Moving forward into 2020, SHS will be expanding its existing programs. We believe that education, funding, and policy reform are the keys to transforming science culture. This Strategic Plan for 2020–2022 reflects our intentions to make non-animal methods the norm in all walks of science.

Three Key Pillars of Work

1. INFLUENCE SCIENCE CULTURE
   - Promote non-animal methods in science through training and collaboration, as well as through support for a new funding model

2. POLICY REFORM
   - Provide leadership on national, provincial and municipal policy reform to encourage the replacement of animals in research, testing, and education

3. ORGANIZATIONAL DEVELOPMENT
   - Work toward financial resource stability to sustain operating costs through non-grant funding
EXECUTIVE SUMMARY

The overarching pillars of work for the Society for Humane Science (SHS) in 2020–2022 are as follows:

**PILLAR 1:**

**Influence science culture**
We will encourage the scientific community to embrace non-animal methods and prioritize the replacement of animals in research, testing, and education.

**STRATEGY 1**
- Transform the culture of animal use in science education by training future scientists and science educators about, and how to use, non-animal methods

**STRATEGY 2**
- Encourage mainstream use of non-animal methods through collaboration with academia and industry

**STRATEGY 3**
- Promote a new funding model for non-animal methods

**PILLAR 2:**

**Policy reform**
We will spearhead national, provincial, and municipal policy reform on all aspects of animal-based science. Our proposed policy reforms will prioritize the replacement of animals in science.

**STRATEGY 1**
- Continue our existing work to create new student choice policies, or bans on dissection

**STRATEGY 2**
- Activate influential stakeholders to advocate for change

**STRATEGY 3**
- Serve as subject matter experts to inform policy reform efforts

**PILLAR 3:**

**Organizational development**
We will work toward financial resource stability, including a minimum threshold to ensure coverage of annual operating costs.

**STRATEGY 1**
- Grow funding to sustain core salaries through non-grant funding

**STRATEGY 2**
- Evolve the SHS Board structure/function in service of effective management and direction of the organization

**STRATEGY 3**
- Succession planning for Executive Director role

A three-pillar approach provides the foundation of our work.
The Society for Humane Science (SHS) is the first and only registered charity in Canada working solely to promote better science without animals.
INTRODUCTION

Founded in July 2015, the Society for Humane Science (SHS) is the first and only registered charity in Canada working solely to promote better science without animals.

In the four years since founding, SHS has established itself as a credible and trusted voice in both the scientific and animal advocacy communities in Canada. The Board and Executive Director have developed a successful Humane Science Education Program, engaged policy makers and other key stakeholders with the key messages of the organization, and recruited committed advisory and volunteer teams.

To date, SHS’s primary focus has been to gain traction on ending animal dissection, and to provide resources that encourage the implementation of non-animal alternatives in high school education. The establishment of our Humane Science Education Program was made possible through funding from Lush Cosmetics, the Vancouver Foundation, the Robert and Judith Clark Foundation for Animal Rights, the British Columbia Foundation for Non-Animal Research, the Animal Welfare Foundation of Canada, the British Columbia Society for the Prevention of Cruelty to Animals (BC SPCA), Merge VR, and the A Seed of Change Foundation, as well as from our generous individual donors, advisors, and volunteers.

Now that SHS has a solid foundation from which to expand, the 2020–2022 Strategic Plan lays out three primary pillars of work to increase our impact as an organization:

**PILLAR 1:** Influence science culture  
**PILLAR 2:** Policy reform  
**PILLAR 3:** Organizational development

As we work toward building an ethical culture of science that respects animal life by promoting the reduction and replacement of animals in research, teaching, and testing, SHS calls upon all Canadians to support us in creating a world where better science is achieved without animals.
FOUNDING PRINCIPLES

Respect for human and non-human animal life is the foundation of our work, and we strive to create a society where animals are no longer considered property and are no longer commodified or objectified. We also strive to respect fellow humans by promoting diversity, inclusion and cultural sensitivity.

We are committed to holding ourselves to high professional standards as an organization, and as such we will continually seek a high standard of expertise in our membership and staff, act in an ethical, compassionate and balanced manner with integrity, and recognize the need for trust and discretion. We also believe in being held accountable to our funders, donors, and the broader community.

We believe that information about animal research should be presented in a clear, fact-based manner. We also commit to full transparency regarding our own structure and function as an organization.

We believe in providing information and resources that empower others to make social change for animals and for more effective, ethical science.

