

The Association for  
**Animal Welfare**  
Advancement



Certified  
Animal Welfare  
Administrator

# **Certified Animal Welfare Administrator (CAWA) Program**

## **Program and Applicant Guide**

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## **Certification Mission Statement**

The Association for Animal Welfare Advancement (The Association) Certified Animal Welfare Administrator (CAWA) certification program is designed to: independently validate and recognize the knowledge, skills, and achievements of high-level managers working in animal sheltering, spay/neuter services, and field services; support best practices within the profession; and broaden the understanding among those making hiring decisions and the general public of the specialized qualifications required to successfully lead non-profit organizations and governmental agencies dedicated to companion animal welfare.

## **Geographic Scope and Language of the CAWA Program**

The CAWA Program's geographic scope is North America. Applicants may practice anywhere, but the program's focus, standards, and exam content reflect North American standards of practice and U.S. laws. Since the CAWA program's geographic scope is North America, the CAWA exam and supporting materials are offered in English. The CAWA exam is accessible from anywhere via computer-based testing.

## **Eligibility Requirements** *(updated 2-25-23)*

Eligibility requirements must be met without exception in any circumstances. To be eligible to take the CAWA exam, applicants must satisfy **ALL** of the following requirements by the date of application submittal. Within 10 years prior to the date of CAWA Program application submittal, you must have:

1. A minimum of 5 years of work experience as a full-time, paid manager for a not-for-profit or government organization. At least 3 years of this nonprofit/government work experience must be at an organization that provides sheltering, spay/neuter services, and/or field services for companion animals.
2. A minimum of 5 years of paid work experience managing/supervising paid staff and/or volunteers in any field. ["Manager" is defined as someone who is paid to supervise other staff and/OR volunteers.]
3. Agree to abide by The Association of Animal Welfare Advancement [Code of Ethics](#).

Work experience satisfying requirements above can be concurrent. Educational experience may not be used to substitute for any of the work experience eligibility requirements. There is no requirement of an academic degree or continuing education activity for initial certification eligibility.

***Eligibility to take the CAWA exam shall be valid for one year from the date of the application approval notice.***

## **The CAWA Exam and Preparation Process**

The exam will be offered as a secure, remote, proctored, online exam starting in July 2021. Questions about the application process may be directed to [certification@theaawa.org](mailto:certification@theaawa.org). [Membership in The Association](#) is not required to pursue certification; however, members receive a significant discount on exam fees and recertification fees, as well as many other benefits.

Within approximately fourteen (14) business days (though most typically within two [2] business days) of receipt of your completed online application, The Association will review eligibility qualifications, verify your employment history, and notify you by email of your application status. Eligibility to take the CAWA exam shall be valid for one year from the date of the application approval notice, unless otherwise specified by The Association staff.

Eligible candidates will be provided with logistical details related to accessing the CAWA Exam Prep package, paying for the exam, and scheduling an online proctored testing appointment. The CAWA Exam Prep Package contains information about how to prepare for and take the CAWA exam, including a practice exam, flashcards, study guides, and other preparation resources such as a private Facebook group. The CAWA Exam Prep Package fee is not refundable under any circumstances. Candidates may take the exam up to two times within the one-year period, with a minimum thirty-day waiting period between exams.

Applicants who are deemed ineligible may appeal that determination to the Appeals Committee of The Association Certification Council by emailing [certification@theaawa.org](mailto:certification@theaawa.org).

## **CAWA Certification Application and Exam Fees**

Current application and exam fees are published on The Association Learning Center website, <https://learning.theaawa.org/become-cawa>. Fees include access to the CAWA Exam Prep Package and access to the CAWA Exam scheduler for one year. Candidates will also pay a non-refundable per-exam attempt fee to the proctored exam vendor.

To take advantage of the Member rate, applicants must be an Animal Welfare Professional Member of The Association in good standing when the Exam Prep package is purchased; the difference between this Member rate and other rates will not be refunded if a membership is subsequently purchased by an applicant who was not an Animal Welfare Professional Member at the time of package purchase. For more information regarding membership in The Association, please visit [The Association's Membership page](#).

