



Strategic Plan

2020-2022

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Executive Summary

This plan was developed in April 2020 during a virtual retreat with the Faunalytics board and staff. The purpose of this plan is to establish strategic initiatives for Faunalytics through 2022. We created this three-year strategic plan, as opposed to a five-year plan, to ensure that we are adaptable in meeting the current needs of animal advocates and organizations.

The plan is not an exhaustive list of strategic activities, but rather provides general guidance on key initiatives identified during the strategic planning retreat.

Faunalytics' primary objective is to help advocates save animal lives and reduce animal suffering. The goals and initiatives outlined in this plan will help promote, improve, and sustain our efforts to achieve this objective.

Our Mission

Faunalytics empowers animal advocates with access to research, analysis, strategies, and messages that maximize their effectiveness to reduce animal suffering.

The Problem

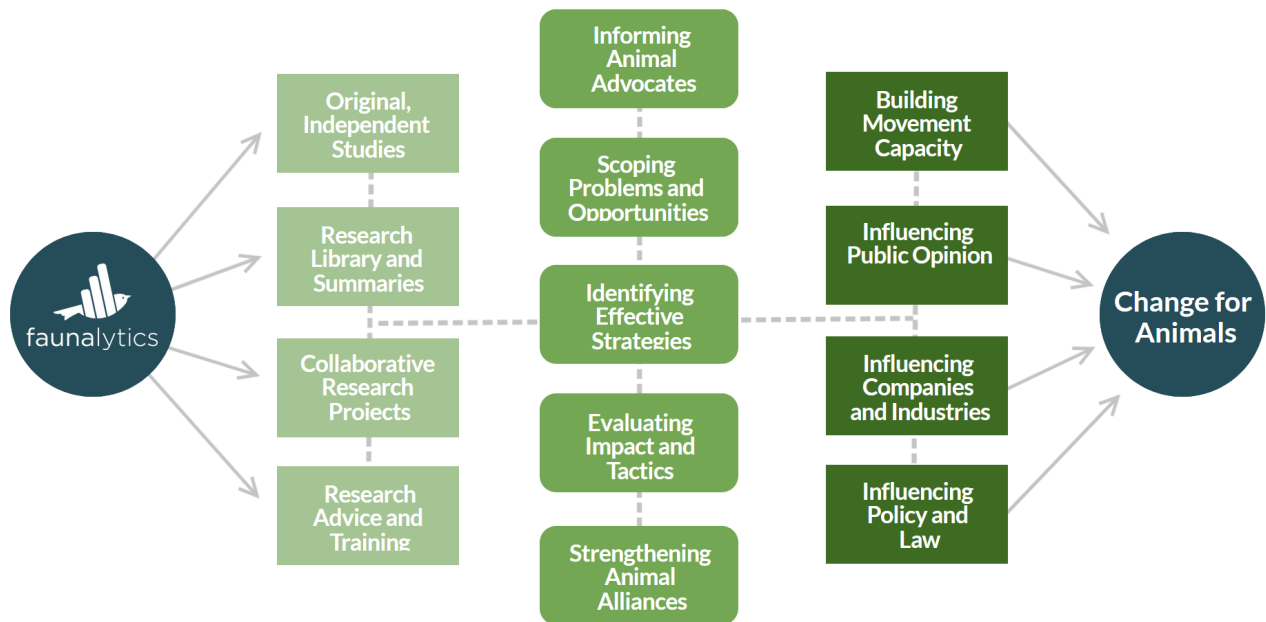
Industries that exploit or harm animals spend millions of dollars on research and resources to sway public opinion to their advantage. Meanwhile, animal and environmental organizations combined only receive [3%](#) of all charitable donations to advance our work. Furthermore, Faunalytics' [research](#) has found that most donors do not give to animal causes--particularly non-companion animal causes--limiting our capacity and what we can achieve for animals.

Our Solution

Faunalytics is here to level the informational playing field. Our work helps balance passion with strategy by providing advocates with the research they need to be more effective for animals. In a movement severely limited by resources, our strategic support is critical to building the capacity of the animal protection movement.

Theory of Change

In order to create a world in which the animal protection movement is driven by data, animal advocates need access to reliable, evidence-based insights to inform their campaigns and overall strategies. Through our core programs, we help advocates maximize the impact of their work for animals.



This graphic was inspired by a review by Animal Charity Evaluators in 2017.

