fall. Every action indicates Hadari is making The Sanctuary her home.

ELE  
CAM

EleCam and Caregiver video footage of "Hadari Exploring Sanctuary" has over 8,000 views on our YouTube channel! Watch online at [YouTube.com/ElephantSanctuaryTN](https://www.youtube.com/ElephantSanctuaryTN).

Watch EleCam views of all the elephants at [elephants.com](http://elephants.com)

## LEADERSHIP

### 2015 - 2016 Board of Directors

**Dr. Richard Rhoda** – Chair 2015 - 2016  
Executive Director (Retired),  
Tennessee Higher Education Commission

**Dr. William Schaffner** – President 2015 - 2016  
Professor of Preventive Medicine and Infectious Diseases,  
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**Janice Zeitlin** – Vice President 2015 - 2016  
CEO, The Elephant Sanctuary in Tennessee

**Bob Burklow** – Secretary, 2015 - 2016  
Former Mayor, City of Hohenwald, Tennessee

**Albert Ambrose** – Treasurer 2015 - 2016  
President, E.T. Lowe Publishing, Co. & Lowe Graphics & Printing, Inc.

**Sharon Langford** – Board Member 2015 - 2016  
Marketing/Management Consultant; Animal Welfare Author/Volunteer

**Phillip R. Snyder** – Board Member 2015  
Executive Director, Suncoast Humane Society

**Michael K. Stagg** – Board Member 2016  
Attorney, Waller Lansden Dortch & Davis, LLP

### Senior Management Team

**Janice Zeitlin** CEO  
**Deborah Perry** Director of Finance & Administration  
**Joe Rizzo** Director of Facilities  
**Keith Woodley** Director of Development

**Steven Scott, DVM** Director of Veterinary Care  
**Lydia Young, DVM** Associate Veterinarian  
**Stephanie DeYoung** Director of Husbandry

# 2015 ACCOMPLISHMENTS

Highlights from the year include:

**1.** Welcomed three new African elephants – Hadari, Sukari and Rosie – whose owners chose retirement for them at The Elephant Sanctuary. All three were captured from the wild as calves and imported to the United States, and spent decades working in entertainment and/or on exhibition. They now enjoy a vast natural habitat that encourages healthy behaviors;



**2.** Observed a new herd dynamic in the Quarantine Habitat as Debbie, Ronnie and Minnie suddenly became inseparable after years of supervised “play-dates;”



**3.** Constructed a five-acre Transition Habitat to introduce new elephants to staff and Protected Contact management without impacting current residents;

**4.** Completed TB treatments on all affected elephants, demonstrating the effectiveness of Protected Contact management within a fully-integrated Veterinary and Husbandry program;

**5.** Saw 12% increase in Elecam views after 13 new HD solar-powered cameras were installed for enhanced live-streaming of the elephants to 2.9 million viewers world-wide;



**6.** Doubled the number of K-12 students across the country who learned about the complex needs of elephants via The Sanctuary’s Distance Learning program;



**7.** Partnered with Howard+Revis Exhibit Design Services of Washington, DC on a new Elephant Discovery Center in downtown Hohenwald, slated to open in spring 2017;



**8.** Hosted 120 Volunteers from across the United States and Canada for onsite service projects, including college students on alternative Spring Break and Fall Break;

**9.** Supported care of captive elephants in China, Thailand and South America by sharing best practices and exchanging protocols on effective treatment;

**10.** Achieved a 4-star rating from Charity Navigator for the third consecutive year. Only 14% of evaluated charities have accomplished this, indicating that The Elephant Sanctuary outperforms most other American charities in sound fiscal management and commitment to accountability and transparency.