## **Applying for Certification (Updated 6-2021)**

To apply, please go to <https://learning.theaawa.org/become-cawa>, then scroll down to the application link, or go directly to the application at [https://aawa.formstack.com/forms/cawa\\_application](https://aawa.formstack.com/forms/cawa_application). Complete the application. You will include relevant supervisory employment experience (within the past 10 years) and attach one [reference](#) for each supervisory employment position - we require the reference to be from a supervisor or board member. You may save your application without submitting it for up to 30 days, but file uploads do not save and will need to be resubmitted. Once your full application has been submitted, it will be reviewed. If your eligibility is verified, you will be approved for testing by The Association certification staff — you will receive an email verifying your eligibility with instructions on how to proceed — the next step is to purchase the CAWA Exam Prep Package.

## **Scheduling Your Exam**

All exams are to be conducted via a secure, online proctored testing service which will be available 24/7. Applicants have been able to schedule their appointment since July 2021.

## **Exam Fees and Cancellation Policy**

The CAWA Certification Exam Fees are payable to the online proctored exam vendor and are not refundable under any circumstances. Once you schedule an exam appointment, you may change the appointment, but not within 24 hours of the appointment without penalty.

## **Taking the Exam**

The CAWA certification exam consists of 100 scored questions. Candidates will have a maximum of 150 minutes to take the exam.

The email confirmation of your testing appointment will provide you with instructions on how to proceed to take the exam (and the CAWA Exam Prep Package contains many ProctorU resources). The CAWA certification exam is remote proctored and administered under strict security and standardized testing conditions. You must follow all proctor instructions provided to ensure the security of the exam.

## **What is required to test with our online proctor?**

- Photo ID (a valid Government-issued ID that includes a photograph and date of birth in English characters, such as a National ID card, Passport, driving license, military card or social security card.)
- A quiet room with sufficient light and a cleared desk. No other persons are allowed to be present in the room.
- External or integrated web camera able to rotate 360°
- Speakers and microphone
- A compatible browser: Google Chrome (preferred) or Mozilla Firefox
- See [ProctorU's site](#) for specific technical and equipment requirements.
- You will need to use your cell phone to show your room to the proctor.

> Technical support by the proctored exam vendor will be available.

## **Special Accommodations**

Reasonable special accommodations for administration of the CAWA certification exam will be made for eligible candidates with documented disabilities in accordance with the Americans with Disabilities Act (ADA). Only those accommodations that do not, in The Association's sole discretion, compromise the validity of the exam results, will be approved. If circumstances indicate that administration of the CAWA certification exam would jeopardize the security of exam materials or the integrity of exam results, The Association may cancel the administration of the exam.

If a special accommodation is requested, supporting documentation must accompany the application from a licensed or otherwise properly credentialed healthcare professional who possesses expertise in the disability for which the modifications or accommodations are sought and has made an individualized assessment of the

candidate, describing the disability and the need for the requested accommodation.

For accommodation requests based on mental or cognitive impairment, supporting tests must have been conducted within five years prior to the date of the accommodations request. Please use the Special Accommodations section within the CAWA Application to request any accommodations. The Association may make a request for supplemental information if the documentation submitted does not clearly establish the nature of the impairment or the need for the requested accommodations. Common reasons accommodations requests are deemed insufficient include:

- Supporting documentation is from a person who is not licensed or otherwise properly credentialed
- Supporting documentation is from a person who does not possess expertise in the disability for which the modifications or accommodations are sought
- Supporting documentation is from a person who has not made an individualized assessment of the candidate
- Supporting documentation does not describe the disability
- Supporting documentation does not explain how the requested accommodation will negate any impact of the candidate's disability on the fair assessment of the candidate's CAWA-related competencies

The Association shall consider all facts and explanations offered by the candidate regarding his or her history or the need for the requested testing accommodations, as well as objective evidence relating to the candidate's diagnosed impairment and its impact on the candidate. The Association shall not reject or deny an accommodation request based solely on the candidate's average or above-average IQ score, high level of academic success, or lack of a formal history of receiving that accommodation. The Association may have the documentation submitted by or on behalf of a candidate reviewed by one or more qualified professionals of The Association's choosing at The Association's request and expense.

