We are Advocates for Animals and Humane Science

2013 ANNUAL REPORT

WE ADVOCATE. WE EDUCATE. WE EFFECT CHANGE.
Founded on a “shoestring” in 1929 in Chicago by a small group of dedicated people appalled by the cruelty inflicted on animals in the name of science, the National Anti-Vivisection Society has remained steadfast in its efforts to advance science without harming animals. NAVS has developed educational programs that present compelling evidence that using animals as models for humans in the laboratory and classroom is both morally unacceptable and scientifically flawed. NAVS is inspired by a vision of a world of greater compassion, respect and justice for animals.
Dear friends and supporters of NAVS,

As you read the 2013 Annual Report, a special edition of NAVS’ Animal Action Report, you should know that you helped to write it—every program that NAVS undertakes, the progress made to end the suffering of animals used in the name of science, and the rescue of each animal saved through the NAVS Sanctuary Fund are made possible by the generosity and sacrifices of caring people like you. Thank you.

As a nonprofit educational organization, we are grateful for the trust and confidence you have in our efforts on behalf of animals and the advancement of humane science. Unlike a business that marks success in terms of profits and market share, we measure success in terms of the progress we have made in fulfilling NAVS’ mission. We acknowledge our responsibility to provide a complete and transparent annual report of NAVS’ activities that includes how your donations have been used and the impact they have made.

For a quarter of a century I have served as executive director of NAVS. I am proud and honored to work with our dedicated board of directors, the NAVS professional staff, and notably, our science advisors who contribute their time and expertise. The many supporters I have met or heard from over the years have been a constant source of inspiration and guidance. NAVS has continued its proud tradition of animal advocacy for nearly 85 years, even when the challenges of confronting the powerful scientific establishment (sanctioned and funded by our legal system, and accepted as a “necessary evil” by the general public) have seemed insurmountable. NAVS has remained steadfast, knowing that the pursuit of our mission, victorious or not, is the right thing to do. The tide is turning and finally, but not soon enough, scientific advancements are replacing the use of animals while more and more people are demanding that the cruelty, the waste and the reliance on failed animal models come to an end. I hope you also feel great pride and hope when you read through the following pages.

It is important to note that it is never NAVS’ efforts alone that deserve credit—the work of countless NAVS supporters and other animal advocates who believe in compassion for all creatures, innovative scientists who recognize the limitations of animal models and the promise of more humane methodologies, responsible government leaders and policy makers, private companies that are sensitive to their responsibilities to profit without cruelty to animals, and the media that shines a spotlight on animals and how they are treated in our society—all contribute to changes in the way science is conducted.

NAVS’ specific programs and activities are categorized into six general program areas: General Education and Public Awareness, Outreach Programs to Students and Teachers, Science Program Initiatives, Legal and Legislative Programs, Special Initiatives and Cooperative Efforts, and the NAVS Sanctuary Fund. In addition to the direct costs associated with each of the specific programs under these categories, significant general (indirect) expenses have been allocated among the categories based on a determination of how NAVS’ time and resources are used. These costs include fixed expenses, such as rent, office equipment, salaries, insurance, telephone and other utilities. Additionally, some educational activities and their costs are associated with multiple program areas, such as research and data processing, fulfillment of requests for information and some meetings, and have been allocated, along with the fixed program expenses, among the six program categories as “indirect expenses.” If you have any questions on individual programming, please feel free to contact us directly.

And finally, we wish to remember those who have made our work gratifying, but who are no longer with us: George Trapp, my father and former president of NAVS, and Clare Haggarty, Director of Programs and Communications, who, combined, worked on behalf of NAVS for more than half a century. We are grateful to our many supporters and their families who created a legacy of compassion by including a bequest to NAVS. We also remember our friends and companion animals who enriched our lives and left memories that we will cherish forever. And to the millions of animals whose lives were spent in cages, who suffered and died, often without a name or affection, NAVS rededicates our commitment in their honor.

Gratefully,

Peggy Cunniff
Executive Director
NAVS takes advantage of every resource available to disseminate information about the waste and uselessness of animal models in the study of human disease. We use a variety of media—including our website (www.navs.org), social media, direct mail, letters to the editor, specialty publications, conferences and personal appearances—to promote our message that humane science is better science.