Stakeholders

Faunalytics' primary stakeholders are advocates working in the animal protection movement. According to our [Community Survey](#), the majority of our stakeholders are primarily interested in animals used for food (42%) and effective advocacy (33%). This is followed by wildlife (10%) and companion animals (7%).

In 2021, close to half of respondents described their work as completely (19%) or very much (23%) part of the Effective Altruism (EA) movement, while 25% said they didn't know what EA is. The rest described their work as not at all (8%), slightly (8%), or moderately (18%) part of the EA movement.

Programs

To accomplish our mission, Faunalytics's work consists of three core programs:

Original Research: We conduct independent research studies that delve into important issues in animal protection. We prioritize research topics that include many animals and/or can be used by many advocates; therefore, the majority of our original research focuses on farmed animal issues and "meta" topics of use to all advocates.

Program Goal: To conduct high-impact studies with an emphasis on those that build capacity for the members of the animal protection community by providing evidence-based insight to inform advocacy. Our research priorities focus on topics that can have a strong impact for animals for at least one of the following reasons: the topic touches on many animals, the research can be used by advocates in multiple cause areas, it addresses an urgent question, and/or it provides foundational research on an unstudied topic.

Program Outputs (annual):

- Conduct 6-8 original studies on topics immediately useful to animal advocates, as identified via our multi-stage [prioritization process](#).
- Produce 2-4 analysis-only projects.
- Administer our Community Survey to measure the impact of our work.

Research Library: Our research library hosts a collection of over 4,500 external study summaries of opinion and behavior research about animals and animal advocacy. We cover topics including farmed animals, veg*nism, companion animals, wildlife, animals used in science, animals used in entertainment, the environment as it relates to animal issues, effective animal advocacy, and more.

Program Goal: To curate a comprehensive collection of the best available data on all topics in animal advocacy, with an emphasis on providing actionable takeaways for advocates with every resource.

Program Outputs (annual):

- Summarize 200 external studies relevant to animal protection and effective animal advocacy.
- Publish 50 blogs that synthesize or contextualize research on a given animal advocacy topic.
- Create 8-10 visual resources (e.g. Fundamentals) and videos (e.g. Faunalytics Explains) for audio-visual learners in our community.

Research Support: In order to help advocates apply research to their work, we offer individualized support in a number of ways. We engage in select partner projects on behalf of or in collaboration with organizations; we host weekly office hours to provide one-on-one advice and guidance to advocates and organizations seeking to improve their effectiveness; and we offer educational opportunities including webinars, facts sheets, and other resources to help advocates increase their impact.

Program Goal: To encourage the application of research in animal advocacy and to foster community and collaboration among researchers.

Program Outputs (annual):

- Provide support to 60-80 advocates and academics via our Office Hours.
- Partner with 2-3 organizations to conduct studies that align with our priorities.
- Host webinars and live Q&A sessions for our audience, and disseminate research beyond our own audience via podcast interviews and conference presentations.
- Co-facilitate RECAP (Research to End the Consumption of Animal Products), a group of over 180 academic and advocate researchers working in the field. The group has monthly meetings and a Slack workspace.

Outcome Measures

To achieve our mission we have outlined the following key performance indicators for our organization, tracked primarily via our annual Community Survey.

Primary:

- Faunalytics' research and resources have helped advocates reduce suffering
- Faunalytics' research and resources have helped advocates save animal lives
- Faunalytics' research and resources have helped guide advocacy decisions
- Faunalytics' research and resources have improved advocacy efforts

Supporting:

- Faunalytics' research and resources are valuable to animal advocates
- Faunalytics' research and resources are high-quality
- Faunalytics is a "go-to" resource for animal advocacy-related research

Goals

To achieve these outcomes and to excel in our program areas, we have outlined the following high-level goals for our organization:

1. Strengthen our relationships with advocates and funders in the movement in order to increase awareness and utilization of our research and resources among animal advocates and high-impact organizations.
2. Consistently use impact data to evaluate and shape our work to ensure we achieve the greatest impact for our community. Make immediate and ongoing organizational improvements based on community feedback and best practices in nonprofit management.
3. Ensure the sustainability of our organization by evaluating the cost-effectiveness of our work and diversifying our revenue streams.

Priorities

Based on our high-level goals, the following priorities will guide our initiatives over the next three years:

- Build advocate relationships to better understand movement needs
- Increase the use of research in the movement
- Analyze and increase the impact of our programs
- Make organizational improvements to build our capacity
- Diversify and grow our supporter base

Initiatives

Below we list our strategic initiatives for the duration of this plan.