The Association will attempt to respond to each request for accommodations within 14 business days of receipt. Applicants who are not satisfied with The Association's decision regarding requested accommodations may appeal that determination to the Appeals Committee of The Association Certification Council by emailing The Association at [certification@theaawa.org](mailto:certification@theaawa.org).

## **Exam Results including Retesting**

The pass / fail point ("cut score") for the CAWA exam was recommended by the CAWA Cut Score Action Team and approved by the CAWA Exam Committee which developed the exam, then reviewed and approved by the CAWA Certification Council. To set the cut score, the Cut Score Action Team uses generally accepted, criterion-referenced standard-setting procedures (i.e., Modified Angoff method). The CAWA exam is scored using a scaled score. Your score will be represented on a scale of 0 – 100. A passing score has been determined by the 2020 beta exam verification process.

If you pass the exam, The Association will mail you a certificate to recognize your achievement. It will be sent to the address in our membership database. Please confirm The Association has the correct mailing address.

If you do not pass the exam on your first attempt, you may retake the CAWA certification exam one additional time within the one-year window of your application acceptance, with a thirty-day waiting period between exams. You must pay the current exam fees each time. If an applicant wishes to retest outside of their original one-year eligibility period, they must reapply, pay new application and exam fees, and must meet the eligibility requirements in effect at that time, unless otherwise specified by The Association staff.

If The Association Certification Council determines that results of the exam do not represent a valid assessment of knowledge as sampled by the exam, such as due to irregular behavior or another reason related to the exam administration, the results may be deemed invalid (neither pass nor fail). Examinees whose results are deemed invalid must reapply, pay retake fees, and retake the exam with a passing score to achieve certification.

## **Preparing for the CAWA Certification Exam**

The Exam Prep “package” includes instructions on how to schedule the proctored exam, plus exam preparation resources such as a practice exam and an invitation to a private Facebook group where other CAWA applicants can connect.

### ***General Strategies for Taking Written Tests***

The format of this test is multiple-choice questions with three distinct answer options. Here are some general hints for taking this type of test:

- Most importantly, the test is designed to have *only one answer that is best, among the three options given*.
- Your attitude about the test process can make a difference. Approach the test confidently. Arrive early to the test site, so you do not feel rushed.
- The instructions given to you by a proctor are very important. Ask questions if you do not understand any of the instructions but be aware that your proctor cannot answer questions about test content.
- Read all directions carefully—twice, if necessary.
- Your score on this test will be based only on the number of **correct** choices you make (the number of times you select the best choice from the three answer options given). Blank responses and incorrect responses are both worth zero points. That means that you have nothing to lose by guessing the best answer to questions about which you are uncertain.
- Each test item is equally weighted.
- Read each question carefully, making sure that you fully understand the question and your three choices before you answer the question. Do not waste time on questions that seem too unfamiliar or difficult. Interpret words according to their generally accepted meanings. Rephrase or underline key words in difficult questions. No question is intended to be a "trick" or "catch" question.
- Answer easy questions first; postpone more difficult questions until later, making an initial guess in case you do not have enough time to revisit it. Check your answers if you have time; however, remember that your first response is often correct. Also note that you may not have pen and paper available so you cannot write down question numbers to remind yourself to return to them.

- Watch your time carefully during the test. There will be a count-down clock on your screen.
- Try to focus on doing well on many items on the test. Remember that the exam is designed to test best practices, not “how your organization does things.” It can be helpful to take a step back when reviewing each question. The Association uses extensive quality-control measures to optimize the validity and reliability of the certification exam, including panel reviews by qualified subject-matter experts in the field and state-of-the-art computerized scoring and item analysis techniques.

## **Recertification Requirements** *(updated 5-18-21)*

Barring certification suspension or revocation, CAWA certification is valid from the date the certification exam was passed through three years after the initial certification date. CAWA certification may be renewed by meeting all recertification requirements within the published timeframes for completion. If a CAWA retires with valid CAWA status, they may continue to use the CAWA credential after their name without recertifying, provided they are not using the credential to solicit consulting work or other employment.