Animal Action Report
The NAVS newsletter, Animal Action Report, gives readers a comprehensive understanding of issues regarding vivisection—including advances and challenges in humane science and proposed and approved animal protection measures—as well as achievements made possible by NAVS programs. This fiscal year, Animal Action Report addressed the complicated issue of product testing on animals overseas, the journey of federally-owned chimpanzees from laboratories to sanctuary, winners of the NAVS Humane Science Award at the Intel International Science and Engineering Fair, winners of NAVS’ Art for Animals, and recipients of NAVS’ Sanctuary Fund grants. Each issue is available in print or electronic format. NAVS is grateful to the Helen Brach Foundation for support of this important publication.

NAVS Website
NAVS’ award-winning website (www.navs.org) provides the most comprehensive, up-to-date information on issues related to animals exploited in scientific research, product testing and education. Our user-friendly functionality offers readers a simple way to navigate an often complex subject. NAVS’ home page is frequently updated with information about current campaigns, advances in humane science, legislation that affects animals, and issues surrounding vivisection in general. Other features include our interactive cruelty-free product search, opportunities to take action for animals through our advocacy center, digital versions of NAVS publications, and analysis of scientific issues and their impact on animals in research.

Internet Eblasts
NAVS’ weekly “electronic blasts” bring scientific and legislative issues affecting animals directly to your inbox, making it easy for supporters to be informed and effective animal advocates. Science First (see page 7) recaps breaking stories on scientific innovations that could help replace the use of animals with better, more humane alternatives. Take Action Thursday (see page 7) condenses information on both federal and state legislative activity affecting animals. Pre-written letters and links to elected officials provide readers with opportunities to take action and be a voice for animals. Additional eblasts sent throughout the year covered a variety of issues, including appeals for the Sanctuary Fund, legislative alerts, breaking news regarding the retirement of chimpanzees in federally-owned laboratories, and updates on NAVS’ programs and campaigns.

Social Networking
NAVS’ online visibility extends to social networking sites Facebook, Twitter and Causes. Our Facebook profile (navs.us) delivers daily nuggets of relevant news and keeps up the discussion of how best to advocate for animals used in science. Our Twitter feed (navs_us) gives up-to-the-minute information about NAVS’ programs and publications, including tips for cruelty-free shopping, advances made in humane science, and action you can take to protect animals. (Text “follow NAVS_US” to 40404 to get updates via SMS.) End Animal Experimentation on causes.com allows supporters to fundraise on NAVS’ behalf through online grass-roots efforts.

Art for Animals 2013
NAVS’ annual art contest received a diverse collection of creative artwork, music, essays and poetry from participants of all ages across the country. Winners were announced on the NAVS website, via eblast, and in NAVS’ Animal Action Report, along with pictures of winning entries. NAVS’ Art for Animals 2013 Best in Show winner (above) was selected to illustrate greeting cards for a direct mail campaign, and will also be featured in NAVS’ 2014 calendar.
NAVS Brochures

The NAVS general information brochure, *Taking Action for Animals*, is sent to first-time donors and individuals interested in learning more about NAVS’ mission. *Taking Action for Animals* was in great demand, necessitating a reprint. The NAVS Sanctuary Fund brochure was also sent to interested parties who might know of a worthy recipient. A digital version of *Taking Action for Animals* is available on www.navs.org.

2013 Calendar

NAVS’ 2013 calendar featured remarkable animals helped by a NAVS Sanctuary Fund grant. Each year this one-of-a-kind timetableView commemorates the lives of animals saved from disasters and cruelty, thanks to the generosity of NAVS’ Sanctuary Fund supporters. Featured 2013 Sanctuary Fund recipients included the Bunny Bunch, who have rescued thousands of rabbits over the years, many of them former research animals, and placed them in loving homes to spend the rest of their lives in a happy, healthy environment.

The happy endings made possible by the NAVS Sanctuary Fund and the amazing sanctuaries and rescue organizations who provide safe havens give us hope for a more compassionate world. The 2014 calendar can be purchased for $15 (see page 11). Calendar sales help NAVS’ Sanctuary Fund continue to aid animals in their most desperate hours.