Objective 1: Build relationships with high-impact advocates and organizations.

In order to maximize the effectiveness of advocates working on animal protection issues, we must have a thorough understanding of the programs and campaigns in which advocates and organizations engage. Knowing exactly what research and resources are most helpful to advocates will help us improve their advocacy and our own impact. By building personal relationships with advocates and key stakeholders in animal protection, we are able to better support their work and serve as a “go-to” resource to inform their efforts.

1. Improve stakeholder communications
 - Expand stakeholder list and formalize stakeholder relationship tracking
 - Create a formalized process for strategically identifying stakeholders who can use our research to maximize their effectiveness
 - Improve formal and informal communications with advocates from a variety of areas in animal protection to ensure research priorities better meet movement needs
2. Engage in personalized outreach & support
 - Create audience personas to outline differences in audience needs
 - Identify and establish working relationships with leaders and advocates at high-impact organizations
 - Focus on community building, allyship, and personal support
3. Establish contacts with experts and advisors on various issues
 - Solicit input and feedback from field experts to guide early stages of research prioritization process
 - Cultivate a deeper understanding of sub sector needs to inform our research selection process

Objective 2: Increase awareness and use of our research and resources in the movement.

Although Faunalytics has been supporting animal advocates for twenty years, there are still many advocates and organizations that remain unaware of our work and/or how to implement research findings in their own work. We would like to broaden our audience and provide additional resources to advocates in order to promote data-driven advocacy among more organizations in the movement.

1. Draft Media Plan
 - Establish media relationships
 - Increase coverage of studies and analyses

- Secure news, radio, and podcast interviews
- 2. Increase online presence
 - Secure speaking and blogging opportunities within the animal protection community
 - Conduct a social media audit and draft a social media plan to identify the best platforms and strategies for audience engagement
- 3. Create new resources and provide additional learning opportunities
 - Host webinars and virtual workshops
 - Provide summary videos, fact sheets, and library resources
 - Guide and support advocates implementing research into their advocacy

Objective 3: Use impact data consistently to evaluate and shape our work.

In order to maximize our own effectiveness, we must continuously evaluate our impact. We have previously engaged in more quantitative analyses of our programs, and conducted an annual community survey of our work. We are now expanding our impact measurement model to include additional qualitative feedback and a more robust analysis of our research studies and research support.

1. Create new Impact Measurement Model
 - Revise Community Survey
 - Expand Dashboard to better analyze performance metrics
2. Revise Research Prioritization Process
 - Systematize and formalize research prioritization process
 - Ensure study topics reflect EAA values *and* movement needs
3. Analyze the impact of one-on-one support and outreach
 - Design new original research stakeholder survey
 - Design new pro-bono support survey
 - Identify success cases and secure testimonials of how advocates have applied our research to their work

Objective 4: Make organizational improvements

We are honored to have the distinction of being an ACE Standout Charity since 2015. However, there are many opportunities for us to improve our work. Using ACE's [2019 review](#) of our organization as our primary guide, as well as other feedback we've received and overall best practices in nonprofit management, we have outlined small improvement areas to make our organization stronger, more effective, and more transparent.

1. Analyze cost effectiveness of projects and activities
 - Develop a thorough and detailed understanding of what each of our programs and supporting activities costs (time and money)

- Conduct an ROI-focused analysis of any high-cost, low-impact projects or activities identified
- 2. Enhance HR practices
 - Create a formal compensation plan to determine salaries
 - Provide trainings on topics such as harassment and discrimination in the workplace
 - Formalize employee benefits policies
- 3. Increase transparency
 - Include financials on website
 - Make board meeting minutes publicly available
 - Publicly share and demonstrate our impact

Objective 5: Diversify revenue streams.

Faunalytics has seen tremendous growth in the last 3-5 years. The increase in revenue has enabled us to expand our team and increase our output. However, we are prioritizing diversifying our support base to ensure that we are not reliant on a small number of major donors.