To recertify for subsequent three-year periods, a total of 60 “points” of continuing professional development (CPD) must be earned **within the three-year certification period** and the recertification fee must be paid. The points can be earned through a combination of the following educational and experiential activities: of the 60 CPD points required, at least 50% (30 CPD points) must be in either *Continuing Education* or *Teaching and Training*. A CAWA Recertification Activity Log (spreadsheet) will be provided to CAWAs so that they may track their applicable CEs and leadership experience.

## ***Continuing Education (CE)***

Acceptable topical content for CE Activity (i.e., topics that enhance the professional competence of CAWAs) is content that aligns with the [CAWA Exam Specifications / Topical Blueprint](#), as identified in this **Applicant Guide** (see Appendices).

Examples of eligible CE include workshops at national and state animal welfare conferences; asynchronous, synchronous, and blended internet-based courses and webinars; The Association conferences; college or university courses; courses by other educational providers; etc. (if consistent with further development of relevant professional knowledge, to be determined at The Association’s discretion).

All of [The Association's webinars, and online courses](#), including the offerings from [our training partner MindEdge](#), found on [The Learning Center](#) are eligible for CAWA CE, as are [The Association’s conferences](#).

Points are generally earned at the rate of one (1) point per clock hour of instructional time or are based on the number of CEUs awarded by an educational provider. Please note that breaks, meals, and networking segments do not count as instructional time. Instructional time is rounded down to the nearest quarter-hour. Fractions of a point smaller than 0.25 cannot be earned. (Details below.)



For courses from an accredited college or university:

- For-credit courses: two (2) CAWA CPD points are earned per successfully completed semester credit hour (so a 3-credit course = 6 CAWA CEs)
- For noncredit courses, the number of CEUs awarded by the college = the number of CAWA CEs.
- The college or university or educational provider must be accredited by an accrediting body that is recognized by either the United States Department of Education or the Council for Higher Education Accreditation (or authorized / accredited by an appropriate national or regional authority or global accrediting organization).

Activities completed during a CAWA's current recertification period cannot be counted towards that CAWA's next recertification period.

The CE Activity must be verifiable. CAWAs must provide the CE Activity title, session date and location, instructor's name, sponsoring institution or provider's name and contact information, and the number of clock hours of actual instructional time (not counting breaks, meals, or networking segments) in the CAWA recertification activity log (spreadsheet). CAWAs are strongly encouraged to keep records, receipts, registration forms, and certificates associated with the CE Activity for one year after the CAWA's next recertification date in case the CE Activity provider's records are compromised.

### **What Specifically Qualifies for Continuing Education (CE) Points Towards CAWA Recertification?**

- The course, class, webinar, or conference presentation ("CE Activity") must be at least thirty (30) minutes long.
- Any CE Activity offered by The Association for Animal Welfare Advancement
- Educational content, both for-credit and noncredit, that aligns with the [CAWA Exam Specifications / Topical Blueprint](#)
- Any CE Activity that is already approved for continuing education (CEU) credits, including by the following professional certification or licensing programs:
  - RACE (veterinary technician or veterinarian licensing)
  - CPA (accounting)
  - PHR/SPHR (human resources)
  - CFRE/AFP (fundraising)
  - PRSA/APR (public relations)
  - State Bar Associations (legal)
  - APHE (professional humane educators)
  - IACET (The International Accreditors for Continuing Education and Training)
  - PDU/PMI (Project Management Institute)

## ***Teaching and Training***

Teaching training courses or presenting educational content at professional conferences or through asynchronous, synchronous, and blended internet-based courses and webinars. For teaching, two (2) CAWA CPD points are generally earned per clock hour of instruction. Please note that breaks, meals, and networking segments do not count as instructional time. Instructional time is rounded down to the nearest quarter-hour. Fractions of a point smaller than 0.25 cannot be earned. A one-hour workshop or webinar = 2 instructional clock hours.

*For courses from an accredited college or university:*

- For-credit courses: three (3) CAWA CPD points are earned per semester credit hour taught (so a 3-credit course = 9 CAWA CEs)
- For noncredit courses, the number of CEUs awarded by the college = the number of CAWA instructional clock hours
- The college or university or educational provider must be accredited by an accrediting body that is recognized by either the United States Department of Education or the Council for Higher Education Accreditation (or authorized / accredited by an appropriate national or regional authority or global accrediting organization).

