THE BLACK BOOK
crisis and communications manual

3RD EDITION

adapted and distributed in north carolina by the
north carolina association for biomedical research

originally published by the
california biomedical research association

3rd edition, revised and updated

2nd edition, © 2003.
1st edition, © 2000.

originally published by the california biomedical research association
distributed with permission in north carolina by ncabr

ncabr
p.o. box 19469
raleigh, nc 27619-9469
919.785.1034
ncabr.org
aboutbioscience.org

CBRA GRATEFULLY ACKNOWLEDGES THE FOLLOWING ORGANIZATIONS FOR THEIR ASSISTANCE,
SAMPLE MATERIALS AND INFORMATION, WHICH CONTRIBUTED TO THE DEVELOPMENT OF THIS MANUAL:

NEW JERSEY ASSOCIATION FOR BIOMEDICAL RESEARCH
MASSACHUSETTS SOCIETY FOR MEDICAL RESEARCH
AMERICANS FOR MEDICAL PROGRESS
FOUNDATION FOR BIOMEDICAL RESEARCH
NATIONAL ASSOCIATION FOR BIOMEDICAL RESEARCH

table of contents

Introduction

Radical activism is intensifying against research and research-related organizations. Extremist groups opposed to animal research, biotechnology and other scientific advances perpetrate this activism. Targets include institutions and individuals and can take the form of demonstrations, protests, personal and organization-wide harassment, and infiltration of facilities. Activism also can include intimidation in the form of vandalism, arson and death threats. The FBI monitors animal rights activists and, as of 2005, listed the Animal Liberation Front and the Earth Liberation Front as the nation's leading domestic terrorist groups. In 2009, the FBI added Daniel Andreas San Diego, an animal rights activist wanted for the 2003 bombings of two corporate offices, to its "Most Wanted" list. It is the first time a domestic terrorist has appeared on the list.

For its members only, the North Carolina Association for Biomedical Research (NCABR) provides a range of consulting services for risk reduction, crisis management planning and damage control response, including internal and external communication strategies. Among those NCABR has assisted are management and staff at multinational pharmaceutical corporations, biotech companies, CROs, international financial institutions, academic medical centers, small university campuses, federal agencies, voluntary health organizations and professional societies.

NCABR member support has included:

- Advice on media relations
- Assessment of vulnerabilities and risks
- Development of incident reduction and response strategy
- Support for individual researchers being targeted
- Presentation of employee education and communications training
- Distribution of crisis planning and communications materials
- Instant statewide access to communications networks among key public information, security and veterinary contacts at NCABR member institutions
- Guidance in presenting to legislative bodies about animal research
- Ongoing support related to animal research through media, legislative and regulatory updates, alerts and calls for action

section 1: risk assessment, risk reduction

Overview of Crisis Incidents

Animal research is a complicated and emotional issue. During the last several years, animal rights activism has plunged a number of organizations into crisis — both major and minor. Actions against public and private institutions that use animals in biomedical research and testing programs have grown to include nonviolent demonstrations, illegal trespassing, harassment of individual researchers, property destruction, theft and arson.

Unprepared or underprepared facilities have suffered numerous consequences, including:

- Long-term damage to reputation with loss of confidence among external and internal audiences
- Diversion of resources and time
- Deterioration of morale
- Adverse impact on financial supporters, such as funding agencies, endowments and investors
- Shift of management/administrative time and financial resources away from research and research-related activities
- Political intervention and scrutiny
- Community relations problems
- Consumer displeasure

Institutions can blunt the potential impact of animal rights activism significantly by embarking on a precrisis program that:

- Creates understanding and goodwill about animal research with key audiences
- Allows institutions to respond quickly if and when a crisis hits
- Restores relationships through organized and thoughtful postcrisis action

A well-conceived plan reduces the actual emergency response to mere mechanics. In some cases, a crisis even can be avoided completely through careful planning and execution of a precrisis program. A timely response serves both your facility's ability to inform your community and your capacity to present your message while the media and the public focus on the incident. A delay in your response can escalate a small incident into a full-blown crisis with far-reaching consequences to your organization's reputation. The media wants your side of the story *when* it happens. If you respond *after* the event, the media considers the story old news. The worst response to an incident is "no comment." That statement usually creates suspicion that the facility either is guilty or has something to hide.

In short, the key to successful crisis management is to **BE PREPARED**.

The following is a partial list of the most common animal rights tactics that could create a crisis at your facility:

- Break-in/trespassing/laboratory vandalism
- Burglary/theft of property, animals and/or data
- Destruction of property
- Demonstrations/protests/pickets at a facility or a researcher's home

- Sit-in/takeover of office or whole floor of a building
- Death threat/harassment/mail or telephone terrorism
- Arson
- Bomb threat or bomb
- Publicized photos or videos of alleged animal suffering or abuse taken by animal rights infiltrators
- Public member on the IACUC becomes a target
- Researcher becomes a target
- Animal rights group targets your facility for campaign to stop research/celebrity influence
- Challenging the use of pound and/or random source Class B dealer animals
- Fired or dissatisfied employees
- Employees who are animal rights sympathizers
- Complaints to research funding agencies about animal abuse allegations
- New facility construction stalled by protests or requests for additional environmental studies
- False allegations of abuse filed with the USDA and made public
- Freedom of Information Act and/or Public Information Act requests
- Lawsuits filed against facility by animal rights group

Forming a Crisis Management Team

The first step in preparing for, then managing and minimizing the impact of a potential incident, is to form a crisis management team. The team should include an individual from each of the following areas:

- Security
- Public information/public relations/media communications
- Institutional official (individual who gives USDA assurance statement)
- Senior management
- Research administration
- Institutional spokesperson
- Veterinary medicine
- IACUC
- Legal affairs
- Government relations
- Safety

Your crisis management team should be charged with three main responsibilities:

1. Assessing your risk of being victimized by animal rights activity
2. Suggesting and implementing risk reduction strategies
3. Managing a crisis when it hits

Members of the crisis management team should coordinate efforts to assess the risk of becoming a target of animal rights groups. This includes assessing the risk of a crisis by reviewing the facility, employees, protocols, research projects, history of inspections/AAALAC reports, etc. Each crisis management team should do the following:

- Draw up a worst-case scenario list and determine what to do in each case
- Regularly review individual risk assessments
- Regularly update members on new developments
- Tour animal facilities together
- Monitor animal rights activities locally and nationwide

Your Facility and Your Personnel

Determine Facility Vulnerability

- View the facility with a "public eye."
  - » Look for scenes that may illustrate a vulnerable facility (e.g. dirty animal housing, signs of animal abuse, inattentive caretakers, animals with attached medical devices).
  - » Identify any situation that looks bad, even if it poses no threat to the research or to the health of the animals.
  - » Note cosmetic defects (e.g. peeling paint).
  - » Spot any situation that would yield an unflattering photograph.
  - » Recall any incident that has drawn the attention of local or national animal rights groups in the past.
  - » Bring someone along from outside the facility who can take a fresh look.
  - » Consider using an instant camera to help establish a frame of mind of looking for scenes that may provoke activists.
  - » List all research projects involving animals, including brief descriptions of what they are, the species used and the procedures involved.
- Assess animals for propaganda value or situations that could result in sensitive photographs (e.g. Class B animals, dogs, cats or primates).
- Identify your projects and published materials that are potentially controversial, including:
  - » Research in trauma, especially neurological
  - » Toxicology
  - » Substance abuse
  - » Mental health and brain function
  - » Burn studies
  - » Vision experiments, especially those that involve animals that are deprived of sight, either permanently or temporarily
  - » Studies that involve survival surgery
  - » Implants that are visible
  - » Basic research that is not directly related to a specific disease or human health problem
  - » Any project the IACUC has approved with exceptions to existing standards
  - » Identify research projects or individual scientists previously targeted
- Determine existing and/or pending citations, violations or investigations by any regulatory body.
- Review the facility for the history of all citations, major and minor (AAALAC, USDA, IACUC, FDA, EPA, Quality Assurance Unit).
- Record history of attention from animal rights groups.
- Assess the attitudes of your investigators and/or students.
  - » Do they take the animal rights movement seriously?
  - » Do they have a sense of their potential vulnerability as targets of animal rights activity?
  - » Do you have cavalier individuals who are not likely to follow institutional policy and instead strike out on their own?
  - » Assess the emotional climate of your institution.

  - What percentage of your institution is made up of long-term employees who potentially are more loyal during a crisis situation?
  - How do you assess the attitudes of temporary or seasonal employees?
  - Catalog the experiences of other institutions and ask them about how they dealt successfully with a past situation or what they would do differently in the future.
- Meet with security from other organizations similar to yours to share information about animal rights activism. Most incidents are inside jobs. From the experiences of others, you can learn what tactics animal rights activists use, how breaches of security were accomplished and how crisis situations were prevented.
- Determine the audience(s) of the institution and how the crisis situation might affect them. Consider discussing your risks with them. These audiences may include:
  - Alumni, contributors, stockholders
  - Board of directors
  - Affiliate institutions
  - Students
  - Faculty/practitioners
  - Administration
  - Benefactors (corporate/individual)
  - Employees
  - Religious leaders

Evaluate Site Security

Because insufficient security is at the heart of many of the most devastating attacks by animal rights activists, it is recommended that you review your security measures carefully. If your own evaluation turns up areas of concern, consider whether minor adjustments will be sufficient to correct problems, or whether you need to significantly increase or revise your current security measures. Re-evaluate your security at regularly scheduled intervals. Consider the following:

- Who has access to your facility?
  - What is the total number of occupants and in what capacity are they there (faculty, staff, students, maintenance, contract workers, vendors, visitors, patients)?
  - Do you routinely run background checks on animal facility employee applicants? Most break-ins occur with help/direction from employees, particularly those with low-wage jobs and records of past activism.
- What facility area(s) does each person use or enter to perform his or her job?
- What are your high-security areas?
- Do you have animal quarters, drug laboratories, cash intake areas, gold distribution facilities or radioactive materials?
  - Are they centralized or distributed throughout the building?
  - Where are they located in relation to the loading docks, where food and supplies enter and where waste exits the building?
- Where are the researchers' offices in relation to the animal quarters?
- Do you allow delivery personnel into the animal facility?

