
Preface to the Third Edition

During the time the first edition of *Managing the Laboratory Animal Facility* was being written, there was no working title; it was just called "the management book." But books have titles, and the first title considered was *Managing Laboratory Animal Resources*. We eventually decided that title was too formal and some potential readers might not understand what laboratory animal resources implied; thus, the title of *Managing the Laboratory Animal Facility* was chosen. Nonetheless, this third edition of *Managing the Laboratory Animal Facility* continues to focus on the management of the resources, such as people, money, time, and information, that managers use on a daily basis. The proper use of resources is the key to successful animal facility management.

Just as plants and animals evolve, management also evolves. Theories come and go, with new thinking replacing old concepts that no longer integrate with the needs of a changing world. In this book, we focus on the basics of modern animal facility management. It is primarily a text to help you maximize your management skills in order to provide high-quality service to your customers while minimizing the daily stressors that often occur in work environments. This focus on providing a strong general management background helps prevent problems from arising in the first place. It almost goes without saying that it is more important for a manager to prevent a problem from occurring than to have to correct that problem. This prevention perspective extends beyond working with people. Managers are expected to manage resources, and people are just one of those resources. You still have to manage money, information, and even time. A chapter is devoted to each of these subjects, yet because working with people is such an important part of many managers' jobs, an additional chapter is devoted to leadership. Managers often must take the role of leaders, and conversely, it's the rare leader who has no managerial responsibilities.

Not all management needs are going to be the same. Even though the basics of modern management are the central theme of this book, their implementation may require some adaptation when working in different environments. The animal facility manager in an academic environment may have challenges that differ from

those of managers in the pharmaceutical industry. Managers in different academic institutions have to adapt to their own institution's culture, which may be substantially different from the culture of a nearby college or university. What works for you in New York City may not work in Atlanta, Georgia. Another distinction is that managing and leading an animal facility is unlike traditional for-profit corporate management, as developing strategies to gain, retain, and expand a market share is usually not a primary concern of vivarium managers, and vivarium managers have a relatively limited need to market their services. Nevertheless, in line with managers in other industries, we do have strategic planning needs, and on occasion, we do choose to market our services.

Management isn't easy. It takes a lot of work, practice, and adaptability. I want to emphasize the need to keep learning and practicing your management skills, and then practice some more. You will only be fooling yourself if you try to improve yourself as a manager by reading this book, going to management seminars, talking about good management, and then reverting right back to old, comfortable, yet outdated management methods when you get to work. We are all very talented at convincing ourselves that we don't have to improve; it's the rest of the world that needs to change. You probably know that's just not true and it's not going to happen. The truth is that management is a learned skill, and the more you practice, the better you become. But you have to practice what you learn and not stuff new knowledge into your back pocket, never again to see the light of day. Great scientists work hard to find answers to important questions. Discovery is their passion. Great athletes continually hone their skills to become even greater athletes. Being the best at what they do is their passion. Great managers do the same. They continually practice and improve their management skills so performing every day at a high level becomes routine, not an exception, and then they strive for an even higher level of performance. Don't be afraid to make some mistakes. The goal is to keep improving and not let the usual setbacks that every manager experiences eat away at your determination. Every setback is an opportunity to learn and to avoid making the same mistake in the future.

The third edition of *Managing the Laboratory Animal Facility* provides updated and expanded information in every chapter and appendix. Most of the original references remain, as they set the stage for supplementation by more recent management thinking. New sections include discussions of Lean management, change management, negotiations, mentoring, and performance reviews. As in past editions, the appendices focus more on the "how to do it" aspects of certain topics than does the main text, although in this third edition, some additional "how to do it" information has been incorporated into the main text.

This book was written by me, and I will take full responsibility for its content and, in particular, for my tendency to repeat important concepts over and over, in different chapters and using slightly different phrasing. I hope that this redundancy will be helpful to you. At the same time, I have listened carefully to the comments made by my colleagues who donated their time to review the text and provide me

with much welcomed feedback. I am grateful to these fine people: Ms. Maryellen Berry, Ms. Pamela Belanger, Ms. Ellen Bridge, Mr. Ethan Hallet, Dr. Samer Jaber, Mr. Edward Jaskolski, Ms. Eva Miele, Mr. Corey Nunes, Ms. Amy Rivera, and Ms. Holly Such.

Author

Jerald Silverman

Jerald Silverman received his degree in biological organization from the Graduate School of Management and Urban Epidemiology of the New School for Social Research in New York City. Previously, he earned degrees in zoology and veterinary medicine from Cornell University. After a decade of private veterinary practice, he moved to the medical research in which he has spent the last 30 years of experience managing laboratory animal facilities in private and academic research institutions. He has been the director of the Department of Animal Medicine and professor of pathology at the University of Massachusetts Medical School in Worcester and adjunct professor at the Cummings School of Veterinary Medicine at Tufts University, North Grafton, Massachusetts.

Dr. Silverman is a diplomate of the American College of Laboratory Animal Medicine and past president of the American Society of Laboratory Animal Practitioners. He has published more than 75 peer-reviewed research papers, book chapters, and books, and has co-edited the "Practical Review" column for the Journal since 1985. His professional interests include the development of institutional Animal Care and Use Committees, breeding, and the maintenance of pain in laboratory animals, while his avocational interests include photography, fly-tying, collecting, and watching his children grow up.