## ***Leadership and Professional Involvement***

Actively serving on a board, council, or committee directly aligned with the topics in the CAWA exam specifications. For board or committee service, three (3) CAWA CPD points are earned per year of service.

## ***Authoring***

Authoring published content in a book or peer-reviewed professional journal, on a topic aligned with the CAWA exam specifications. For authoring, requests for three (3) CAWA CPD points per publication may be submitted to The Association Certification Council for final determination. Please include a copy of the published content with your request.

Note: CAWAs are encouraged to submit all CPD activities in their CAWA Recertification Activity Log, to accurately reflect CAWAs' commitment to the animal welfare, care, and control community.

## ***Quality Control***

A random sample of recertification applicants may be selected each year for verification of self-reported recertification activity; failure to provide verification documentation may result in a denial of recertification or other sanctions, as appropriate.

## Lapsed Certification

CAWAs have until their certification expiration date to submit their [CAWA Recertification Activity Application](#) (including the [Activity Log spreadsheet](#)) to The Association. They may have one 30-day grace period to submit their spreadsheet, subject to a \$50 late fee. CAWAs must pay the recertification fee within one week of approval OR by the expiration date. Only CEs and leadership activities **within the three-year certification period** will be approved towards recertification.

If the requirements for renewing certification are not met and submitted, approved, and paid for by the deadline or within the 30-day grace period, certification will expire. Former/lapsed certificants may no longer describe themselves as CAWAs and may not use the CAWA certification mark. Individuals who are not currently certified as CAWAs who misuse the CAWA certification mark may be subject to legal action.

## CAWA Recertification Fees (every three years)

Current recertification fees are published on The Association Learning Center website, <https://learning.theaawa.org/cawa-recert>. Recertification fees may increase over time; CAWAs are subject to the recertification fee in effect when the recertification application is submitted (*see page 4 for more details on member versus non-member rates*).

## Unethical/Irregular Behavior

Any behavior that threatens the integrity or security of the CAWA application, exam, certification processes, or the CAWA program is considered by The Association Certification Council to be unethical or irregular behavior. Unethical/Irregular behavior includes, but is not limited to:

- Divulging the contents of any examination questions.
- Making false representations on CAWA initial certification or recertification applications or falsifying supporting documentation.
- Altering or falsifying CAWA certificates or otherwise misrepresenting certification status.
- Altering or falsifying CAWA results reports or otherwise misrepresenting exam performance.
- Seeking or having access to CAWA exam materials before exam is administered.
- Impersonating an examinee or engaging someone else to take a CAWA exam by proxy.
- Copying exam answers from someone else or allowing answers to be copied.
- Copying or memorizing and reproducing exam items for personal or competing use or distribution.
- Purchasing or stealing CAWA exam materials.
- Possessing unauthorized materials or equipment during a CAWA exam administration.
- Making a false or intentionally misleading report accusing others of irregular behavior.

To help The Association Certification Council maintain the integrity of its certification processes, anyone acting in good faith that has information or evidence that irregular behavior has occurred is encouraged to submit a written statement to the Ethics and Professionalism Committee of The Association

Certification Council (by email to [certification@theaawa.org](mailto:certification@theaawa.org)) detailing the incident and providing copies of any supporting evidence or documentation.

If the Ethics and Professionalism Committee determines that irregular behavior has occurred, it may invalidate scores, suspend, or revoke existing certification, temporarily or permanently bar individuals from certification, or impose other sanctions or take other actions as it deems appropriate, including civil or criminal legal action. Adverse decisions of the Ethics and Professionalism Committee may be appealed by the sanctioned individual to the Appeals Committee of The Association Certification Council by emailing [certification@theaawa.org](mailto:certification@theaawa.org).

### **Revalidation of CAWA Exam Content**

To ensure the continuing relevance, accuracy, and validity of the content of the CAWA exam, The Association may perform a revalidation job analysis (updating the exam specifications, initial eligibility standards, and recertification standard based on the results of that job analysis) every ten years.

### **Grievances, Policy Interpretation Reviews, and Appeals**

If a CAWA certification program applicant, eligible candidate, or current or past certificant disagrees with a certification decision or policy, review of the decision or policy may be requested. Such requests must be submitted to the Appeals Committee of The Association Certification Council by email to [certification@theaawa.org](mailto:certification@theaawa.org) and should include all appropriate supporting documentation. The Appeals Committee will review all requests and provide a response within 60 days of receipt.

