



STRATEGIC PLAN

2019 - 2021

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NEAVS's legacy is one that I honor - from its roots that began as Harvard University established the first dedicated animal laboratory in the country to more recent victories like ending the use of chimpanzees in research - the campaigns fought by the organization and its supporters have led to better lives for so many animals.



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INTRODUCTION

A FUTURE IN FOCUS

I hope you are as energized as I am about the efforts highlighted in this Strategic Plan. With your support, NEAVS will be exposing the worst abuses of animals in science, advocating for policies that will empty cages, and investing in better science and cures without cruelty.

Together, we will fight on the frontlines. We will uncover and publicize the worst animal abuses in labs. We will stand with you in protest at labs and demand an end to animal torture. We will advocate in Congress and in statehouses to advance our goals. We will invest in a better science. We will ensure that animals in labs find permanent homes and sanctuary. Together we will create a better world.

Nearly a century ago, the Boston Evening Transcript called NEAVS “a force to be reckoned with.” Today, your support makes us fearless. We are talented, strong, and changing the world.

With your continued support, we will end the suffering of animals in labs.



MISSION

PROTECTING ANIMALS. ADVANCING SCIENCE.

Founded in 1895, the New England Anti-Vivisection Society (NEAVS) is a Boston-based, national animal advocacy organization dedicated to ending the use of animals in research, testing, and science education. Through research, outreach & education, and legislation/policy change, NEAVS advocates for replacing animals with modern alternatives that are ethical, humane, and scientifically superior.

VISION

We are creating a more compassionate future where humane science is better science and no animal suffers for research.





ANIMAL TARGETS

NEAVS is focused on animals used in research in the United States. In order to do the most good for the most animals, we have selected several target species. By looking across the number of animals affected and potential to impact their welfare, the following species were identified as most critical to target:

Mice & Rats	Dogs	Insects
Frogs	Cats	Fish
Primates	Pigs	Birds

Species not identified as "target" species may still continue in short term initiatives, as specific opportunities arise and resources are available.

STAKEHOLDER ANALYSIS

By mapping the landscape of current stakeholders, NEAVS is able to clarify communications and messaging for each audience based on degree of interest and power dynamics.