# 2015 FINANCIAL SUMMARY

## SOURCES OF REVENUE



■ 48.75%	PUBLIC SUPPORT	■ 2.16%	MERCHANDISE
■ 31.10%	BEQUESTS	■ 1.62%	IN-KIND
■ 8.58%	GRANTS/FOUNDATIONS	■ 1.27%	ENDOWMENTS
■ 6.14%	UNDERWRITING	■ 0.38%	CORPORATIONS

## EXPENSES



■ 82%	PROGRAM SERVICES
■ 12%	MANAGEMENT
■ 6%	FUNDRAISING

### PUBLIC SUPPORT & REVENUE

Public Support 6,939,039

**Total Public Support & Revenue 6,939,039**

### EXPENSES & LOSSES

#### PROGRAM SERVICES

Shelter and Care 2,973,321

Education 698,436

**Total Program Services 3,671,757**

#### SUPPORTING SERVICES

Management 516,652

Fundraising 270,482

**Total Supporting Services 787,134**

**Total Expenses 4,458,891**

*These figures reflect audited financials.*

*The Elephant Sanctuary has set aside unrestricted financial operational reserves of four times its budgeted expenses to ensure the lifetime care and safe haven for an undetermined number of elephants. Elephants have an expected life span of 50 – 70 years and The Sanctuary is committed to providing food, shelter, veterinary care, medicine, caregivers, property maintenance and security. Along with the public's continuing support, these funds are needed to provide for the elephants currently in our care and for those that will come to The Sanctuary.*

## 2015 DONORS' IMPACT ON ELEPHANT CARE

**152**

pachyderm pedicures

**4,725 lbs**

all-natural peanut butter

**500 gallons**

Grandma's Molasses by B&G Foods

**1 Shed**

for hay storage at Africa

**2,675**

elephant meals supplied

**1 Safety Box**

for Mobile Vet Clinic

**4 Machines**

Trackhoe, Bobcat, All-Terrain Man Lift and Honda Rubicon ATV

**11 Sets**

of barn flaps

**3,336**

people "adopted" an elephant

**800**

Wish List items purchased

**16 Elephants**

enjoyed a peaceful, humane retirement at The Elephant Sanctuary

**THANK YOU! We are grateful to more than 25,000 supporters whose generosity is improving the lives of elephants. Though we cannot list them all, every single donor makes a difference!**

**\$25,000+**

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**30% Growth in Shirley's Legacy Society** (donors with planned gifts for the elephants)

### GOAL 1: PROVIDE SANCTUARY

Offer lifelong, integrated care for elephants already in The Sanctuary, and welcome additional captive elephants that will benefit from lifelong care.

#### *Measures of Success:*

- Lifelong, individualized care plans for the health and wellbeing of each resident elephant
- Commitment to a Protected Contact system of elephant management and 24/7 veterinary care
- Successful transition for any new elephants coming to The Sanctuary

### GOAL 2: INFLUENCE THROUGH EDUCATION

Increase understanding of and support for conservation efforts to protect elephants in the wild, and promote practices to improve the wellbeing of captive elephants.

#### *Measures of Success:*

- Increase the number of participants in The Sanctuary's educational outreach programs
- Develop K-12 elephant curriculum for educators, designed toward core standards for science education and service-learning
- Increase collaborations with international partners

### GOAL 3: CREATE AND SHARE BEST PRACTICES

Develop models for 'whole elephant' care and create connections within the global elephant community to promote and share best practices.

#### *Measures of Success:*

- Expand relationships with elephant support groups and experts in the field
- Publish and/or share best practices on elephant wellbeing and care
- Grow the training and professional development program for The Sanctuary's elephant Caregivers

### GOAL 4: AMPLIFY PUBLIC AWARENESS

Foster recognition for The Elephant Sanctuary as a thought-leader on elephant wellbeing.

#### *Measures of Success:*

- Develop and launch a new and updated elephants.com
- Demonstrate growth in digital-marketing success
- Align all efforts to optimize opportunities for connecting with donors

### GOAL 5: SUSTAIN THE MISSION

Build and diversify financial support in order to sustain sanctuary for retired captive elephants, as well as educate the public about the complex challenges facing all elephants.

#### *Measures of Success:*

- Ensure existing supporters stay engaged with the mission
- Expand and diversify the donor base
- Broaden support from individuals, corporations, foundations and workplace-giving programs

### GOAL 6: DEVELOP ORGANIZATIONAL CAPACITY

Cultivate the people, systems, and infrastructure necessary to provide the ideal environment for elephants in care, and through which The Sanctuary might effectively fulfill its mission.

#### *Measures of Success:*

- Evaluate and upgrade facilities, fencing, and equipment on an ongoing basis
- Meet or exceed standards set by both regulatory and accrediting agencies
- Improve individual/team performance through participation in professional development and training



To learn more about  
The Elephant Sanctuary  
and its resident elephants,  
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