- Do you post the names of your researchers and animal facility personnel in campus directories, employee lists, office bulletin boards and/or on your Web site?
- What is the construction and makeup of your facility?
  - » How many floors are there?
  - » Is there a single point of entrance?
  - » Is it bunker-style construction or open configuration, with many windows, grand stairs and landscape furnishings?
  - » Is there a loading dock or service entrance?
  - » How many exit stairwells are there?
  - » Does the facility contain asbestos in the ceiling, walls or doors?
  - » Is there a crawl space? How is it accessed?
  - » What power is available to the building? Is there an emergency generator?
- What sort of phone system is available within the facility? Are the phone lines and panels secure where they meet your building from the outside? Activists have tapped into phone lines in the past.
- Consider your facility from the arsonists' point of view.
- What security measures already are in place?
  - » Do you have security guards on staff or through contract services?
  - » Do you have a photo ID system for all individuals using the facility?
  - » How are visitor passes handled?
  - » What kind of controls do you have on facility keys? How many master keys are issued and to whom?
  - » Do you have a card access system for any, or all, doors in your facility?
  - » Do you have an electronic surveillance system?
  - » Do you have a security alarm system installed in all, or isolated areas, of your facility?
- Who is responsible for security in your facility?
  - » What is the reporting structure for the security and safety staff?
  - » Does upper management recognize and share concern for your facility's special security needs?
  - » Do all personnel know to report all incidents, no matter how minor, to facility security?
- What funds are (or might be) available to provide additional security measures?
- How does your facility coordinate with the local police authority?
- What are the local, state and federal security requirements for your facility?
- Review entrance and exit sites (e.g. outside stairwells, unlocked windows, doors, access from the roof).
- Who has access to the building during the night and weekends? Who monitors this?

Check Storage and Status of Data

- How is research data stored?
  - » Where are animal researchers' records kept?
  - » Where are copies kept?
  - » Secure videos, numeric and narrative data, including off-site copies.

- Review research protocols for confidential information.
- Review protocols for graphic and/or sensitive terminology.
- Investigate for what purposes you permit videotaping/photography at your facility.
    - » What are your procedures to control whether copies of videos are made, by whom and for what purposes?
    - » Do you allow staff to make videos for their own use?
    - » Where are videos kept at your facility (in individual laboratories or in a central video library)?
    - » What is your policy for the removal of videos from your facility?
- Look into the research protocols.
    - » Can they withstand public criticism?
    - » Who has access?
    - » Is there patent or trade protection?

Organize a Security Plan

- Consult with local police to establish procedures for arrests.
- Establish clear lines of authority and roles in crisis situations.
- Keep duplicate physical layout plans available off site (e.g. with local police or security).
- Share tactics and information about animal activism with security personnel from other research organizations. Many incidents are inside jobs.
- Evaluate how new hires are screened. Implement a review process to assure your personnel do not have hidden agendas.
- Develop a document that will provide pertinent information to the police in event of an incident.
- Have a layout of the facility (not blueprints) that shows the following:
    - » Phone exchanges
    - » Electrical boxes
    - » Water control
    - » Stairwells
    - » Controlled access areas
    - » Topography of roof (e.g. antennas, roof, hatch)
    - » Climate systems (e.g. heating/cooling)
    - » Emergency power (backup generators)
- Establish an institutional evacuation plan.
- Keep in a secure place a current roster and telephone numbers of employees with access to the animal care facilities.
- Keep keys to all areas (access is critical).
- Establish an ongoing training and reinforcement program, especially if your institution has frequent employee turnover.
- Do not allow delivery personnel in animal care facilities. Do not give them passkeys.
- Negotiate with local industry for temporary security agents for emergencies.
- Review your security procedures at regularly scheduled intervals.

- Provide management with an assessment of vulnerability and the steps being taken to prepare the organization for a potential crisis.
- Establish a chain of command to go into effect should a crisis occur.
- Organize a communication plan (phone tree) in the event of an incident during the day, after hours, weekends and holidays. See the phone tree worksheet on page 19 (*Creating Your Crisis Management Team Phone Tree*).

Risk Reduction: Employee Training

Many federal agencies require a variety of training sessions for employees within the veterinary animal laboratory division and within other research departments. To limit a manager's exposure to negligent supervision or negligent training, the following practical steps can be taken.

- Proper training/education by qualified supervisors and/or teachers is absolutely necessary before:
  - » Providing an employee with a dangerous tool or instrument
  - » Giving an employee the responsibility of securing the employer's premises
  - » Allowing an employee to give professional advice to third parties
- Conduct continual and periodic training with adequate follow-up (e.g. testing) to ensure the employee's skills are maintained and current.
- Confirm that employees who are required to be licensed or to possess an educational degree have earned such licenses or degrees from accredited/recognized institutions.
- Set forth the requirements and skills necessary to operate equipment in an employee handbook, training manual, company policy or the employee's job description.
- Document all training and educational programs, the contents of such programs and the identity of the employees who participated in the programs.
- Monitor employee work performance.
- Provide regular feedback to employees regarding their on-the-job performance.
- Document incidents of the employee's inability to perform his or her job properly and effectively, and take corrective action.
- Monitor the emotional state of employees. Contact NCABR (see the back cover for contact information) or the American Association for Laboratory Animal Science (aalas.org) for materials about ethics, emotions, compassion and sensitivity with regard to working with animals.

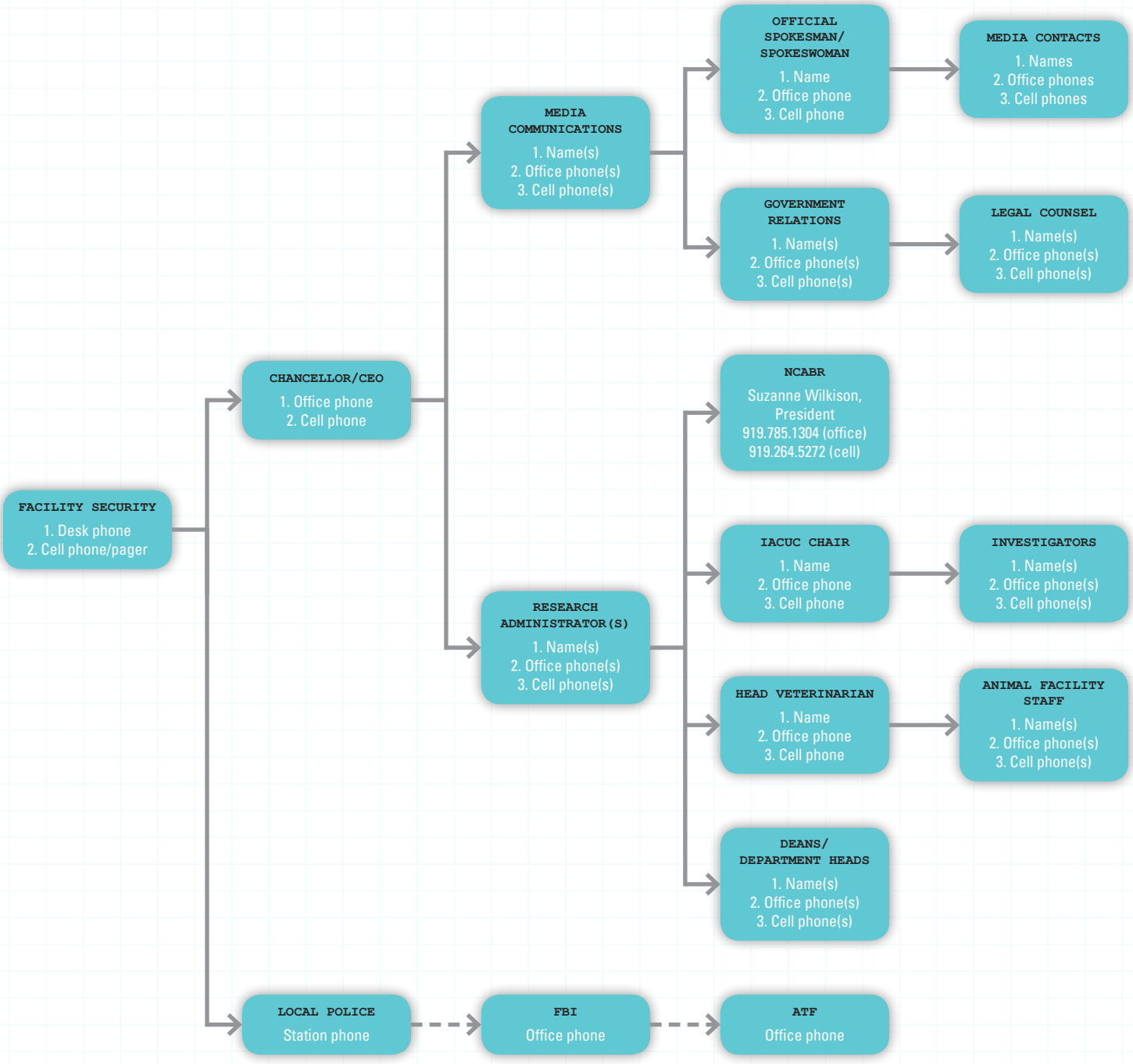
Risk Reduction: Proactive Media Preparation

It is important to build relationships with the media over time. A crisis is *not* the time to initiate a relationship. It *is* the time to contact those with whom you have cultivated a relationship, including TV, radio and print journalists and newspaper editors.