### **Data Confidentiality and Release of Certification Information to Third Parties**

All data provided to The Association as part of the certification process is maintained under strictest security. The Association may provide information necessary for compliance with laws and court orders. The Association and its certification management team may share exam results and candidate exam comments with members of the Certification Council. All certification status information is private. The Association may provide information relative to an individual's certification status (including date of issuance and expiration date) only with written authorization by the individual in question. Note that contact information may be shared with our contracted third-party testing company for purposes of exam administration only.

### **Beta Exam 2020**

A beta exam is a new version of the exam that is in development. The Association updates the CAWA exams every few years in accordance with industry standards. The beta exam contains new items (questions) that have not yet been analyzed by a psychometrician.

The most recent beta exam was written in late 2019 and the beta exam was open from March – August 2020. Before candidates' results were announced, the beta exam's items (questions) were analyzed to determine item performance and statistics. When the study was complete and the exam was considered "verified", all candidates who participated in the beta exam received their results via email. After that, the beta exam became the official "verified" exam for the CAWA certification for which it was developed.

# CAWA EXAM SPECIFICATIONS / TOPICAL BLUEPRINT

## 1. Administration

### Sub-domain: 1A. Organizational Governance and Management

1. Administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, controlling, managing risk).
2. Developing and managing relationships with the governing body (e.g., animal control commission, nonprofit board of directors).
3. Effective governance policy and practice.
4. Establishing and maintaining appropriate roles, responsibilities, and relationships of staff, volunteers & governing body.
5. Organizational policy development and evaluation.
6. Contract negotiation techniques and principles.

### Sub-domain: 1B. Analysis and Planning

1. Strategic planning techniques and principles.
2. Project management techniques and principles, including time management and prioritization.
3. Evaluating and monitoring the performance of the organization.
4. Planning, implementing, and evaluating programs.
5. Forecasting trends and future needs.
6. Basic statistical concepts and methods.
7. Analyzing and interpreting data.

### Sub-domain: 1C. Financial Management

1. Economic and accounting principles, practices, and procedures.
2. Preparing and monitoring budgets.
3. Sound organizational and financial policies and procedures for nonprofit and governmental organizations.
4. Understanding special tax status ramifications for nonprofit organizations.
5. Managing financial resources (e.g., investments, financial reporting, non-cash assets, capital financing).

## **2. Human Resources Management**

1. Human resource principles and practices (e.g., recruitment, selection, training, employee evaluation, compensation and benefits, labor relations and negotiation, HR information systems, employment law).
2. Principles and techniques to develop staff and volunteers (e.g., motivating, building morale, mentoring, directing, educating, counseling).
3. Training and coaching others using formal and informal methods.
4. Evaluating employee and volunteer performance and providing feedback.
5. Collecting, interpreting and acting upon feedback from employees and volunteers.
6. Occupational hazards and appropriate safety practices for animal services operations.
7. Federal, state, local, and other applicable safety requirements and codes.
8. Supervisory principles, practices, and procedures.
9. Principles of effective delegation.
10. Planning, coordinating, and scheduling work flow.
11. Principles, practices, and issues related to managing volunteers for the organization.

## **3. Leadership**

1. Promoting cooperation within and between departments.
2. Resolving conflicts or disagreements.
3. Ways to build consensus.
4. Principles of persuasion.
5. Demonstrating commitment to the mission and objectives of the organization.
6. Serving ethically, with honesty and integrity.
7. Working collaboratively with individuals and organizations.

#### **4. Communications, Advocacy, and Development**

1. Principles and methods for promoting the organization's values, services and programs.
2. Fund development methods, principles, and practices.
3. Customer service policies and techniques.
4. Internal and external communication methods, procedures, and objectives.
5. Constructive interaction with the public, media, and other stakeholders, including understanding their motivations.
6. Establishing and maintaining communications with key internal and external stakeholders.
7. Understanding the community and the agency's role within the community.
8. Developing and implementing effective crisis communication strategies.
9. Preparing reports to communicate organizational performance (e.g., statistical, financial, annual).
10. Developing and delivering effective presentations.
11. Effective group facilitation techniques.
12. Communicating effectively in writing
13. Explaining complex issues in a way that can be understood by the audience.
14. Recognizing and effectively using evolving technology (e.g., social media)
15. Communicating and advocating for your organization's mission and animal welfare.
16. Effectively managing and understanding government relations, including lobbying and advocacy.

