



**The  
IACUC  
Administrator's  
Guide to Animal  
Program  
Management**

**William G. Greer  
Ron E. Banks**



The  
**IACUC**  
**Administrator's**  
**Guide to Animal**  
**Program**  
**Management**





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## Preface

The purpose of the *IACUC Administrator's Handbook* is to assist the IACUC administrator charged with developing, managing, and overseeing a program of animal care and animal use. There are more than sufficient regulations and policies governing animal care and use and for very good reasons. These federal standards must be applicable to all circumstances and situations. They tend to be a collection of expectations and goals that provide organizations the flexibility to develop practices for achievement. The regulatory expectations may be clear, but the manner of developing the operations and practices to assure compliance while ensuring animal welfare is often not prescribed. In this reference, the authors provide many options and possibilities for specific operational practices (e.g., how to build a well-functioning IACUC, what a functional protocol template looks like) to satisfy the regulatory requirements.

The material provided in this handbook is a compilation of several years of best practices meetings among IACUC administrators across the country. Best practices meeting attendees from private, public, governmental, and academic organizations have helped to shape and develop the information offered in the *IACUC Administrator's Handbook*. It is through the insight of several hundred colleagues—their successes as well as their failures—that the authors have distilled suggestions and considerations for your local animal care and use program.

There is no desire to replace or modify any existing regulatory document. It is reasonable and appropriate for regulations and policies to evolve. In concert with the maturing framework of animal care and use programs, the operational practices must also transform to best support the organization, guide the research community, and assure animal well-being in all activities involving sentient beings.

This work is not intended to replace other useful references or manuals regarding programmatic function but rather to complement them. The primary difference the reader may find in this handbook is the transparent and open nature of describing processes that have been time tested and proven to satisfy the regulatory requirements. There is no intent that organizations model their programs according to this book. The desire is that IACUC administrators can refer to and assimilate the wisdom and experience distilled from hundreds of colleagues into the foundations of their own programs.

The authors had specific goals in preparing this handbook:

1. Assuring animal well-being and welfare by building flexible and self-correcting programs of animal care and use
2. Combating the ignorance of necessary functional activities such as assuring regulatory compliance while ensuring animal welfare
3. Providing answers to common questions of individuals assigned animal program duties
4. Creating a sense of transparency of what has worked and what has not worked among organizations

5. Developing a community of IACUC administrator professionals who become recognized as core and critical members of the research efforts of the organization, and who take a seat at the program leadership table along with the institutional official, the attending veterinarian, the IACUC, and the researcher

The examples and suggestions in this handbook may be used to help guide foundational development of a comprehensive animal care and use program. IACUC administrators must always be cognizant that—as noted in the National Institutes of Health’s *Guide for the Care and Use of Laboratory Animals*, eighth edition (referred to as the *Guide*)—the concept and application of performance standards, in accordance with goals, outcomes, and considerations defined in the *Guide*, is essential to this process.

It is with deep gratitude that the authors recognize the hundreds of IACUC administrators who selflessly serve their organizations and researchers. It is this same community that has provided the bulk of this handbook’s good ideas, although all situations are attributed to that fanciful organization, “Great Eastern University,” where everything that can go wrong has and anything that can work right has not.

Let those eight last words of a dysfunctional or necrotic program of animal care and use never be said of your home organization: “We have never done it that way before.” It is our hope that every reader finds one to several new or novel ideas that will be applicable to his or her program, support strong research, improve sub-optimal conditions, and correct noncompliant behavior. May each of us review our practices and, from the reading of this book, utter the eight exciting words of new beginnings: “Our practices are not sufficient for today’s environment.”

Best wishes for the benefit of the animals, the researchers, the organizations.

**Bill Greer**

*Penn State University*

**Ron Banks**

*Duke University*