The public relations/affairs team acts as the liaison between the media and the spokesperson from each department. This team serves as an important resource for research spokespeople by briefing them about specific reporters, media program formats and institutional media relations policies.

Spokespeople should be trained to prepare appropriate responses to questions for both noncrisis and crisis situations *before* an incident occurs. See *Taking a Proactive Approach*, on page 49, for more information.

Worksheet: Creating Your Crisis Management Team Phone Tree



section 2:
crisis management

Crisis Management Overview

What is a Crisis?

A crisis involves an imminent risk of death or serious damage that threatens you or those you care about, your organization, property, reputation and/or future.

What Do I Do in a Crisis?

- Identify the type of crisis.
- Call your facility security (who immediately calls the local police). Your facility security will enact the phone tree on page 19 (*Creating Your Crisis Management Phone Tree*). The crisis management team oversees security and interaction with the media.
- Use the worksheet on page 25 to document the incident (*Documenting the Incident*).
- Afterward, address legal issues ASAP.

What the Police Need to Know

- Type of crisis
- Location of incident
- Estimated number of people involved
- Estimated presence of weapons
- Whether animals are missing
- Hazards of location (e.g. radiation, disease)
- Accessibility to facility (e.g. site plans)

Worksheet: Documenting the Incident

Type of Crisis Situation (theft, arson, vandalism, etc.):
Time and Date of Event:
Site of Event:
Method of Entry:
Hazardous Materials (radiation, chemical, fire or biological)?

Itemize Property Destroyed or Stolen

- Were animals stolen? YES | NO
  - » How many? _____
  - » Species/number: _____
  - » Estimated cost: $ _____
  - » Characteristic/type of research (may aid in identifying stolen animals): _____

- Was research data stolen or is it missing? YES | NO
  - » What type (videos, computers, etc.)? _____
  - » How many? _____
  - » Contents: _____

- Was property destroyed or stolen? YES | NO
  - » Facilities? _____
  - » Computers/equipment? _____
  - » Building(s)/structure(s)? _____

Identify Those Involved

- Does anyone claim responsibility? YES | NO
  - » Who? _____

- Was a note left behind? YES | NO
  - » Contents of note: _____

- Was a phone call made? YES | NO
  - » Contents of phone call: _____

- Was the media alerted? YES | NO
  - » Type of media: _____

- Is there film of the damage? YES | NO
  - » Has it been released to the media? YES | NO
  - » Type of media: _____

Research Affected

- Individual research project involved: _____
- Principal investigator: _____
- Has he/she been notified? YES | NO
- Content of research? _____

Working With the Media

The media's first impression will remain etched in the public conscience long after you have resolved the problem and emerged victorious — or long after you've been humiliated, fired, sued and so on. Your skill in influencing how the media reports the situation — or whether it chooses not to report the situation at all — is a key factor that determines the outcome or resolution of a crisis.

GET AUTHORITY AHEAD OF TIME TO TAKE RESPONSIBILITY AND ACTION.

Remember that the media's goal is to report *timely* events. They do not report ideas or concepts. This often conflicts with the goals of good science, which is a gradual process of understanding, careful refining and sharing of information and results.

Crisis Management Rules

- Never underestimate the crisis (if reporters learn more than you're telling, they'll feel deceived).
- Recognize that the media needs a "bad guy" and a "good guy" in every crisis. Take responsibility when appropriate and lay out a plan to avoid repeating the error/problem.
- Be patient with reporters. Your mantras should be:
  - "If I have a job to do, reporters have a job to do."
  - "If I behave badly, it will be captured on video for the world to see endlessly."
  - "If reporters behave badly, it probably will not be reported."
  - "I will be more effective if I can remain human, humble and sensitive."
  - "It's OK to admit I don't know; I am working hard to find the answer, solve the problem and prevent it from happening again."

Bring the Media Inside Your Crisis

- Take the initiative with the media. Don't give your attackers opportunity to reach the media first. With today's 24-hour media coverage and the profileration of online social networking, an incident can reach the world in minutes. Acting swiftly is crucial.
- Schedule a press conference as soon as possible with members of your crisis management team.
- Prepare all factual information about the crisis. Don't forget to use the worksheet on page 25 (*Documenting the Incident*).
- Allow the media to film footage of the destruction in the facility.
- Offer educational materials and brochures on the animal issue. Call NCABR, at 919.785.1304, for support and materials.
- Publicize all the following points:
  - Your institution's commitment to medical progress and the humane care of laboratory animals
  - Specifics of research as they apply to human and/or animal health
  - Research time lost on projects
  - Total dollar damage, including stolen animals, physical damage and research time lost
  - The potential threat to public health
  - Potential harm to animals outside their protective environment
  - Lawlessness of the incident and the institution's resolve to prosecute to the fullest extent of the law

- Brief the media frequently.
  - » By letting media members see how you handle the crisis, they will gain prestige by being "close to the action," learning your decision-making process and better understanding the options.
  - » Reporters allowed to be "inside" are more likely to report you as the "good guys" trying to do the right thing and make the best of a bad situation.
  - » They'll sympathize with your situation.
  - » They'll begin to consider those outside threatening to be the "bad guys."

Confine the Story

- Drop everything else and concentrate energy, resources and skills on *local* reporters; they are more likely to be your allies. With skill and luck, the result will be a small story that stays local.
- Admit the fault, correct the problem and do what you can to prevent its recurrence.
- Take responsibility for your actions. Ask for forgiveness. Be gracious and generous in making amends.
- Be prepared to answer the next question: "What are you going to do/have you done about it?"
- When you have bad news, tell it all at once (known in the media business as the "big dump.") Much of what you tell won't even be covered because of a lack of time and/or space. Bits and pieces of bad news that surface later (over days or weeks) can become new stories. News value expands with time. This approach allows you time to move past the problem.

Strategies for the Press Release: Content

The public relations staff compiles the information to be included in the statement released to the media and to the public with vital facts.

The press release also should include the "message "the facility wants to convey, responding with positive comments about the importance of research being conducted at your research facility or company. The press release also should address the concerns, charges, allegations and accusations made by the group that targeted your facility. The response should not appear defensive. Clearly state the positive application of the research for improved human and animal health.

Checklist of Statements to be Included in Press Release

- Your facility's statement regarding the use of animal research
- Medical advancements based on animal models
- Your facility's commitment to the humane care and treatment of laboratory animals
- Statement of compliance with all applicable regulations (e.g. stress the loss of valuable research time and the delay in medical progress)

When and How to Release the Information

- Contact media outlets with a prepared press release.
- Set up phone interviews with the media.
- Prepare for the media to interview individuals at your facility.

- Conduct a news conference at your facility.
- Establish the location for interviews with the media.

In addition to information and interviews, the media will ask for permission to take photos of animals, research laboratories and the animal care facility. A policy must be decided in advance with personnel trained to speak to the media. Private facilities and campuses may have different policies from public facilities. Some companies may have proprietary concerns.

Strategies for Prepared Statements

- Prepared statement by institutional CEO/president/dean should include:
  - » Policy of the institution regarding the use of animals in research
  - » Contributions institution has made to medical progress as a direct result of animal research
  - » Institutional commitment to the humane care and treatment of laboratory animals
  - » Statement of compliance with all federal and state regulations as they apply to animal research
  - » Emphasis on the benefits of animal research to human as well as animal health
  - » Emphasis on the devastation the crisis has caused to the public
  - » Possible health hazard (if applicable)
  - » Loss of valuable research time in curing disease
- Prepared statement by facility manager/veterinarian should include:
  - » Emphasis on the veterinary care and standards by which the institution abides
  - » Explanation of the daily routine and protocols the veterinarian uses
  - » Statement of dedication to humane animal care
  - » Daily tasks of caretaker
  - » Emphasis on the emotional torment the crisis has caused your technical staff, the daily keepers of the animals
- Prepared statement by IACUC chair should include:
  - » Accreditation and license of institution by federal, state and peer (AAALAC) groups.
  - » Role of the USDA, U.S. Public Health Service, NIH, etc., in the inspection process
  - » Composition of the IACUC
  - » Role of the IACUC in the research review process
  - » Monitoring of painful procedures and use of anesthetics/analgesics
  - » Monitoring of appropriate numbers of animal models
- Prepared statement by primary investigator should include:
  - » Explanation of the research in lay terms, including:
    - ¤ Purpose, intent and application to human health
    - ¤ Progress of research to date
    - ¤ Prohibitions of research due to crisis
    - ¤ Personal commitment to humane animal care
    - ¤ Personal compliance to all animal standards of care
    - ¤ Emphasis on the human/animal benefits of the research
    - ¤ Benefits directly to a patient group (e.g. AIDS, diabetes, heart disease)

        - Emphasis on the setback this crisis has caused to humans with the specific disease (cite the number of animals stolen and the specific species of animal)
        - The analgesic/anesthetic methods used, if applicable, or explain no pain was involved
        - Emphasis on the special care the animals must receive
        - Note the perpetrators are not qualified to provide adequate care for the animals (postoperative care, special dietary needs, special husbandry needs)
        - Emphasis this was not a kindness to the animals
        - Estimation of the dollar loss in animals and damage
        - Estimation of the dollar loss in research time
        - Can the research be replicated?
        - How long will it take to replicate the project?
- Prepared statement by patient/survivor should include:
    - Personal affront to individual's health
    - Setback or loss of hope for cure of disease
    - Personal value and respect for animal research
    - Personal progress individual has made as a direct result of animal research
    - Emphasis on the emotional impact of the lost research to patient and family

See page 27 (*Working With the Media*) for more information on working with the media.