## **5. Animal Management**

### **Sub-domain: 5A. Animal Husbandry and Sheltering**

1. Basic animal husbandry and humane treatment principles and practices.
2. Issues related to shelter facility design.
3. Principles and practices for animal shelter management and operations, including flow of animals.
4. Sanitation and animal health care principles and practices, including disease recognition, treatment, and prevention.
5. Basic animal behavior as it relates to shelter management, stress reduction and animal outcomes.
6. Animal euthanasia principles, practices and procedures.

### **Sub-domain: 5B. Programs and Policy**

1. Principles and practices for community animal welfare programs (e.g., spay/neuter, Trap-Neuter-Return [TNR], humane education).
2. Emerging animal welfare issues and research (e.g., industry publications, veterinary and other research).
3. Federal, state, and local laws covering animal care and control.

### **Sub-domain: 5C. Field Services and Public Health**

1. Principles and practices for field services, law enforcement activities, and disaster preparedness and response.
2. Zoonotic diseases and their ramifications for the health and well-being of animals, staff, volunteers, and the public.



CAWA Authoritative Reference Title	Author	Edition	PDF	Publisher	Published	Domain
Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler & Eva E. Aldrich	4th		Jossey-Bass	2016	1A, 1C, 4
<a href="#">Adoption Best Practices</a>	The Association for Animal Welfare Advancement		PDF	The Association	2018	4, 5
Animal Behavior for Shelter Vets and Staff	Emily Weiss, Heather Mohan-Gibbons, Stephen Zawistowski	1st		Wiley-Blackwell	2015	1B, 5A, 5B
Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen	1st		CQ Press	2012	1C
<a href="#">Companion Animal Transportation Best Practices document</a>	The Association for Animal Welfare Advancement		PDF	The Association	2019	4, 5B
Content Marketing for Nonprofits	Kivi Leroux-Miller	1st		Jossey-Bass	2013	4
Fierce Leadership: A Bold Alternative to the Worst "Best" Practices of Business Today	Susan Scott	1st		Crown Business	2011	3
Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st		Harper Collins	2005	1A, 1B, 3
Good to Great: Why Some Companies Make the Leap... And Others Don't	Jim Collins	1st		Harper Business	2001	1A, 3, 4
<a href="#">Guidelines for Standards of Care in Animal Shelters</a>	The Association of Shelter Veterinarians		PDF	ASV	2010	1A, 1B, 5
<a href="#">Investigating and Prosecuting Animal Abuse</a>	Allie Phillips and Randall Lockwood		PDF	National District Attorneys Association	2013	1A, 2, 4, 5B, 5C
<a href="#">IS-0100.c: An Introduction to the Incident Command System, ICS 100</a>	FEMA		PDF	FEMA	2018	5C
Joan Garry's Guide to Nonprofit Leadership: Because Nonprofits Are Messy	Joan Garry	1st		Wiley	2017	1A, 1B, 2, 3, 4
Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	4th		Jossey-Bass	2016	1, 2, 3, 4
Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st		Jossey-Bass	2012	1, 2, 3, 4
Media Relations Handbook for Government, Associations, Nonprofits, and Elected Officials	Bradford Fitch	2nd		The Capitol Net, Inc.	2012	4
<a href="#">NACA Guidelines</a>	National Animal Care & Control Association		PDF	NACA	2014	5B, 5C
Shelter Medicine for Veterinarians and Staff	Lila Miller & Stephen Zawistowski	2nd		Wiley-Blackwell	2013	5
<a href="#">The HSUS Euthanasia Reference Manual</a>	The Humane Society of the United States		PDF	HSUS	2013	5B
The Nonprofit Marketing Guide: High-Impact, Low-Cost Ways to Build Support for Your Good Cause	Kivi Leroux-Miller	1st		Jossey-Bass	2010	4, 5B