Vision

We envision a society where the use of nonhuman animals in science is obsolete.

Mission

To build an ethical culture of science that respects animal life by promoting the reduction and replacement of animals in research, teaching and testing. To promote better science, without animals.

Mandate

To advance education about the use of animals in teaching, research, and testing, by providing information on alternatives to reduce and replace the use of animals in science. Specifically, we aim to:

A. Conduct research projects into the efficacy of non-animal alternatives.
B. Provide up-to-date resources and information about non-animal alternatives via seminars, workshops, and the development of educational resources.
C. Collaborate with stakeholders in science and policy to develop new alternatives that reduce or replace the use of animals in science.

Values

Respect for Life

Transparency

Professionalism

Empowerment
SHS STRATEGIC PILLARS OF WORK
2020–2022

PILLAR 1:

Influence science culture

Compelling evidence shows that research using animal models is not translating effectively into health care solutions that advance human health, and therefore is wasting resources, money, animal life, and scientist/clinical trial patient time and effort. These losses underscore the need to move away from animal-based research and toward human-relevant, non-animal models that are better predictors of drug safety, risk, and effectiveness.

SHS aims to influence science culture by intervening at a myriad of levels—science education, university/industry, and research funding—so that the broader scientific community begins to embrace non-animal methods and to prioritize the replacement of animals as best scientific practice.

INFLUENCE SCIENCE CULTURE—STRATEGY 1:

TRANSFORM THE CULTURE OF ANIMAL USE IN SCIENCE EDUCATION BY TRAINING FUTURE SCIENTISTS AND SCIENCE EDUCATORS ABOUT, AND HOW TO USE, NON-ANIMAL METHODS

We argue that a viable path to the replacement of animals in research, testing, and education is a focus on early science education. Current teaching practices like dissection teach young students implicitly that the accepted method to conduct these experiments is to kill animals and to cut them apart in the name of scientific curiosity.

Dissection remains commonplace between Grades 6–12 (our research showed that 79 per cent of teachers in British Columbia still conduct dissection in their science classes). The practice embeds an attitude in students that animals are science tools and commodities, rather than beings with their own biography and biology. This attitude is then more likely to persist in those who pursue advanced life science careers, and serves to maintain the status quo where the use of animals in research and testing goes largely unquestioned.

We seek to change this culture of science education by working at all levels (elementary, secondary, post-secondary, and professional training) to showcase how to replace animals in life sciences education, research, and testing. To this
end, in 2020 we will formalize our Humane Science Education (HSE) Program, and will continue building on the successful work we have conducted in K–12 education to date. Formalization of the HSE Program will include branding, staffing coordination, and generating sustainable long-term funding. We will continue work that presently falls under the HSE Program (e.g., delivery of guest classes, creation of free downloadable class plans, training workshops at teacher conferences, etc.), and will introduce resources including a webinar series that demonstrates for teachers how to implement our class plans and use non-animal alternatives in their classrooms. This online approach will also serve to expand our work across Canada and beyond.

One particularly effective component of the HSE Program to date has been our work with Faculty of Education students completing science teacher training. To date, SHS has delivered several teacher training workshops at both Simon Fraser University and Vancouver Island University. Over the coming three years, we aim to establish that SHS material is taught routinely to science teachers-in-training in at least three British Columbia universities. To maximize our efforts, we will be pursuing this strategy in collaboration with the BC SPCA Humane Education program.

As part of the HSE Program, SHS will continue its active participation in, and stewardship of, the international Eclipse Dissection Working Group that we founded in 2017. We will also continue to be active contributors to the European Commission’s Three Rs (replacement, reduction, and refinement) education project. As part of this European initiative, we will turn our UBC course syllabus, modules, and class plans into learning scenarios that will be shared with 34 Ministries of Education across European member states.
ENCOURAGE MAINSTREAM USE OF NON-ANIMAL METHODS THROUGH COLLABORATION WITH ACADEMIA AND INDUSTRY

In 2018, our proposal for a new course at the University of British Columbia (UBC)—New Approach Methods in Biomedical Science—was accepted; in January 2020 it will be trialed as a third and fourth year Integrated Sciences undergraduate course. After this course was approved, we collaborated with a professor at UBC’s Faculty of Pharmaceutical Sciences to offer 10 additional seats to Pharmaceutical Science graduate students who will gain practical experience in non-animal methods in addition to the lecture material.