Pointers for Employees: Practical Tips in Crisis Situations

1. Don't let yourself be lulled or tricked into providing information that should not be shared. This includes names of scientists who work with animals, locations of animal facilities and species and numbers of animals on the premises. Many activists pose as legitimate researchers or representatives in seeking information.
2. Have a ready statement — in words you are comfortable with — that tells a caller or a visitor how his or her request or complaint will be handled (specifically, the name of the person who will speak with him or her or return the call, and when). Delaying tactics are important so the person who will receive the request next will be adequately prepared. For example, "Dr. Jones is the person with whom you need to speak. She currently is in a meeting, but I will make sure she gets your message and returns your call by the end of the day."
3. If the caller or visitor persists, simply keep repeating the above information kindly but firmly. Use "I" messages and don't let the other person put you on the defensive.
4. Know the name of the appropriate person to call for assistance if you have a difficult or threatening visitor. Keep the number handy. As a general rule, your first call should be to someone close by — and to a telephone that always is answered.
5. If your company or institution uses "random source" dogs or cats, you should know the federally required procedure by which people may check to determine whether their lost pet somehow has ended up in your animal facility. Then, if someone calls to ask whether his or her lost dog might be in your laboratory, you can tell the caller that while it is highly unlikely, there is a way to determine for sure, and that you will transfer the call to the individual designated to assist with these inquiries.
6. If your company or institution does not use cats or dogs, you can relay that information to individuals who call or visit to inquire about missing pets. However, do not give out more information than that (e.g. do not divulge which species are in your animal facility).
7. Never lie about the presence and/or use of animals in your facilities. Always refer the caller to the person designated and trained to discuss the presence of animals at your facility.
8. If you receive suspicious calls, log them immediately while you can remember the details (date, time and sex of caller; length of call; content of call — verbatim, if possible). Know how such calls should be reported.
9. If it is your job to open mail and receive packages, train yourself to be alert to any envelopes or parcels that might be suspicious (e.g. those with no return address). Know the appropriate person to call for assistance when you are concerned.
10. **ANYONE WHO ANSWERS ANY PHONE, INCLUDING ALL ADMINISTRATIVE ASSISTANTS AND ANYONE WHO STAFFS A RECEPTION DESK, SHOULD BE FAMILIAR WITH THESE POINTERS. THIS APPLIES EVEN TO THOSE WHO ONLY FILL IN DURING COFFEE BREAKS OR LUNCH PERIODS.**

Specific Examples and Guidelines

Animal activists want to stop animal research. They will try to disrupt research using a variety of tactics designed to frighten employees, lower morale and eventually drive people out of the field. They often use tactics that involve intimidation (of the individual, family members or neighbors), harassment, property damage and physical attack. While there are many positive ways to discuss biomedical research and the concerns of the animal rights movement, there is a right time, a right person and a right place. It is important to be *proactive* rather than *reactive*.

Specifically, **ACTIVISTS NEED YOU TO REACT TO THEIR INTIMIDATION TO BE SUCCESSFUL.** Protestors in front of your home, following you through the parking garage, etc., do not represent the right time or the right place to discuss your work. Researchers and their facilities should be prepared for the appearance of aggressive animal rights protestors and be prepared to handle the situation. Here are some guidelines:

Demonstrations

Demonstrations, picketing and similar forms of nonviolent protest are perhaps the most likely way your research facility, faculty and staff will be targeted by animal rights activists. They also may be the first step in a campaign of harassment and intimidation that ultimately could escalate to illegal threats and physical violence.

The point of a public protest or demonstration is to attract attention to the animal rights activists' cause and put public pressure on you.

- *Don't* allow the demonstrators to be martyrs. Acknowledge them, then ignore them.
- *Do* bore the media by not bringing attention to the demonstrators.
- *Don't* call the police until the media is gone. Demonstrators would like to bring attention to their cause by being dragged off by the police in front of the cameras.
- *Don't* give them what they want: publicity!

CRISIS MANAGEMENT TEAM

- In the event of a demonstration or protest, notify your institution's security at once. At the same time, it is important to avoid an overreaction, which can create sympathy for animal rights activists.
- Appoint a credible representative to communicate with demonstrators before any crisis occurs. Determine the demonstrators' message and its impact on the public.
- Distribute copies of the Institutional Statement and informational brochures to any bystanders, onlookers, public, patients, students, etc., in the area.

SECURITY

- Consider filming or photographing all events to later help in identifying people who may perpetrate crimes against your institution.

- Your own security force should have clearly delineated procedures for handling a demonstration, including when to make arrests or call for police assistance. If there is no threat of personal injury or major property damage, your security force may be able to manage the situation itself. Otherwise, call the police.
- If protestors cross the line to illegal activity and your security and the police believe arrests are necessary, work with your local police to have arrests avoided at least until cameras have left the scene, if possible. In altering the activists' timing for their carefully staged, media-oriented drama, you largely will have defeated the purpose of the demonstration.

MEDIA RELATIONS

Cases in which animal rights activists arrive at your facility with members of the media in tow must be handled differently than those in which only a limited number of passersby are present.

- Release a prepared statement.
- Consider inviting the media members in for an interview or even a tour. This takes them, and their cameras, away from the protesters.
- If the media is not present, contact the media immediately and send along a prepared statement, institutional statement and the offer for an interview and/or tour.

Mail and Phone Harassment Campaigns

As another form of nonviolent protest, animal rights activists have jammed phone and fax lines. Activists often will fax page after page of black faxes to monopolize your fax lines and quickly drain your toner.

The following are a number of important tips to keep in mind:

- Phone/reception representatives should notify security and the crisis management team immediately should such calls begin.
- Contact the phone company to discuss options to avoid excessive interference with business.
- Companies with customer service lines should alert customer service personnel to the possibility of incoming calls from animal rights activists indicating "protest." Ensure those who answer the phone for top management also are prepared to respond to calls from activists. Using your caller ID system can help in your defense against such an attack.
- Make detailed notes regarding the identity of the caller, time and content.
- Immediately provide this information to the crisis management team, which then should pass it to the local police and phone company.
- Your crisis management team should be familiar with the law regarding taping phone calls (whether one- or two-party notification is necessary). Only one-party notification is necessary when the caller and recipient both are located in North Carolina.
- The local police, phone company and possibly FBI should be alerted about threats.

The FBI actively has been investigating cases in which a researcher becomes the target of a hate mail campaign. If your institution or one of its researchers receives hate mail, follow these steps:

- Copy all correspondence.

- Immediately forward the originals to the FBI.
- Notify local police and postal authorities.
- Consider special security precautions to ensure the well-being of the researcher.
- Confirm that all employees have been trained in how to recognize packages that may contain bombs.

Internal Information Leaks

More and more often, animal rights groups are attempting to plant one of their activists inside research facilities. Once on the inside, the activist then "reveals" purported mistreatment of animals or allegedly pointless research being conducted at an institution.

In addition, employees who find their work distressing or difficult emotionally may have an "epiphany" regarding the role of animals in research. It is important to provide adequate support and counseling for your workers and to be alert to their emotional well-being — both for their sake and for your facility's.

SECURITY

Find out how the activists infiltrated your facility. Re-evaluate your employee screening process. If necessary, re-key locks or change security codes.

MEDIA

A favorite tactic is to make such a proclamation, accompanied by graphic video material edited and/or composed by the animal rights operative, at a press conference. The press conference then is used to launch some type of public campaign, such as a consumer boycott against a company.

The proliferation of Internet-based new media resources has made it much more likely for such a situation to spiral rapidly out of control. Video sites, such as YouTube, Dailymotion and Metacafe, and social networking sites, such as Facebook, Twitter and LiveJournal, allow activists to distribute graphic video material and written attacks quickly and easily to millions of Internet users. This can lead to the story being picked up by traditional media outlets (e.g. cable and network news broadcasts/Web sites) as well as national blogs with large, dedicated followings (e.g. the Huffington Post).

The prospect of becoming the victim of this kind of attack should be enough to remind you to screen all prospective employees very carefully. Some of the activists who have been hired by research facilities have used aliases. Others have used their own names — even though they were well-known animal rights activists in other parts of the country — and have been hired without a hitch.