1. Draft Fundraising Plan
 - Create prospect donor cultivation plan
 - Solicit new grant opportunities
 - Formalize monthly giving program
 - Re-engage lapsed donors
 - Conduct P2P fundraising campaigns
2. Create new funding opportunities
 - Webinar and virtual workshop sponsors
 - Support for research implementation
 - Support for new research scientist(s)
 - Support for pro-bono office hours
 - Prospect relationship matching
 - Giving apps and other third party support
3. Improve donor experience
 - Deploy new donor welcome series
 - Outline donor touchpoint calendar
 - Assess and update */donate* and */support* web pages
 - Provide universal deduction education
 - Offer giving options for international donors
 - Improve online store

Diversity, Equity, and Inclusion

As an organization that exists to support the work being done to reduce animal suffering, we believe that the animal protection movement is only as strong as the people who make up our community. We are committed to 1) fostering an equitable inclusive workplace, and 2) shining a brighter spotlight on the variety of human issues that overlap with animal advocacy.

Internally, we are reexamining our practices and policies through a racial equity lens, digging into the dynamics of our workplace culture, and engaging in relevant personal and professional development as a team.

Externally, we are taking actionable steps to incorporate diversity, equity, and inclusion into our programs:

- **Original Research:** We've always prioritized research that will be useful to as many animal advocates as possible. But to move beyond providing equal support into providing equitable support, we will ensure that we include Black, Indigenous, and people of the global majority (BIPGM) perspectives in our research prioritization process, soliciting their feedback on individual studies, and considering how potential projects could be made useful to BIPGM advocates. We're also working to ensure that BIPGM participants' views are meaningfully represented during data collection, and giving all participants fair compensation for their participation time.
- **Research Library:** We've refined how we select articles for our Research Library, putting more emphasis on finding animal advocacy research that is relevant to the global majority. We are actively seeking out research that touches on non-Western topics or regions, as well as research that speaks to equity issues within animal advocacy. We're also seeking guest bloggers from the global majority to inform our audience about their animal advocacy efforts, as well as their experiences in the movement.
- **Research Support:** As our team grows, we will offer Office Hours in multiple time zones in order to make ourselves available to non-Western advocates. Additionally, we plan to translate our research reports and relevant study summaries into multiple languages in order to support the global animal advocacy community.

Plans for Growth

Faunalytics' smaller [board and staff](#) is a strength in many ways. Our team is adaptable and agile, allowing us to respond quickly to movement needs. However, there are key skills that additional board members can bring to our organization, and a larger staff will allow us to increase the services we provide to our community.

Board of Directors

At the time of Faunalytics' 2020 strategic planning meeting our board was composed of four officers and directors total. As of the last update to this Strategic Plan, our board is composed of six officers and directors total. We would like to add 1-3 new board members by the end of 2022.

- *Current Expertise:* North American animal protection, veg*nism, nonprofit governance, legal compliance, communications, marketing, strategic planning, and general research.
- *Skill Gaps:* International animal protection, human resources, effective altruism, fundraising, and academic research*.

*Although we currently do not have an academic researcher on our Board of Directors, we have a separate Advisory Research Panel of six researchers and collaborators, with whom our research team works closely in developing our research projects.

Staff

At the time of Faunalytics' 2020 strategic planning meeting our staff was composed of four team members. As of the last update to this Strategic Plan, Faunalytics is a staff of six, including:

Administrative:

- Executive Director
- Communications and Development Manager

Programmatic:

- Research Director
- Content Director
- Research Scientist
- Research Scientist

As funding allows, additional hiring priorities include:

Top Priorities:

- *Development Officer*: Our Communications and Development Manager's role is expansive, and will become two separate positions. Splitting this role will allow each person to focus on the unique needs of each role, ultimately increasing our impact.
- *Research Scientists*: Expanding our research team will allow Faunalytics to increase our output and help advocates identify the most effective messages and strategies to ending animal suffering, faster.

Secondary Priorities:

- *Content Editor (part-time)*: We are committed to producing quality work, and with the large volume of resources we produce every year our team would benefit from support with material review and fact-checking.
- *Administrative Assistant (part-time)*: Currently, Faunalytics' Executive Director manages all operational aspects of the organization. Additional operations support would allow our leadership to focus on fundraising and other vital responsibilities.
- *Research Interns*: Internships not only support our work, but help build capacity for the entire movement by training and mentoring new advocates.

Conclusion

Faunalytics works in an important and relatively neglected area of animal advocacy: research and support for other advocates. We are uniquely positioned to excel at understanding advocate needs as we work toward making the animal protection movement more effective. Through the initiatives outlined above, we will work toward analyzing and maximizing our own impact in our efforts to end animal suffering.

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