“Please keep me updated on your website/links to companies that do and do not test on animals. I have been spreading the word for more than 20 years now. Keep up the great work!”

NAVS SUPPORTER RUTHIE MCCAIN

Consumer Guide

*Personal Care for People Who Care*, the most comprehensive consumer guide on who does and who does not test on animals, remains one of NAVS’ most important educational programs. This guide empowers consumers to make educated purchasing decisions on the products they use. Knowing which companies do and do not test on animals, finding out which companies produce which products, keeping up with the latest information on global testing policies, and having contact information to write to companies—all this information helps people become better advocates for animals. And most important, consumer pressure has already encouraged many companies to abandon archaic animal testing for innovative testing methods.

For more than 25 years, NAVS has led efforts to inform our supporters and the general public on product testing policies, and we will continue to do so in ways that are useful and as current as possible. To better respond to this constantly changing international issue, NAVS has replaced our printed editions of *Personal Care for People Who Care* with an online look-up feature on the NAVS website. Today, *Personal Care for People Who Care* remains a current and easy-to-use resource that is accessible to more people than ever before.

NAVS believes strongly that no student should be forced to harm animals in pursuit of a science education. NAVS’ efforts to promote humane education are helping to end the needless suffering of animals. Through our programs, teachers are discovering that non-animal alternatives enhance, rather than compromise, the learning process. By encouraging students to pursue innovative scientific endeavors that don’t harm animals, NAVS is making a critical investment in the future of scientific research.

NAVS Biology Education Advancement Program (BioLEAP)

This program combines student and teacher counseling with promotion of NAVS’ extensive library of dissection alternatives, including computer programs and interactive models that can be utilized in lieu of once-live animals. Kindergarten through high school students in thirteen states plus Washington, D.C., now have student consent laws or policies which enable them to opt out of participating in or observing dissection in the classroom.

In Fiscal Year 2013, NAVS awarded a grant to the Academy of Arts and Minds Charter School in Coconut Grove, Florida, to support the transformation of their current animal dissection laboratory to a virtual dissection laboratory that will use iPads as dissection alternatives. There will be more to follow on this exciting effort in a future *Animal Action Report*.

STUDENT CONSENT LAWS

13 states have adopted informed student consent laws or student choice policies for classroom dissection (grades K-12) since Florida passed the first student choice law in 1985: CA, CT, FL, IL, ME, MD, NJ, NY, OR, PA, RI, VT, VA and District of Columbia.
NAVS disseminates the most authoritative and persuasive evidence available to advance scientific arguments against the use of animals in science. NAVS also continues to invest in the development and validation of alternative methods to the use of animals in product testing, biomedical research and education. NAVS provided compelling scientific testimony to the Council of Councils Working Group on the Use of Chimpanzees in NIH-Supported Research, recommending that all chimpanzees currently involved in invasive biomedical or behavioral research protocols be permanently retired to sanctuaries.

**Science Fairs**

NAVS remains the only animal advocacy group offering an award at the Intel International Science and Engineering Fair (Intel ISEF), the largest international pre-college science competition in the U.S. In May 2013, NAVS presented its twelfth Humane Science Award at Intel ISEF in Phoenix, Arizona. Three high school students were given prizes for experiments that advanced science without harming animals. NAVS has long advocated that humane science is better science, and the results from this year’s competition certainly support that claim. All of the recipients of the 2013 NAVS Humane Science Award were also winners of some of the most distinguished Grand Awards offered by Intel, including honors such as Intel Best of Category.

NAVS also supports the American Junior Academy of Sciences (AJAS) annual meeting of exceptional young science students. AJAS is the country’s only honor research society for high school scientists. The purpose of supporting science fairs is to encourage students at the early stages of their education to integrate innovation and discovery with ethics and respect for animals.

**International Foundation for Ethical Research (IFER)**

IFER was founded in 1985 by NAVS to support scientists developing alternatives to the use of animals in product testing, biomedical research and education, especially projects that replace the use of archaic animal models with methodologies that are predictive for human health. As a result of NAVS’ support, IFER was able to provide grants for basic research projects, the Graduate Student Fellowship program and for the dissemination of information on alternatives through conference sponsorships and publications.