In the event your screening process fails and your institution is the target of this type of attack, take the following steps:

- Assess the substance of the charges.
- Gather facts about the project that can refute the charges.

- Interview other employees involved in the project for their point of view.
- Call a press conference as soon as you have assessed the substance of the charges, gathered facts to refute the charges and have prepared a statement that affirms your institution's commitment to high-quality animal care standards and explains how your research has benefited humans and animals. If timing prevents holding a press conference, contact reporters individually and provide them with your materials prior to their deadlines.

Harassment Using the Freedom of Information Act or Other Legal Means

Public institutions and institutions receiving federal grants or state funding by law must respond to requests for information filed under the Freedom of Information Act (FOIA). This has become an increasingly common weapon in the animal rights movement arsenal. By using the materials as documentation, activists can level charges against selected scientific research, institutions and individuals. Animal rights activists also may file frequent or lengthy requests designed to keep your staff busy with excessive paperwork.

What you can do:

- Your institution should maintain regular contact with government granting and inspection agencies to determine whether FOIA requests have been filed on your institution.
- The government is required by law to provide this information. Contact the National Association for Biomedical Research (nabr.org) or the relevant federal funding agency for procedures on how to make such a request.
- If your institution is required to provide information in response to a FOIA request, contact the appropriate legal counsel immediately. FOIA requests should be handled only by those trained in FOIA law.
- Facilities should be alert to the possibility of lawsuits as well. Seeking to halt research and claim custody of research animals via legal means is an increasingly attractive tactic for the animal rights movement.

Break-ins, Burglary and Property Destruction

A break-in is one of the most dramatic and devastating of all animal rights actions. Usually done in darkness and frequently with insider help, break-ins can include:

- Theft of animals
- Theft of photos, videos, hard drives, Rolodexes or laboratory files full of research
- Destruction of computers and other equipment
- Defacement of property
- Arson

CRISIS MANAGEMENT TEAM

- As in other events, identify the type, damage and extent of damage and contact local authorities.
- Secure the crime scene and ensure there is no threat to human or animal life (e.g. smoldering papers, hazardous chemicals, radioactive materials) and preserve the scene.
- Notify the police immediately and provide them with all pertinent information.

- If damage is the result of arson or weapons, notify the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF).
- Obtain a list of all employees with access to the facility. Make sure access lists are updated regularly and available quickly. You should not have to compile them in response to a crisis.
- If animals requiring special care have been stolen, provide information to the police and/or public on their veterinary, dietary, husbandry and other special needs.
- If there is a human or animal health hazard, detail this to authorities immediately.
- Determine whether research documents have been destroyed or stolen and if duplicates exist, as well as their location(s).
- Determine whether videos/photos were stolen and if duplicates exist and are secure.
- Describe contents of visuals.
- Coordinate with security/public relations to film damage of site as soon as possible.
- Has the perpetrator left a calling card? Determine whether a note of responsibility has been left and record all slogans or threats on walls and/or equipment.

MEDIA RELATIONS

- Begin preparing your public response at once. If possible, be the first to release the story.
- As you begin to prepare your response to a break-in, remember to concentrate on condemning the illegal actions of the perpetrators rather than defending yourself from the allegations implicit in their attack.
- Also, focus on how the loss of this research negatively impacts the victims of the disease being studied.
- Hold a press conference or briefing as soon as you are prepared. Determine whether the investigator is willing and the best choice to speak publicly about the break-in. Include representatives who can speak to the nature of the research, the physical condition of the animals and the significance and impact of the loss. Inform reporters of the name of the law enforcement official investigating the break-in and how to reach him or her. In addition to the materials outlined above, include simple materials that outline the general necessity for animal use in biomedical research. See page 84 (*Roles Played by Specific Animals in Biomedical Research*) for examples of this.

Include in your response:

- Number and species of any animals stolen
- Dollar loss in animals, equipment or facilities
- How much research time has been lost and what it will take to replicate the lost research (don't speculate, estimate)
- Allow reporters to photograph and/or film damage (get your own footage, if possible)

Personal Harassment, Threats and Attacks: Home Demonstrations Against Individuals

Any researcher targeted by a personal harassment and intimidation campaign — whether it takes the form of demonstrations at his or her home or office, fliers in the neighborhood, letters to neighbors or letters to the editor — must receive the support of his or her institution.

Personal attacks and demonstrations at researchers' homes will evoke little public sympathy for activists, but they can be very unsettling to the researcher, his or her family and neighbors and fellow employees. Lack of active support from the institution only will make the situation worse. Faced with harassment or threats to a researcher's safety and well-being, institutions immediately should provide appropriate security and support to researchers and their families.

Researchers and their families may want to avoid demonstration scenes either by remaining indoors or arranging to be elsewhere if they know a protest is planned. While such a suggestion may sound entirely rational outside a crisis situation, researchers targeted specifically for attack are likely to become angered or otherwise emotional and may find it very difficult to undertake a calm, reasoned response. This is just one more reason to make sure that your response plans are prepared well in advance and that all likely targets are familiar with them. All researchers at your institution should know the appropriate person to contact on the crisis management team in the event protestors show up at their homes. In the event of a home demonstration, make sure to take the following steps:

CRISIS MANAGEMENT TEAM AND THE INDIVIDUAL RESEARCHER

- Call the police.
- Before an expected protest or immediately following a demonstration at their home, researchers should contact neighbors to explain the fallacy of charges made against them by animal rights activists, the importance of high-quality animal care in their work and how their work benefits humans and/or animals.
- If a researcher's institution is providing security, neighbors should be advised of the presence of security, told how it will be enforced and introduced to security personnel when possible.
- When contacting neighbors, researchers should ask them to report (to the researcher and to the police, if necessary) any animal rights activities they notice in the researcher's absence. This information also should be logged.
- Security should be aware of county and state laws and ordinances regarding demonstrations and contact the police to remove picketers if they violate these laws and ordinances (e.g. staying on the sidewalks, size of picket signs and blocking emergency vehicles/traffic). Local police departments have printouts of these policies.

MEDIA RELATIONS

- If the media is present, the institution should maintain an on-site presence, disseminating press releases and other information as appropriate. In addition, all media outlets that are likely to run a story on the incident should be provided with information by e-mail, fax and/or phone prior to deadline.

Letters to the Editor/Newspaper Campaign

If a specific researcher becomes a target of a newspaper campaign, his or her institution immediately should request that the newspaper allow a full response, including the opportunity to put the research into perspective. Make sure your crisis management team knows the paper's policies regarding such items. Legal counsel should be consulted about published accusations.

MEDIA RELATIONS

- The media office should write a response letter to the newspaper with the signature of the CEO/president/chancellor strongly supporting the research taking place at its facility.
- Write an op-ed piece for the CEO/president/chancellor to local and/or regional newspaper(s) defending the researcher and explaining the importance of medical research that uses animal models.

Arson, Bombs and Life-Threatening Attacks

Animal rights activists have threatened the lives of researchers and their families in recent years with tactics that include the use of arson and car bombs. Threats of violence, an established practice for activists in England, are the most frightening and potentially devastating of all anti-research tactics. Such threats and attacks historically have been more rare in the United States, but their frequency is increasing, especially in California. In February 2009, four animal rights activists were arrested for attacking researchers at the University of California, Berkeley, and the University of California, Santa Cruz.

CRISIS MANAGEMENT TEAM AND SECURITY

- Researchers should notify their institution and law enforcement officials immediately if a threat is made. This is critical to ensure proper security measures are taken and to help authorities identify and stop those who are making the threats.
- The media and the public have been very sympathetic to researchers who have been the victims of threats. If the researcher is willing, the institution should therefore consider releasing information regarding threats to the media. When such threats are made public, the animal rights movement is revealed as an extremist fringe group and loses credibility.
- Alert researchers, family members and co-workers to ways to identify suspicious packages/bags. Advise them not to walk alone to the car at night, etc.
- Call the police for any such suspicious person, package or bag left near or in the facility, car or area.

Methods Used by Animal Rights Activists

DEVICES

- Explosive
  - » Letter bomb
  - » Pipe bomb
  - » Shotgun shell
  - » High-order explosives

- Incendiary
  - » Kitchen timer device
  - » Clock radio device
  - » Soda bottle/can device
  - » Plastic milk jug device
  - » Firefly
  - » Cigarette box/lunch bag device
  - » Paraffin sawdust device
  - » Incendiary brick
  - » Thermater
  - » Sheet soaked in gasoline over car
- Incendiary and explosive
  - » Aerosol can device
  - » Sterno can device
  - » Mailing tube device
- Personal injury
  - » Mouse trap razor blade device
  - » Razor blade letter
- Intimidation
  - » Bullet in mail/on car

PHYSICAL DAMAGE

- Graffiti
- Stickers (on computer monitor, etc.)
- Litter dumps
- Popcorn scattering
- Glued locks
- Etched glass
- Broken windows (slingshot, BB gun, brick)
- Cut wires
- Butyric acid
- Equipment damage
- Toilet sponges
- Ventilation tampering
- Gas line tampering
- Phone line tampering
- Arson
- Broken windshields/car windows
- Chemical (Round-Up, etc.) dumped on lawns
- Cars burned

Personal Safety Precautions for Individuals

Extremists can be expected to research the identities of the employees of the institutions they've targeted to learn as much about these individuals and their work as possible. Increasingly, individual researchers are being targeted. There are a number of things researchers can do to minimize exposure.