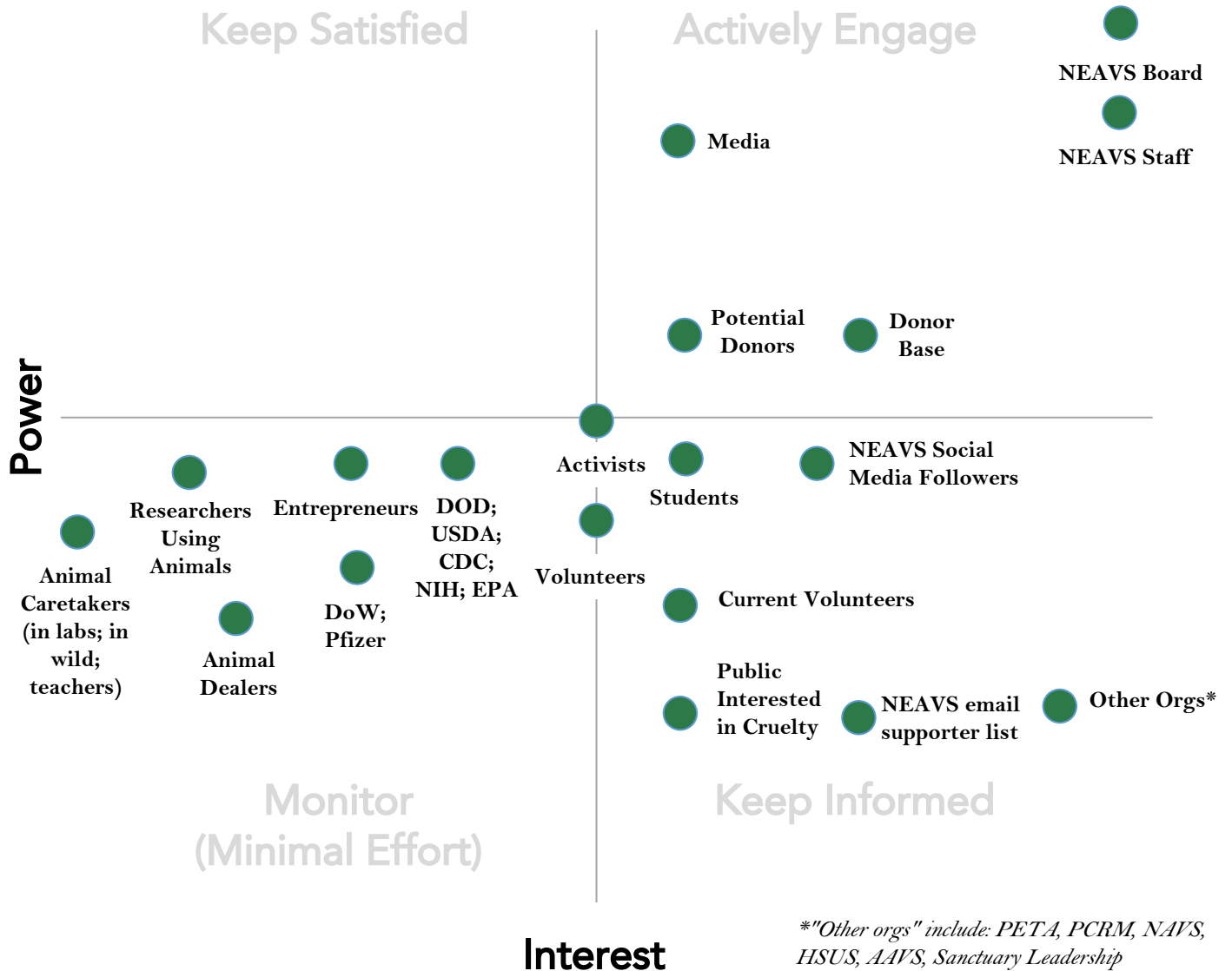


DIAGRAM KEY

Power

The degree to which the stakeholder has power or influence over the work.

Interest

The degree to which the stakeholder will have an interest in positive or negative outcomes.

- **High power, high interest:** require the most significant time and attention, and will need to be regularly and actively engaged.
- **High power, low interest:** require very specific, targeted communications to keep interest or prevent opposition.
- **Low power, low interest:** need to be kept informed, but require significant resources only if they are important for specific initiatives/successes.
- **Low power, high interest:** kept informed as necessary unless specific work requires higher engagement.

GOALS

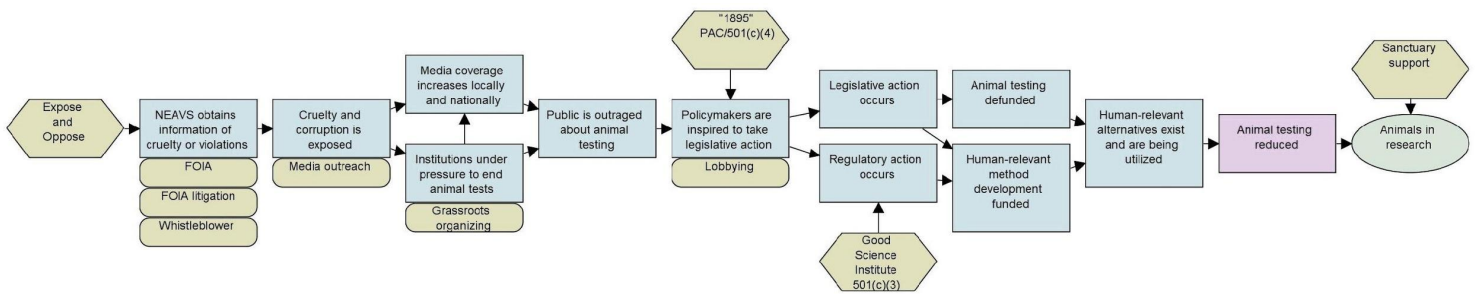
By 2069, animals will no longer be used in research and testing.