This fiscal year, IFER announced the addition of two new scientists to its Scientific Advisory Board: NAVS Director of Science Programs Dr. Pam Osenkowski and Dr. John Harbell, who was most recently a principal scientist at Mary Kay Inc. There he directed safety testing of cosmetics, served as a consultant on the use of *in vitro* methods and partnered with others to bring modern toxicological methods to the regulatory arena in China.

This year, IFER received a record number of pre-proposals for its Graduate Student Fellowship Program from prestigious universities across the country. After careful review by IFER’s Scientific Advisory Board, three Graduate Fellowships for Alternatives to the Use of Animals in Science were awarded. Georgina Harris, a Ph.D. student at Johns Hopkins Bloomberg School of Public Health, was awarded...
a fellowship for her project, “Identification of Pathways of Developmental Neurotoxicity (DNT) of Environmental Chemicals by Omics Technologies.” She will be using a three-dimensional human cell model combined with miRNome, transcriptomic and metabolomic approaches to assess DNT. David Tran, a Ph.D. candidate at the University of California, Irvine, was also awarded a fellowship for his project, “Development of a Patient-Specific High-Throughput Cardiac Drug-Screening Platform.” Using human induced pluripotent stem cells, David will create an in vitro model that closely resembles human heart tissue to examine toxicity of drugs. IFER also renewed funding for graduate fellow recipient Nicole R.L. Sparks at the University of California, Riverside, for her project, “In Vitro Prediction of Skeletal Teratogenicity of Environmental Chemicals.” These research projects have the potential to change the course of science and make a positive difference for countless animals who will be spared the suffering of experimentation while ensuring that science advances.

In Fiscal Year 2013, IFER’s website was redesigned to create a logical and intuitive content structure while retaining important information about IFER and the support the organization provides to researchers developing alternatives to the use of animals in science.

Science First

Science First is a free weekly eblast that highlights and explains current science news. It provides readers with information on innovations in science that can help to reduce or replace the use of animals with better, more humane alternatives and discusses how the over-reliance on animal models has misled scientists and wasted time and resources. Science can be a challenging subject, so Science First simplifies the material to make it easier for readers to understand the scientific reasons why animal models should be replaced with more human-relevant alternatives. Knowledge is power—having a better grasp of the scientific invalidity of the animal model can make you a more effective animal advocate.

Science Corner

A regular feature on www.navs.org, Science Corner explains and provides context to complicated science issues for laypersons and professionals alike who want to learn more about advancing science without harming animals.

Society for In Vitro Biology

A grant was provided by NAVS to the Society for In Vitro Biology (SIVB) in support of the 2013 In Vitro Biology Meeting held in Providence, Rhode Island, in June. Many sessions of this year’s program fit directly into the goals of NAVS, including the symposium “Predictive Toxicology In Vitro: Milestones in Development, Successful Applications and Focus on the Future,” co-chaired by Dr. John Harbell, a member of IFER’s Scientific Advisory Board. In line with NAVS’ efforts to promote valid alternatives to animal testing, we support scientific societies such as SIVB, whose function is critical to ensuring success of in vitro biology-based alternatives and acceptance by the scientific and regulatory communities.

Institute for In Vitro Sciences

A grant was provided by NAVS to the Institute for In Vitro Sciences (IIVS) in support of their international efforts to provide effective training programs in non-animal testing methodologies for foreign scientists and members of the regulatory community.

Working at the local, state and federal levels of government, NAVS focuses on the constructive use of the legal system to advance greater justice for animals. Through articles published on the NAVS website and letters to Congress on behalf of NAVS and our supporters, we use the legal process effectively to promote justice for animals. NAVS also empowers animal advocates through our educational programs on legal and legislative issues and by drafting advocacy letters for our supporters to send to legislators. NAVS has worked diligently towards the goal of removing chimpanzees from research using every available legal channel, including tracking federal rulemaking on the status of chimpanzees, submitting comments on plans proposed by the National Institutes of Health to retire chimpanzees, and drafting proposed legislative language to revise the CHIMP Act.