- When possible, use a work address and telephone number, particularly for publications produced by professional organizations and societies, as well as for other publications that could create an easy association between you and your line of work.
- Consider having your home telephone number changed or delisted.
- Make sure family and staff who answer your home or office phone do not give out details about who you are and where you live.
- Search the Internet for databases that contain your personal information. See *Internet Security*, on page 44, for more information.
- Change your route and times of departure to and from work to avoid a routine.
- Don't leave things in your car that identify your home address or other details about your family or work. Do not display any company stickers in your car (e.g. parking permits).
- Don't throw away material in your home garbage that confirms your identity. Extremists often rummage through trash cans seeking such information.
- Identity theft also is a means that activists can use to harass you and cause you difficulty.
- Destroy (shred) all materials with credit information, your Social Security number, date of birth or other sensitive information. Credit card offers are an extremely easy means for activists to steal your identity. Destroy *all* solicitations and offers before throwing them away.
- Do not display your name and address or business card on a visible luggage tag, on your briefcase, etc.

General Security for the Individual

AT WORK

Activists like to stage demonstrations when they have the best chance of intimidating workers who are arriving at or leaving work.

- Do not engage in any conversation or argument with the demonstrators.
- Never engage an activist verbally or physically.
- Activists may try to film those entering or leaving the premises. Often there is no film in the camera or video.
- Do not argue.
- Do not try to converse.
- Do not get within striking distance.
- Do not even make eye contact.
- If in doubt, call the police.
- Keep your doors and windows locked and closed when driving past demonstrators.
- Concentrate on your driving at all times (do not drive fast in an attempt to avoid a confrontation).

AT HOME

Protestors are making home demonstrations or home vandalism a staple of their activities. If they appear in your neighborhood, follow these guidelines:

- Remain in your house.
- Close and lock doors and windows. Lower the shades or draw the curtains.
- Inform the police.
- Contact your institutional security (who activates the phone tree and crisis management team).
- Do not respond to or antagonize the protestors in any way.
- If possible, discreetly film the protestors, as this may lead to identification and evidence if offenses are committed.
- Postpone any expected visitors.
- Wait for the arrival of police. Be sure to ask for identification.
- Know your rights. Be aware of the local civil codes regarding protestors, demonstrations and harassment. NCABR can assist you with this.

PREPARE FOR THEIR APPEARANCE

- Make a habit of checking that everything appears normal when you return home. **ASK YOURSELF:** "Is there anything unusual that would suggest that something has been tampered with or that someone has entered the house/building during my absence?"
- If you discover damage to your property, inform your local police immediately. Tell them where you are employed and that you are involved with animal research. Also inform your institution's security.
- Ask neighbors to contact local police if they see anything suspicious at your home.
- If you have become a target of activists or work in a commonly targeted area of research, contact your local police for a security review of your home before anything happens. The crime prevention officer from your local police substation will visit your house to offer advice about general home security and further specifics about guarding against attacks by activists/terrorists. Walk through your home and identify possible areas of entry as well as avenues of quick exits for yourself and your family.
- Be aware of potential days and weeks where increased animal rights activism can be anticipated.
- It also is worth informing your local police that because of your work with animals, you are considered to be a potential target for attack. Many police stations now keep a list of such addresses for particular attention by patrols.
- Ask yourself how exposed your phone lines and your home electricity supply are to the outside and to outsiders. Tapping into phone lines and running up huge bills has become popular in the movement as a form of harassment. In addition, if your power goes out, check to make sure your neighborhood has lost power before exiting your house to check your fuse box.
- Do you store your car in your garage or on the street? If possible, keep it in a garage and lock your garage door opener each night. Frequently, garages can be opened with an electronic opener that is not yours. Make sure the door that leads from your garage to your house is locked at all times.

NEIGHBORS, FRIENDS AND FAMILY

Neighbors may receive letters or fliers describing you and your work in extremely negative and often violent terms. In the past, entire neighborhoods have been targeted simply because they are home to a researcher. Experience suggests that most people, regardless of their personal views on the subject of animal research, will feel sympathy for someone who is being victimized — and that this will outweigh any possible negative opinions. You may wish to discuss your work and the issue with your neighbors in advance. NCABR has educational materials that are available to all members for use in this situation.

In case of an incident in your neighborhood:

- Collect protest materials and pass them on to your crisis management team, NCABR and the police.
- Keep a log of all incidents in your neighborhood.
- Your family may receive telephone calls. Advise them to ask for the name and address of the caller and to check the caller ID or press *69 to determine the caller's phone number.
- Tell your family *not* to give your personal details to anyone without your knowledge, even if it is something as harmless as UPS calling to double-check your home address in order to deliver a package.
- Advise your family to be vigilant and tell them what to look for when receiving mail. See page 43 (*Your Mail*) for more information.
- Tell family members not to open anything they believe may be suspicious and to put the suspicious letter or package out of children's reach.
- If a family member receives an abusive or threatening phone message at home, be sure to save the recording. Contact your local police and institution security at once.
- It may be worth considering supplying family members with a cell phone.
- If approached on the street by activists, go to the nearest place of safety, (e.g. a police station, a store or a gas station — ideally one with a security camera) and ask the staff to contact the police.

If you think you are being followed:

- Do not continue to drive home!
- If you have a cell phone, contact the police and follow their advice.
- If you do not have a cell phone, attempt to drive to a police station or return to work *if* your facility has 24-hour security.
- Failing that, go into a large gas station (preferably one with security cameras) and ask the staff to call the local police.
- If possible, note the following about the vehicle: license plate, color, make, model, the number of occupants and their descriptions.

YOUR CAR

- Always keep your car doors and trunk locked while driving and when parked.
- At home, park in a locked garage if you have one. When out, choose your parking spot wisely. Try to park in a well-lit, open location and always lock your car.
- Equip your garage with high-quality locks on all doors and secure windows so any attempted entry is clearly visible. Lock or deactivate your garage door opener each night. Frequently, garages can be opened with an electronic opener that is not yours.
- Always lock the access door between your house and garage.
- Check the rear seat before entering the car to ensure no one is hiding there.
- Always lock the gas tank.
- Always carry a flashlight.
- Keep a fire extinguisher in your car.
- Be sure to have sufficient gas to avoid stopping at an isolated gas station — but also be careful of routine use of a local gas station.
- When you return to your car, remember to check for signs of tampering and to look underneath to ensure nothing has been attached to the body.
- If you find anything near, on or under your car, **DO NOT TOUCH IT!** Contact the police immediately. Keep everyone well clear of the car and follow the advice given by the police.

YOUR MAIL

Mail bombs can be enclosed in either a parcel or an envelope, and their outward appearance is limited only by the imagination of the sender. However, many mail bombs have exhibited some particular characteristics that may assist you in identifying a suspicious mailing.

To apply these factors, it is important to know the type of mail normally received by your organization. If you are suspicious of a mailing and are unable to verify the contents with the addressee or sender, follow these steps:

- Do not open the article.
- Isolate the suspect parcel and evacuate the immediate area.
- Do not put it in water or in a confined space, such as a desk drawer or filing cabinet.
- If possible, open windows in the immediate area to assist in venting potentially explosive gases.
- If you have any reason to believe a letter or parcel is suspicious, do not take a chance or worry about possible embarrassment if the item turns out to be innocent. Instead, contact the U.S. Postal Inspection Service and your local police department.

The Postal Inspection Service offers the following suggestions:

- Mail bombs may have excessive postage. Normally, a bomber does not want to mail a parcel over the counter and have to deal face-to-face with a window clerk.
- The return address may be fictitious or nonexistent.
- The postmark may show a different location than the return address.
- Mail bombs may bear restricted endorsements, such as “Personal” or “Private.” This is particularly important when the addressee usually does not receive personal mail at the office.

- Mail bombs may display distorted handwriting or the name and address may be prepared with homemade labels or cut-and-paste lettering.
- Mail bombs may be unprofessionally wrapped, with several combinations of tape used to secure the package, and may be endorsed "Fragile — Handle With Care" or "Rush — Do Not Delay."
- Letter bombs may feel rigid or appear uneven/lopsided.
- Package bombs may have an irregular shape, soft spots or bulges.
- Mail bombs may have protruding wires, aluminum foil or oil stains, and may emit a peculiar odor.

YOUR PHONE

Occasionally, researchers become the target of harassing telephone calls at their homes. In this event, researchers should follow the following steps:

- Make detailed notes regarding the identity of the caller, time and content.
- Immediately provide this information to the crisis management team, which passes it to the local police and the phone company.
- Install an answering machine if you do not already have one.
- Consider changing your phone number and restricting its publication.
- Consider caller ID systems.

INTERNET SECURITY

Take the time to do some research and find out what information about you is on the Internet by googling your name, both with and without quotation marks (e.g. John Doe and "John Doe"). If you are employed by a university or government agency, your name and work contact information likely will be posted in an online employee database, but in many cases your personal information will appear on the Internet as well. In some cases, your personal information can be changed or removed from an Internet database, but you must request the change or removal.

The Internet's many "White Pages"-type sites are an exceptionally easy way to find someone's address and phone number. The minimum information you need for this type of database is a last name. If your personal information is in one or more of these databases, consider having it removed. In order to have your listing removed, click the site's"Help" or "Frequently Asked Questions" button for details.