In 2020–2022, we aim to work with UBC to advance this course though the Senate and to have it listed as a permanent undergraduate offering. We will explore making the course mandatory for some UBC undergraduate science programs, and may consider options to provide the course online.

In collaboration with local researchers, we aim to partner with academics and industry professionals to host an annual talk focused on the replacement of animals in science. These collaborations will support the creation of an Alternatives Hub, which will act as a local central repository of experts and information on how to replace animals in research, testing, and education, and which will keep the local science community up-to-date with developments in non-animal methods.

Finally, SHS will nurture its relationship with the Canadian Council on Animal Care (CCAC), which is Canada’s peer-based agency that sets and maintains standards for the care and use of animals in science. In 2019, SHS was invited to present a workshop on non-animal alternatives at the CCAC National Workshop. In response, conference attendees requested that the CCAC create a national resource repository focused on replacing animals in university education (e.g., class plans detailing how to implement non-animal teaching methods). SHS plans to collaborate with CCAC on this project so that university professors, professional trainers, and industry educators across Canada are given a roadmap to phase out animal use in their instructional labs.

SHS will continue to foster the significant inroads it has made, for example with UBC’s Faculty of Pharmaceutical Sciences, to incorporate university-level education in non-animal methods.
A well-documented barrier to the development of new non-animal methods is the availability of funding. Research grant funders often prioritize animal-based science, and may request that animal work be added to any project that aims to develop a new non-animal method.

To increase available funding options, we aim to approach major health research foundations in Canada to explore the feasibility of setting up discretionary funding pools so that existing and future donors can choose to give money that specifically supports the development new non-animal methods. Our quest for a 2020 foundation grant would allow us to survey health research foundations to formally assess the feasibility of such an approach.
**PILLAR 2:**

**Policy reform**

Strong evidence exists that non-animal alternatives are better educational tools than dissection, and that they are better aligned with the widely accepted principles—the Three Rs—that guide the ethical use of animals in science, and in science education.

When it comes to **ending the prevalent practice of dissection and encouraging teachers to switch to non-animal teaching methods**, it is essential that we work toward higher level municipal and provincial policy reform. Our work aims to reform both provincial and School Board-level policy, as **policies that give students the right to opt-out of dissection** presently fall within School Board jurisdiction. Because education in Canada is provincially governed, it is not feasible at this time for SHS to dedicate resources toward national-level student choice policy reform.

At present, no national legislation exists in Canada regarding the use of animals in science. The peer-based, partial voluntary compliance system that does operate does so with significant gaps. By addressing these weaknesses, we can ensure improved advancement of science through the replacement of animals, and better protection for those animals that continue to be used until full replacement is achieved.

Furthermore, without national legislation, our tax dollars support animal use but no elected official represents the public on this issue. Instead, current guidelines are mainly created by animal researchers, which results in a conflict of interest to maintain the status quo of animal-based science. We argue that **national policy reform for animals in science** is imperative.

**POLICY REFORM—STRATEGY 1:**

**CONTINUE OUR EXISTING WORK TO CREATE NEW STUDENT CHOICE POLICIES, OR BANS ON DISSECTION**

A significant lack of School Board **student choice policies** exist regarding dissection. To our knowledge, only five of the 60 School Boards throughout British Columbia have policies in place that allow students the free choice between dissection and non-animal teaching methods.

Outside of B.C., we are aware of only two other student choice policies: one in Nova Scotia, the other in Ontario. Unfortunately, because provincial Ministries of Education are not prescriptive about the teaching methods used to achieve the learning outcomes set out in provincial science curricula,
banning dissection outright remains a challenging task. That means student choice policies are even more essential as the one mechanism that can be utilized to phase out dissection.

SHS aims to continue our successful work in encouraging individual School Boards to adopt student choice policies on dissection. Our goal is to ensure that over the next three years such policies are put in place for 75 per cent of B.C. School Districts. We also intend to provide humane science education training sessions for advocacy groups in other provinces so that we can share our resources, scale out our work, and ensure that students in other provinces can also rely on student choice policies.

**Our aim:**

75% of B.C. School Boards will adopt student choice policies on dissection within the next three years.

Non-animal methods, such as using virtual and synthetic models, prove to be very effective teaching tools that can also advance science.

