CONTENTS

01  OUR MISSION
    OUR VISION

02  OUR VALUES
    Fierce Competence
    Humble Self-Awareness
    Ready Adaptation
    Inclusive Collaboration
    Caring Accountability

03  INCREASING SYNERGY AND IMPACT — OUR UPDATED APPROACH

04  OUR THREE PROGRAMS
    Classroom Programming
    Advocacy Institute
    Leadership Collective

05  THREE YEAR STRATEGIC PROGRAMMING OBJECTIVES
    Classroom Programming Objectives
    Advocacy Institute Objectives
    Leadership Collective Objectives
    Operational Objectives
OUR MISSION

We empower people to end factory farming.

OUR VISION

A just and sustainable food system for all.
OUR VALUES

Fierce Competence

We focus on achieving the greatest impact by effectively empowering the largest number of people.

Humble Self-Awareness

We recognize that we don’t have all the answers and will listen to others, including those who we believe we disagree with, to grow as individuals and as an organization.

Ready Adaptation

We understand that social and informational contexts evolve, and seek new knowledge to update our perspectives and optimize our approach.

Inclusive Collaboration

We strive to see beyond our egos to meet others where they’re at and collectively strengthen our impact.

Caring Accountability

We show our commitment to one another and our cause by holding ourselves to a standard no lower than excellence, openly addressing issues with honesty and directness.
INCREASING SYNERGY AND IMPACT — OUR UPDATED APPROACH

FFAC educates people on factory farming’s devastating impacts on people, animals, and the planet, and empowers them to advocate for systemic change in their communities. Our approach is designed to build significant and lasting capacity for the movement to end factory farming.

Our three programs integrate to cultivate powerful feedback loops in students’ communities. FFAC educators visit high school and college classrooms to teach engaging lessons on the impacts of factory farming. These hour-long lessons also provide a space for us to encourage enthusiastic students to apply for our Advocacy Institute, where they gain a deeper understanding of the impacts of factory farming as well as strategies to become successful advocates. Students who complete the Advocacy Institute become members of FFAC’s Leadership Collective, where they receive lifelong support to become effective agents of change. The efforts of the Advocacy Institute and Leadership Collective work synergistically with our classroom programming to foster social disapproval around the consumption of animal products while normalizing plant-based foods. As supporting factory farms becomes increasingly recognized as ethically and environmentally unsustainable and plant-based eating is normalized in their schools, peer groups, and families, the ability of students to enact change strengthens. It becomes easier to educate the community, which enables more students to engage, feeding back into the loop. Even when community members who learn about factory farming don’t alter their own diets, they now understand the need for systemic change and are more willing to support it.
We are concentrating on high school and college students in six major regions across the United States—Seattle, the Bay Area, Southern California, Denver, Chicago, and New York City—with a particular emphasis on relationship building with “higher engagement schools,” where we are visiting multiple classrooms and have multiple trained student advocates. Once we gain traction in these schools, we connect our advocates to partner organizations, such as Better Food Foundation, Friends of the Earth, and The Humane League, to effectively implement their campaigns.

“The ability of Leadership Collective members to enact change strengthens, which continues to educate the community and feeds back into the loop.”
OUR THREE PROGRAMS
Classroom Programming

Our classroom programming educates high school and college students about the impacts of factory farming on the environment, marginalized groups, public health, and nonhuman animals. Because we can connect and customize our lessons to nearly all curricula, we’re able to reach students in multiple grades and various subject areas. As freshmen, they may hear us in their health class, as sophomores, their environmental science class, as juniors, their English class. Each time, they learn more about the consequences of animal agriculture as well as the power of their votes as citizens and consumers.

“Each time, they learn more about the consequences of animal agriculture as well as the power of their votes as citizens and consumers.”

To supplement our visits, teachers receive resources such as step-by-step lessons with slide decks, project ideas, discussion questions, and recommended readings. Additionally, we encourage teachers to use our Rotten Truth videos, which are engaging, humorous episodes covering a range of factory farming’s impacts. Teachers can screen or assign one or more of these videos to prepare students for lessons or can use them independently to complement their curriculum.

Because we know that attitudinal and behavioral change usually requires an accumulation of exposure to information and experience, FFAC educators bring plant-based food samples for students to taste and supplemental literature for them to take home.

We include information about our Advocacy Institute in our classroom programming lessons and lectures and follow up materials.
Advocacy Institute

Motivated students apply to participate in FFAC’s semester-long Advocacy Institute. The Advocacy Institute, which has both an educational and a practical component, equips them with comprehensive knowledge and experiential training to advocate successfully in their communities. Not only do they gain a broad and systematic understanding of factory farming’s impacts through a thoughtfully prepared curriculum, but we directly support them in running institutional campaigns, giving our presentations in their classes and organizations, creating and sharing social media, and writing articles, among other efforts.