Take Action Thursday

This free weekly email alert summarizes important federal and state initiatives affecting animals. It asks subscribers to “take action” by contacting their legislators through the NAVS Advocacy Center or by calling or writing their elected officials on a wide variety of topics. This email also highlights important court decisions, news stories, and issues beyond legislation that have an impact on animals in our society. In 2013, state animal cruelty statutes, legislation to establish animal abuser registries, and the life-threatening campaigns in some states to eradicate wolves have been recurrent issues. Developments in the use of animals in agriculture and exposés of animal abuse in factory farming have also been featured. While NAVS includes a wide range of animal issues in each edition of Take Action Thursday, the use of animals in research, education and product testing remains of foremost concern in reporting on animals and the law.

Advocacy Center

NAVS drafts and submits comments on state and federal legislation and on proposed federal agency rulemaking. Many of these letters are available through the Advocacy Center for advocates to send on their own behalf directly to legislators and to the heads of federal agencies and private companies. In Fiscal Year 2013 the Advocacy Center promoted numerous pieces of legislation, including bills to give students the choice not to dissect in Connecticut, to ban vivisection in the classroom in New York, and to ban the slaughter of horses
ANIMAL ACTION REPORT

NAVS is committed to supporting a variety of special initiatives, both within our organization and in cooperation with other animal advocacy groups whose purpose reflects the mission of NAVS. These efforts help save animal lives today while paving the way for long-term and positive change for animals.

**Miscellaneous Small Grants**

In 2013, NAVS continued our support of the work of the National Council for Animal Protection (NCAP), a professional association of national animal advocacy leaders that supports communication and cooperation among organizations. Executive Director Peggy Cunniff served as president of NCAP’s Executive Committee, which established a Grass-Roots Leadership Award and promoted its Code of Ethics.

NAVS participated in a working group of national animal protection organizations focused on returning protections to mice, rats and birds under the Animal Welfare Act.

NAVS also participated in the Research Chimpanzee Strategy Initiative, a coalition of national animal protection groups working to...
help fund and implement the National Institutes of Health’s decision to retire chimpanzees from research.

NAVS has provided legal and scientific expertise and is signatory to other co-operative efforts on animal protection issues. These efforts included opposition to the U.S. Food and Drug Administration’s proposed approval of genetically engineered AquAdvantage® Salmon for commercial food production. In other initiatives, NAVS worked to end the use of non-therapeutic antibiotics with the Keep Antibiotics Working Campaign, which resulted in the introduction—and reintroduction—of The Preservation of Antibiotics for Medical Treatment Act in Congress in 2013.

NAVS also supported the important work of the Global Federation of Animal Sanctuaries (GFAS). GFAS promotes excellence in sanctuary management through international collaboration. GFAS seeks to eliminate the cause of displaced animals and to provide worldwide standards of care and maintenance for animals in sanctuary.

NAVS awards thousands of dollars annually to qualifying organizations in need of financial support to help in disaster recovery, rescue operations and innovative programs. Emergency funding to provide critical assistance for disaster relief takes priority, but NAVS is also committed to giving grants to those nonprofit organizations who find homes for animals that were victims of research, roadside zoos and hoarding.

Over a million dollars in grant money has been awarded to groups since the Sanctuary Fund began in 1998. In 2013, 33 grants were awarded totaling more than $100,000. One quarter of these grants went to organizations that helped animal victims of natural disasters. Cape-Atlantic Citizens Altering the Strays (C.A.T.S.) in Ocean City, NJ (above); Little Shelter Animal Rescue and Adoption Center in Huntington, NY; The Animal House Jamaica in Ocho Rios; and Bring Hanah Home, Inc., in Bloomington, IN, all received funds for aid in the aftermath of Hurricane Sandy.

The remaining Sanctuary Fund grants were dispersed to build habitats and assist in rescue for chimpanzees, monkeys, big cats, parrots and horses that were relocated (to sanctuaries) from research and breeding facilities, roadside zoos and hoarding situations. Other animals who were helped included dozens of cats who were displaced due to floods, and rescued rabbits who needed medical attention.

The NAVS Sanctuary Fund remains a life-saving program that has ensured permanent, lifetime care for animals in critical need.