**POLICY REFORM—STRATEGY 2:**

**ACTIVATE INFLUENTIAL STAKEHOLDERS TO ADVOCATE FOR CHANGE**

As noted in Pillar 1, better funding is critical to support the development of new non-animal methods. In order to leverage more funding while dissuading funders from routinely requesting animal work to be carried out alongside non-animal methods, we must focus our efforts on research funding policy. SHS aims to engage influential stakeholders at the National Research Council (NRC), Canadian Institutes of Health Research (CIHR) and the Natural Sciences and Engineering Research Council (NSERC) in discussions about their research funding policies.
In Canada, no national legislation pertaining to the use of animals in science exists, but we believe it is needed.

Although lobbying for national legislation on animals in science would not be feasible for us to undertake on our own, we aim to develop a legislative advocacy strategy with legal advocates and other relevant stakeholders. In doing so, we intend to form a core working group of experts across Canada, and to serve as subject matter experts to inform the efforts of the group. The aim will be to meet four times per year to establish a roadmap for achieving national legislation for animals in science.

Engagement with influential stakeholders will aim to establish funding policy that dissuades funders from routinely requesting animal work to be carried out.
We must move toward increased and sustained donor and member support, rather than relying on short-term grant funding.

Organizational development

As with any young charity, we have reached a tipping point where we are stretching our organizational capacity. We operate with one full-time staff member (the Executive Director), while other positions are contracted out. Moving forward, we aim to increase our staffing capacity by adding at least one more full-time staff member. To achieve this goal, we must move toward increased and sustained donor and member support, rather than relying on short-term grant funding.

In the four years since we founded, we have been fortunate to receive significant grant funding to support our projects. The social change we are working toward, however, will take much longer than a typical project grant cycle. To achieve long-term stability for SHS, we need to move beyond short-term, project-specific grant funding and toward sustained donor and member support so that core salaries and operational costs are covered, and so that we can maintain our charitable impact. In 2019, we began working with a professional fundraising coach to increase our fundraising capacity; this work will be sustained through the 2020–2022 timeframe of this Strategic Plan and beyond.

We will recruit Board members who have specific expertise, and who can support SHS to be successful long-term.

Organizational development—Strategy 1:

GROW FUNDING TO SUSTAIN CORE SALARIES THROUGH NON-GRANT FUNDING

Organizational development—Strategy 2:

EVLOLVE THE SHS BOARD STRUCTURE/FUNCTION IN SERVICE OF EFFECTIVE MANAGEMENT AND DIRECTION OF THE ORGANIZATION

Part of effective SHS management is to reflect continuously on Board structure and function to ensure that our organization is being guided by those with the most valuable expertise and knowledge. To date, we have relied most on content experts familiar with the replacement of animals as best scientific practice. We now reflect on the expertise most needed four years into operations. We intend to review our Board structure and function, and to recruit Board members with the expertise to make SHS successful in the long-term. Part of this process will include succession planning.
WAYS TO SUPPORT OUR WORK

DONATE
Your donation will support our research programs and outreach, and will ensure that we can plan and fund our long-term projects. We gratefully accept donations online, by cheque, and via electronic bank transfer. SHS is a registered Canadian charity. RN: 81659 1721 RR0001. See back cover for contact details.

BECOME A MEMBER
Individuals, organizations, and companies can enjoy SHS Membership perks:
- subscription to our member e-newsletter
- discounted admission to our events, talks, and educational webinars
- invitation to our Annual General Meeting, held each Summer

VOLUNTEER
If you are seeking an enriching volunteer experience with an organization that wants to help you with your own personal and professional development as part of your volunteer role, please contact us. We often recruit volunteers to support our events, social media, digital marketing, and website.

STAY INFORMED
Follow us on social facebook.com/4humanesience
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Read our blog forhumanesience.org/blog

ORGANIZATIONAL DEVELOPMENT—STRATEGY 3:

SUCCESSION PLANNING FOR ROLE OF EXECUTIVE DIRECTOR

Having a solid succession plan in place for the Executive Director (ED) role is critical. In the event something happens, there must be a clearly defined role for someone to step into, and the ability for that individual to access all important SHS materials. Succession planning will include the creation of an ED guidebook containing all software logins, passwords, key SHS contacts, an ED job description, and sustainable funding in order that the ED role is a hireable position.

We are extremely grateful for the support from our generous grant funders

The Robert and Judith Clark Foundation for Animal Rights
Our offices are located on the traditional, ancestral, and unceded territory of the Coast Salish peoples, including the Sḵwx̱wú7mesh (Squamish), the Stó:lō and Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh), and the xʷməθkʷəy̓əm (Musqueam) Nations.

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