The powerful mapping technology employed by Google also warrants consideration. Unless you live in a very remote location, a user can type your address in Google Maps to view an overhead image of your house. And, in many cases, a user can use the Street View feature to view a photo of your house taken from the street. These photos can include vehicles parked in the driveway or in front of the house and, in some cases, even can display license plate numbers.

Social networking sites, such as Facebook, are another aspect of the Internet world with which you should exercise caution. If you have a Facebook account, consider removing the personal photo from your profile or replacing it with a photo of something other than yourself. Also, remember that unless you adjust your privacy settings appropriately, any Facebook user can access your profile, which

can include information such as your physical address, phone number, e-mail address, employment information and list of friends. When accepting friend requests on Facebook, always make sure you know and trust the person making the request.

If you use Twitter and tend to include personal information, such as your phone number, home address, e-mail address or links to personal photos, in your tweets, make sure to check the "Protect my tweets" box under the "Accounts" tab of your "Settings" page. This makes your tweets visible only to users approved by you and keeps your tweets out of search results.

As always, please contact NCABR with any questions, concerns or suggestions. In the event of a crisis or if you feel targeted, vulnerable or unsure, please do not hesitate to contact us, at 919.785.1304, and we will address your concerns immediately.

section 3: crisis prevention and outreach

Taking a Proactive Approach

- Merchandise good media.
- In all press releases/conferences regarding new medical advances, emphasize the role of animal research in the discovery.
- Enlist support from patients and their families, donors, community leaders, legislators and students to speak out on this topic.
- Distribute newsletters and news reports featuring medical discoveries developed by using an animal model.
- Invite outside groups to educational programs conducted by medical staff.
- Arrange for community members, legislators and students to tour animal laboratory facilities and research labs.
- Arrange for researchers and veterinarians to meet with members of support groups to discuss animal research issues.
- Identify and train certain individuals from each group to serve as supportive spokespeople.
- Participate in public outreach and K–12 educational programs.
- Contact your elected officials about important issues in biomedical research.
- Recognize local legislators for their support for research.
- Speak out! Don't hide or ignore the presence of animals at your facility.

Employee Relations: Enlist Support and Understanding

- Offer educational programs on animal research for your professional and support staff.
- Publicize advances in medicine as a result of animal research in the employee newsletter.
- Distribute educational materials in paychecks.
- Institute a monitoring program alerting employees to signs that trouble may be starting.
- Enlist the cooperation of animal caretakers/technicians.
- Make employees feel as though they are a valuable part of the research process.
- Offer media and crisis training (specifically about contact with the public, media and activists) to your researchers, staff and administrators — even if they will not be a designated spokesperson. This is important because even if your employees can't or won't be in a position to talk about your facility, they often will be in a position where they will need to explain what they do in a more general way (e.g. at a dinner party, a family gathering, in line at the grocery store, at the gas station). This can be an opportunity to educate the general public and will empower them and prepare them to say the right thing when they must speak out.
- There are a number of ways to say "no comment" without sounding as if there is something to hide. For example:
  - » "I'm really not the right person to ask about this. I'll tell you what: Why don't you come inside and I'll get you a cup of coffee while I find the right person to answer these questions?"
  - » "I'm sorry — I can't answer that question. Wilma Flintstone is the person you really need to talk with. Let me get your name and number, and I will make sure she calls you right away."
- Preparing your employees through media training will make them excellent supporters and advocates for medical research to the general public — something that will benefit us all.

Animal Research Statistics

The following are concise examples of responses to the many questions an employee could be asked. From this beginning, an employee can add examples to explain his or her position.

- Virtually all medical advances of the last century were developed as a result of animal research (e.g. coronary bypass, chemotherapy, polio vaccines, measles, Alzheimer's, AIDS drugs).
- Approximately 95 percent of all research animals are rats and mice.
- Less than 1 percent of all animals used in research are dogs and cats.
- Humane treatment of research animals is necessary to obtain valid data.
- Years ago, people with severe heart disease could not be saved. Today, with medical advancements such as angioplasty and heart bypass surgery, many more people are living longer and more productive lives.
- Animal rights groups want to stop all animal research. That would be disastrous for us all.
- Some animal species — ones that have inherent diseases that affect humans — are excellent models for studying certain diseases (e.g. mice/diabetes, dogs/narcolepsy).
- Public polls in many states have shown overwhelming support for research and continued animal use in biomedical research.
- Humans are not the only beneficiaries of animal research. Our pets and other animals have benefited as well (e.g. cancer, heart disease, joint replacements, diabetes).

- This list could be longer, but the main point is: **WITHOUT RESEARCH INVOLVING LABORATORY ANIMALS, THESE ADVANCES WOULD NOT HAVE BEEN POSSIBLE.**

Additional Tips for Responding to Requests for Information About Animals at Your Facility

- Question: Are you doing animal research?
  - » Answer: The institute conducts some animal studies to advance _____ science and to develop effective medical treatments.
- Question: What kinds of animals are used?
  - » Answer: The institute uses rodents, fish and frogs. Rodents account for 95 percent of all animals used in research in the United States. Less than 1 percent of all animals used are nonhuman primates, which includes dogs and cats.
- Question: I heard you use [type of animal].
  - » Answer: I believe that a couple [type of animal] may have been used in our _____ study. As you may know, _____ is one of the most common and painful childhood diseases and can lead to hearing loss. That study was completed a year ago.
- Question: Have you ever used cats and dogs?
  - » Answer 1: No, the institute does not use cats or dogs in its studies.
  - » Answer 2: Yes, the institute uses a few dogs that are acquired through a USDA-regulated Class A dealer.
- Question: Why do you use animals in your research?
  - » Answer: The institute is involved in medical research to better understand the basic biological mechanisms of the [heart/ear/brain/etc.]. Rodents provide scientists with a reasonable way to study these functions. By law, scientists must first test medical treatments and new drugs for effectiveness and safety on animals before using them on humans.
- Question: Why don't you use computer models?
  - » Answer: Whenever possible, the institute does use nonanimal models, such as computers, but a computer model cannot fully simulate a living system. It is impossible to explore, explain or predict the course of many diseases or the effects of many treatments without observing and testing the entire living system. Sometimes we need animals in conjunction with alternative methods to fully conduct our research. Incidentally, there are strong economic incentives to substitute research animals with computers or other complementary nonanimal methods whenever possible. Research animals are extremely expensive to purchase, house and oversee during the research study.
- Question: Where do you get the animals?
  - » Answer: The institute purchases rodents that are bred for the purpose of research from commercial, USDA-approved Class A facilities.
- Question: How long have you been conducting animal research?
  - » Answer: We began doing this research when we established the _____ department about _____ years ago.

- Question: Can I see the facility?
  - » Answer: Yes, we conduct tours of our facility. I would be happy to talk to our director and see if we can arrange a time for you to visit.
    - ¤ Note: Establish the reason for the visit and the agency to which the visitor belongs. Set policy for who and when ahead of time. Often, the offer to allow a visit is all that is necessary to make them feel you have nothing to hide and they will never take you up on that offer. On the other hand, an activist could visit to try and find damaging information or to "case" your facility. Generally, students, concerned citizens, etc., who call should be offered a tour, as should reporters. When it comes to an identified representative of an animal rights group, be wary. Make sure there is a vet or a vet tech with the party on every tour to explain things and answer any questions. Always make sure the vivarium staff knows a visitor in coming. Do not allow any cameras, tape recorders or video cameras.
- Question: Do the animals suffer while you are conducting the experiments?
  - » Answer: The use of animals in research and testing is strictly controlled. The veterinarians and certified animal technicians at the institute are very involved in the care and treatment of our animals and make every effort to minimize any discomfort our rodents, frogs and fish may experience. It is their job to ensure the animals are given proper drugs to eliminate pain or discomfort. As mandated by federal law, the institute also has an Animal Care and Use Committee, which evaluates every animal experiment and ensures any pain and suffering is minimized and controlled with appropriate drugs.
- Question: Are you killing these animals?
  - » Answer: Some rodents are euthanized to provide tissue samples or if they become sick.
- Question: How do you kill these animals?
  - » Answer: The institute uses the standard methods for euthanasia that are in accordance with the American Veterinary Association's guidelines, and we ensure this process is painless.

Media Relations

Note: Additional information on this topic is available from NCABR online (ncabr.org/resources/mediarelations.html).

Finding a Voice

Designate spokespeople *before* they are needed — and select speakers who can communicate with the lay audience and talk in nonjargon terms. You may want different speakers for different roles (e.g. one to speak to the media and one to speak to animal rights activists who demonstrate at your facility). In choosing a media spokesperson, be careful not to pick someone "too important," as this could cause the media to give the story more importance than it should have.

Make sure all facility employees know who the official spokesperson is and how to contact him or her.

- Train all designated speakers how to respond to different audiences in both noncrisis and crisis situations.
- Practice and train for interviews. Give pointers to *all* staff in training sessions, as well as to the designated facility speakers.
- Practice interviews, confrontations and debates on the various topics.

Types of Media Contact

Consider the different types of contact you will have with the media as you train.