Diversity is integral to a strong and resilient movement. We seek to recruit from a multiplicity of backgrounds and to promote marginalized voices. Students are often members of other movements and organizations tied to environmental and social justice as well as public health. Through their work with us, they learn to connect the impacts of factory farming to the mission and values of their other communities.
Leadership Collective

Students who complete the Advocacy Institute become members of FFAC’s Leadership Collective. The Leadership Collective aims for both near-term impacts in members’ communities and long-term capacity building. This program offers specialized support with members’ projects and opportunities to attend professional development workshops we offer in conjunction with partner organizations. Through these partnerships, members gain access to training in lobbying, journalism, public health, and food tech. Members learn from experts and have ample opportunities to network and benefit from the support of their peers.

Leadership Collective members take this knowledge and apply it to their advocacy. Some may approach sustainability directors and campaign for plant-based options as part of school-wide climate action plans. Some may convince environmental groups to add the impacts of animal agriculture to their policy agenda, or immigrant rights groups to recognize the conditions of undocumented people in slaughterhouse work. They may create educational or activist social media or give presentations in their classes and organizations. Some may work on legislation at the municipal or county level. Select members apply to become FFAC fellows, committing to further training and working directly with staff on our mission.
THREE YEAR STRATEGIC PROGRAMMING OBJECTIVES

Classroom Programming Objectives

1. In-person classroom programming will reach 72,000 students in six regions, focusing on schools where there is proven student and faculty investment.

2. 65% of Advocacy Institute applicants recruited through the classroom programming in high school and college classrooms in order to increase the number of higher engagement schools.

3. 92% of students show a willingness to change diet/support more plant-based options at school or in organizations/support legislation limiting impacts of factory farming.

4. 60% of teachers use our supplemental materials in their curriculum with 20% using Rotten Truth videos.

Advocacy Institute Objectives

1. 50% of Advocacy Institute students are members of an underrepresented minority as defined by the US Census.

2. 85% of Advocacy Institute students are working on institutional campaigns (in governmental or nongovernmental bodies).

3. 10% of Advocacy Institute students are working in education through giving presentations in classrooms.
Leadership Collective Objectives

1. 15% of Advocacy Institute members continue on as Leadership Collective Fellows (the highest level of commitment).

2. 70% of Leadership Collective members are connecting with FFAC through our programs and events at least once per trimester.

3. 10% of Leadership Collective Fellows are creating media on a regular basis.

4. 30% of active Leadership Collective members are working in mission-aligned and mission-adjacent organizations to influence those organizations to recognize and act on the connections between their causes and animal agriculture.

“After just a few weeks with FFAC I can in truth already picture myself working in some of the careers that we’ve been introduced to here.”
Operational Objectives

1. Leadership
   a. Offer opportunities for professional development and provide competitive compensation and benefits.
   b. Hold ourselves publicly accountable for tracking progress towards the goals we set.
   c. Maintain financial responsibility and legal compliance.

2. Programming Evaluation
   a. Maintain and improve pre and post surveys for each of our programs.
   b. Analyze data from these surveys regularly to improve programming.
   c. Regularly evaluate our programs for quality and impact.
   d. Regularly review and update the information, research, and data included in our curriculum using peer reviewed sources and experts in their fields.

3. Internal Culture
   a. Support our culture and engagement committee in fostering an environment in which staff feel valued, connected, and collaborative.
   b. Prioritize our staff’s physical, mental, and emotional wellness so that they can work comfortably, effectively, and sustainably.
   c. Endeavor to achieve harmonious communication throughout the organization while allowing for independent decision making on individual teams.

4. Communications
   a. Engage a broad, diverse audience, in part by ensuring our message is unified and culturally relevant.
   b. Create educational and shareable content for social media.
   c. Design innovative educational and outreach strategies.
   d. Establish brand recognition and clear messaging.
   e. Establish a cost-effective but impactful social media strategy.
   f. Maintain a comprehensive, SEO optimized website.
5. Collaboration

a. Establish strategic partnerships with influencers, other animal organizations, environmental, and social justice movements.

b. Learn from external partners and share best practices for building a sustainable organization.

6. Development

a. Build broad-based financial stability to support and grow programs.

b. Identify and cultivate relationships with mission aligned foundations and other grant-making organizations.


d. Explore other sources like local, state, and federal funding.