By 2023, NEAVS achieves operational sustainability (operating revenue exceeds expenses).

By 2020, a NEAVS founded nonprofit organization focused on development of human-relevant alternatives to animal testing exists.

THEORY OF CHANGE: ADVOCACY

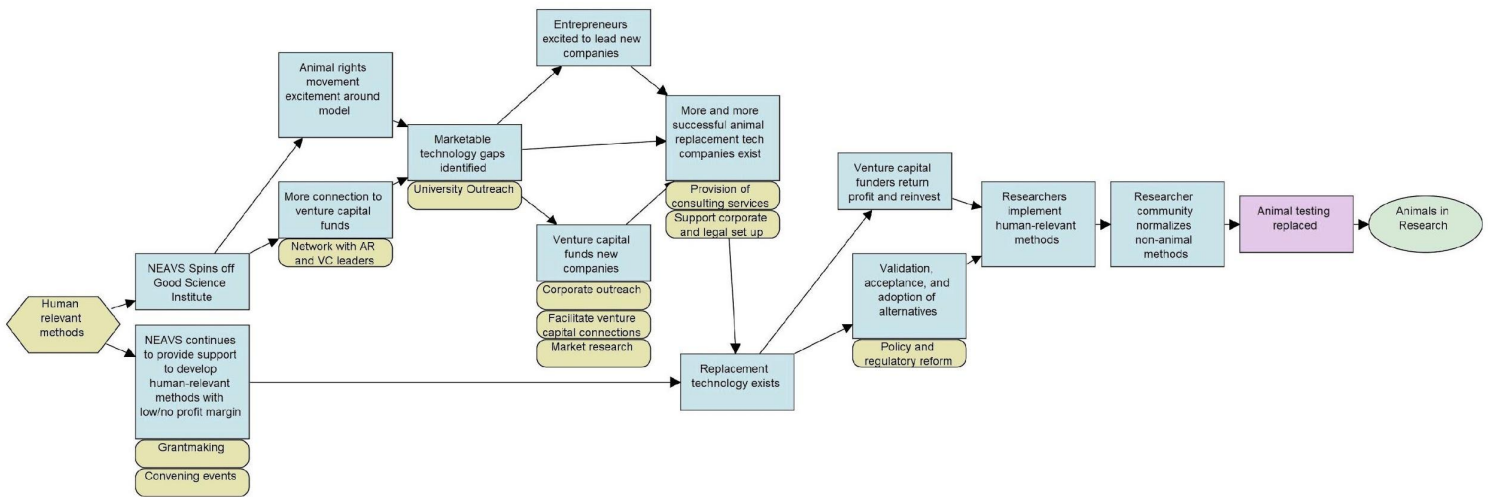
CRUELTY EXPOSED INSPIRES ACTION



In this strategy, we explore how the defunding of animal testing and subsequent funding of non-animal alternatives are key drivers for achieving replacement of animals in testing, research, and education. Funding/defunding would occur as a result of legislative action, spurred by public outrage from increased media coverage around exposing the cruelty and waste of animal testing. Media coverage and public outrage will also increase pressure on companies and policymakers.

Core activities to support this work include: exposure through FOIA, grassroots organizing and activism, government affairs and advocacy, and supporting the development of human relevant technologies to replace animal testing.

THEORY OF CHANGE: ALTERNATIVES INVESTING IN NEW PRACTICES



This strategy identifies how NEAVS can best support the advancement of science and technology that will ultimately replace animal testing. This strategy is two tiered and includes 1) continuing grant support for key alternative technologies and 2) founding a nonprofit organization focused on accelerating the development of technologies that will replace animal testing.

Core activities of this strategy will be creating the new nonprofit organization, coordinating with corporations, identifying opportunities for new companies, and linking researcher/entrepreneurs with those opportunities. Activities will also include provision of consulting services, legislative, and regulatory advocacy.



New England Anti-Vivisection Society (NEAVS), a National 501(c)(3) Nonprofit Organization
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