Animal advocacy movement is more effective because we are more creative, insightful, resilient, and relatable.

**ULTIMATE GOAL**

- Develop insightful, resilient, and relatable leaders.
- Animal advocacy movement is more connected. It isn’t possible to deliver on our commitment to non-human animals when there isn’t justice for our fellow advocates.
- Systemic change is disruptive, requires deep introspection, and is recognized as a collective, rather than individual, challenge.

**VALUES, & BELIEFS**

- Our movement reflects global demographics at all levels.
- Animal advocacy orgs are more inclusive.
- RSVPs thrive in our movement.
- Racial equity becomes embedded socially and globally in our movement.

**ORE CONSTITUENCIES**

- Non-human animals
- RMAP
- Animal advocacy organizations
- Donors and supporters
- Other justice-focused advocacy movements

**CORE COMMITMENTS, VALUES, & BELIEFS**

- Encompass empowers farmed animals and how their continued work on racial equity is connected. It isn’t possible to deliver on our commitment to non-human animals when there isn’t justice for our fellow advocates.
- Systemic change is disruptive, requires deep introspection, and is recognized as a collective, rather than individual, challenge.

**SUPPORTING EVIDENCE**

- Women and minority groups are more creative, insightful, productive, and dynamic than homogeneous ones. They enjoy lower rates of burnout and longer tenure, and are less prone to making mistakes, thus they work more respectfully.
- Minorities groups are more adaptable, resilient, and successful.
- Studies illustrate that women and minority groups are more creative, insightful, more resourceful, more market share, and have better outcomes.
- Racial diversity without emphasis on equity is connected with lower belonging—and vice-versa.

**INDICATORS**

- Progress against goals identified by the Board of Directors.
- Number of RMAPs within leadership roles.
- Number of RMAPs placed in paid jobs.
- Number of RMAPs placed in speaking roles.
- Retention rates of RMAPs.
- Number of RMAPs placed in leadership roles.
- Number of RMAPs placed in paid jobs.
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- Number of RMAPs placed in leadership roles.
- Number of RMAPs placed in paid jobs.
- Number of RMAPs placed in speaking roles.
- Retention rates of RMAPs.

**IMPACT**

- Increase reputation and retention.
- Increase racial equity impact.
- BIPGM thrive in our movement.
- Racial equity becomes embedded socially and globally in our movement.

**ACTIVITIES**

- Leadership development program
- Community building
- RMAP talent database
- RMAP development awards and recognition
- RMAP public speaking opportunities
- Skill development opportunities
- RMAP advocacy
- Leadership development program

**OUTCOMES SHORT-TERM**

- BIPGM are proportionally represented in leadership positions.
- More RMAPs are speaking regularly and authentically.
- Orgs have been able to develop more connected talent pool.
- Orgs have improved career advancement opportunities.
- Orgs have broadened and improved racial equity transformation frameworks.

**OUTCOMES LONG-TERM**

- Orgs make strides in all initiatives.
- Racial equity becomes embedded socially and globally in our movement.
- Racial equity becomes embedded socially and globally in our movement.
- BIPGM participate actively in Caucus.

**PREMISES**

- Women in the movement, as we are a subset of society in general.
- There is not always big, obvious, or black-and-white embedded discrimination and/or unconscious bias.
- Women and minority groups are more creative, insightful, more resourceful, more market share, and have better outcomes.
- Racial diversity without emphasis on equity is connected with lower belonging—and vice-versa.

**THEORY OF CHANGE**

- Encompass empowers farmed animals and how their continued work on racial equity is connected. It isn’t possible to deliver on our commitment to non-human animals when there isn’t justice for our fellow advocates.
- Systemic change is disruptive, requires deep introspection, and is recognized as a collective, rather than individual, challenge.

- Organizations invest in racial equity long-term.
- Donors support nonhuman diversity.
- Organizations support organizations in racial equity transformation.
- RMAP participates actively in Caucus.

**ISSUE**

- Very few RMAPs advocate on behalf of leadership positions.
- Systemic barriers maintain/strengthen the status quo of racial inequity.
- RMAPs contribute to a culture of inequity, unconscious bias, and discrimination.
- RMAPs are a homogenous group with limited professional development.

**VISEON**

- Organizational culture and systems reflect racial equity principles.
- RMAPs are proportionally represented at every level.
- Our movement is inclusive, diverse, and equitable.
- Our movement operates at a scale where social justice movements are impactful.
- The movement’s effectiveness will improve significantly.

**OUR ORGANIZATIONS**

- Leadership development program
- Community building
- RMAP talent database
- RMAP public speaking opportunities
- Skill development opportunities
- RMAP advocacy
- Leadership development program