“On two separate occasions, through their Sanctuary Fund, NAVS provided Project Perry with the means to assist birds in need of immediate medical evaluation and care. It is through this support that we were able to cover these costs and offer these birds a new life through the promise of sanctuary.”

Independent Auditor’s Report

We have audited the accompanying statement of financial position of the National Anti-Vivisection Society, which comprise the statement of financial position as of June 30, 2013 and 2012, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements in accordance with accounting principles generally accepted in the United States of America.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the National Anti-Vivisection Society, which comprise the statement of financial position as of June 30, 2013 and 2012, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Selden Fox, Ltd.
Certified Public Accountants
November 5, 2013
Investing in Humane Science for a Cruelty-free Future

The balance sheet for Fiscal Year 2013 summarizes the assets, liabilities and net assets of the National Anti-Vivisection Society.

NAVS earns its revenue in three major ways: funds from operations, which include new memberships, membership renewals, donations, literature sales and grants received ($1,005,674), non-operation funds such as interest and dividends ($527,128); and funds from bequests and legacies from our supporters ($1,210,022).

As a nonprofit organization, NAVS’ main financial goal is to direct the maximum amount of our resources to our educational programs. The accompanying chart shows how the money was spent: 73.23 percent of our resources were directed to educational programs, 11.89 percent to administrative costs and 14.88 percent to fundraising expenses.

Educational expenses include all of NAVS’ programs – the NAVS Animal Action Report and other publications, our extensive public awareness programs (which utilize a variety of media), the operation of BioLEAP and our support of IFER and IIAL, all of the programs that keep members apprised of developments in anti-vivisection issues, and accurate, persuasive education programs to acquaint the public with the issues and inform them of how they can make a difference for the animals.
PLEASE DONATE TODAY

COMPLETE AND RETURN THIS FORM OR GO TO WWW.NAVS.ORG TO SUPPORT NAVS’ HUMANE SOLUTIONS TO HUMAN PROBLEMS

Our life-saving work depends on the generosity of people like you.

YES! I want to partner with NAVS to help spare animals from the cruelty and waste of animal experimentation. (Check one)

☐ NAVS General Fund $25 $50 $100 $250 ☐ Other _______

☐ NAVS Sanctuary Fund $25 $50 $100 $250 ☐ Other _______

OTHER WAYS TO DONATE:

☐ Please sign me up for NAVS Automatic Monthly Giving. Please charge $________ each month to my credit card. (To contribute via checking or savings account, please include a voided check.)

☐ NAVS’ 2014 calendar celebrates animals helped by NAVS’ Sanctuary Fund in a beautiful, full-color, 16-month format. For a limited time this calendar is available for only $15 (including shipping). Your purchase will help NAVS fulfill ongoing requests to aid animals in their most desperate times of need.

☐ Sign me up for Take Action Thursday weekly eblast. My email address is printed above.

☐ Sign me up for Science First weekly eblast. My email address is printed above.

☐ Sign me up for all NAVS eblasts. My email address is printed above.

☐ I prefer the online newsletter Animal Action Report; do not send me the print version. My email address is printed above.

☐ Total donation $________

☐ Credit card # ___________ Exp. date ___________

☐ Print name as shown on card ____________________________

☐ Signature ____________________________

If paying by check, please make payable to NAVS and return with this form in the envelope provided.

Or mail to: NAVS
3071 Paysphere Circle
Chicago, IL 60674-0030.

All donations are tax deductible to the fullest extent of the law.

If you have any questions about this form or making a donation, please feel free to call us at 800-888-6287.

Please visit www.navs.org/donate for more information.
AVS envisions a world of greater respect, compassion and justice for animals. That vision is coming closer to reality as polls show that Americans, especially young people, are increasingly opposed to experiments on animals. And scientists and governments around the world agree that using chimpanzees in biomedical research is not necessary. Francis Collins, Ph.D., Director of the National Institutes of Health, stated that "... greatly reducing their use in biomedical research is scientifically sound and the right thing to do."

NAVS is committed to keeping up this momentum through public awareness, student/teacher outreach, legal/legislative programs, humane science education, and cooperative efforts. While it is important not to underestimate the challenges ahead, NAVS’ multi-pronged efforts to eliminate the use of animals for research are inspired by the conviction that it is the right thing to do.