SCHEDULED INTERVIEW

- May be arranged by the public relations department or by a call directly to you. (Always call your public relations department before accepting an interview.)
- You'll have time to prepare (one hour to one month).
- Try to determine the line of questioning in advance.
- These interviews generally are positive, though not always.
- It could be held in your office/building or in-studio.
- Usually, the reporter is seeking specific information about a defined topic, which he or she will reveal to you. He or she probably will not reveal, however, the specific questions to be asked.

UNSCHEDULED INTERVIEW

- May be from referral from colleague or public relations department.
- Little or no time to prepare.
- You may not be the right resource.
- Can be either positive or negative.
- Reporter usually is tracking a lead about something (e.g. a leak, a statement about quarterly financials, FDA approvals).
- Could be phone call or an interception on the sidewalk in front of your office.
- Could be a call to someone who works at your facility. Prepare *all* employees for calls/information requests, not just from reporters but also from animal rights groups.

AMBUSH

- Usually negative.
- No advance warning (except for seasonal occurrences or concurrent happenings).
- Often you're not the right resource; the reporter just is looking for anyone from the organization.
- Can be defused with the right approach.

Prepare Statements, Educational Material and Documentation for Proactive AND Reactive Use

You should have a variety of informational and educational resources about your organization and its research activities at your disposal. Just because you have them, however, does not mean you necessarily need to use them. Animal rights activists want to put you on the defensive. If you appear to be trying to justify your work too much, they will have succeeded.

SUGGESTIONS FOR BACKGROUND MATERIAL

- A list and brief description of your organization's research projects involving the use of animals
- Institutional Statement on the Use of Animals in Research
- FAQs
- Standard responses to questions
- Number of projects at your organization that do not use animals (this information can be used to put animal research in perspective)
- Videos showing your institution's facilities, research being performed by your organization or similar footage. Make sure all videos you distribute to the press are suitable for public viewing.
- Examples of medical advances that have resulted from animal research
- Your institution's policies and procedures on humane animal care

PREPARING FOR AN INTERVIEW OR NEWS CONFERENCE

- Develop a plan. Prepare three essential points you want to convey.
- State your most important bottom line first, then build with examples in a logical sequence. (Edit yourself rather than be edited.)
- Prepare several quotable statements, each about 15 to 30 seconds long. If the interview becomes difficult, use these as appropriate statements.
- Remember to address concerns of the public and to be honest and sincere.
- Use everyday words, not technical jargon. If a scientific term is used, give meaning. Keep it simple and clear.
- Use descriptive, memorable and colorful phrasing.
- **NOTHING IS OFF THE RECORD.** Don't say anything you would not want to be quoted, seen on TV or read in print.
- Use some numbers and statistics, but not too many.
- If you don't know the answer, don't give an opinion or a guess. Tell the media you will get back to them with that information.
- Be ready for very general questions. This is your opportunity to present one of your prepared responses.

STANDARD LANGUAGE

Similarly, you should have boilerplate language ready to be dropped into press releases. The public relations representative on the crisis management team should compile the information to be included in the statement released to the media and to the public with vital facts. Prepare language on the following:

- The importance of the humane use of animals in biomedical research
- Your institution's commitment to high-quality animal care. Note that you follow rigid policies and procedures to ensure maintenance of quality animal care in accordance with local, state and federal regulations. Also state the importance of good animal care to good research.
- Research projects that use alternative methods to animal models (e.g. computer simulation, cell and tissue cultures)
- Federal and other policies and guidelines for animal care
- The differences between animal welfare and animal rights
- Official sanctions, including:
  - » Current regulations and guidelines followed in the care and use of animals in research
  - » NIH statement of assurance and compliance
  - » AAALAC accreditation
  - » USDA inspection documents

The Media Interview

STRATEGIES FOR INTERVIEWS: CONTENT

Spokespeople should be trained to prepare appropriate responses to questions for both crisis and noncrisis situations *before* an incident occurs.

Spokespeople should reiterate in their responses several of the messages contained in the press release given to the media.

The following are examples of statements that should be addressed by the research facility spokesperson:

- Commitment to medical progress
- Humane care of laboratory animals by veterinary and research staff
- Benefits of research for human and/or animal health
- Loss to patients and families if research project is stopped
- Research time lost on projects
- Total dollar damage, including stolen or harmed animals and physical damage to property
- Potential harm to stolen animals if they are released outside their protective environment
- Stress the seriousness of the "criminal" activity that occurred during the incident and resolve to prosecute to the full extent of the law

Speakers must prepare to answer questions about the public's concerns regarding animals in research. Some of the most common concerns actually are myths propagated by animal rights groups:

- Animals suffer pain and are abused in research labs.
- Stolen pets are used in research laboratories.
- Alternative methods can replace animals used in research.
- Animals have rights and are forced to endure life in labs.
- Animals never should be used for cosmetic or product testing.
- Animal research is scientific fraud; animals are different than people.

STRATEGIES FOR INTERVIEWS: TECHNIQUES FOR DELIVERING RESPONSES

- **SHOW** empathy, sensitivity, confidence and pride.
- **BE** comfortable, honest, friendly, positive and sincere.
- **PREPARE** and practice your answers.
- **ANTICIPATE** difficult questions.
- **USE** simple language, be brief and repeat comments.
- **TAKE CHARGE** and set an agenda of what you want to convey.
- **BEWARE OF** defensive, emotional or confrontational behavior.
- **SIT OR STAND** in a relaxed and comfortable manner.
- **DON'T** act defensive, emotional or confrontational.

PREPARATION TIPS FOR DIFFICULT QUESTIONS

- Don't be intimidated. Watch out for loaded questions (e.g. "Don't you feel like an ogre?").
- Turn a negative into a *positive* statement that supports research.
- If asked to comment on research described as gory, say that you have heard anecdotes or have seen pictures like that, but that you can't comment specifically because you don't know the true facts.
  - » Caution the questioner that many photos and incidents have been staged or that photos depict research done decades ago.
  - » Say, "Animal cruelty today is an exception, not the rule. Many of these photos are from the 1960s, and most were staged for optimum effect."
- Take charge. Don't just answer questions; give your comments with personal feeling but not anger.

STRATEGIES FOR DEVELOPING RESPONSES

- Develop a plan. Prepare three essential points that you want to convey.
- State your most important bottom line first, then build with examples in logical sequence (edit yourself, rather than be edited).

- Prepare several short statements that summarize your work and the mission of your institution — so-called SOCOs (strategic overriding communication objectives). From your SOCOs, develop slightly more expanded versions, or "elevator speeches" (ones you could deliver in the time it takes to get from the first floor to the fifth floor in an elevator). These are often the sound bites reporters use. If the interview becomes difficult, use these statements.
- Remember to address concerns of the public. Be honest and sincere.
- Use everyday words. Do not use technical jargon. If a scientific term is used, give meaning. **KEEP IT SIMPLE AND CLEAR.**
- Use descriptive, memorable and colorful phrasing.
- **NOTHING IS OFF THE RECORD.** Don't say anything you would not want to see on television or in print.
- Use some numbers and statistics, but not too many.
- If you don't know the answer, don't give your opinion or guess. Tell the media you will get back to them with that information.
- If you make a mistake that alters the meaning of your message, pause, correctly restate the word or phrase and continue.
- Keep eye contact with the reporter. Do not look at the camera.
- If you deliver a prepared statement at a press conference, don't read it. Instead, look down to check notes, absorb your thoughts, look up and begin speaking. Maintain contact with the audience.
- Be ready for very general questions. This is your opportunity to present one of your planned responses.

TIP FOR EFFECTIVE INTERVIEWS: CORRECT WRONG ASSUMPTIONS

Don't let it slide if questions contain erroneous information. Correct it.

- Question: Many people are concerned about the large number of stolen pets used in research. What is your institution doing to prevent that?
  - » Answer: I haven't seen any evidence that pets are being stolen and used in research, either here or at other institutions. We take many precautions to guard against this. We buy cats and dogs only from animal dealers licensed by the USDA. We require our dealer to have people who sell their dogs sign a form acknowledging their animals may be used in research. We are evaluating a scanner that can detect microchips embedded under a pet's skin as a means of identification. Although we believe animals play a vital role in biomedical research, there is no place for pets in the laboratory.

TIP FOR EFFECTIVE INTERVIEWS: NEVER REPEAT BUZZ WORDS

Don't echo a reporter's negative statements. Restating the negative is a form of legitimizing the reporter's assumption.

- Question: PAWS says the bone marrow transplant experiment on monkeys is tantamount to torture.
  - » Wrong Answer: We are not torturing animals.
  - » Right Answer: Bone marrow transplants can be a life-saver for people with deadly cancers like leukemia. In this study, monkeys are prepared for bone marrow transplants in exactly the same way that young children are prepared when they receive this treatment. Obviously, we take extreme care. We are studying the effects of enhanced bone marrow treatments on a primate model whose immune system is similar to ours.

TIP FOR EFFECTIVE INTERVIEWS: BEWARE OF HYPOTHETICAL QUESTIONS

Don't be pressured into speculating.

- Question: What if your facility fails a USDA inspection?
  - » Answer: I would prefer not to deal with a hypothetical situation. We operate strictly within USDA guidelines, and I have no reason to believe this will happen.

TIP FOR EFFECTIVE INTERVIEWS: DON'T FALL FOR A OR B QUESTIONS

- Question: Is it true that dogs and cats are stolen for sale to research laboratories or otherwise acquired in illegal ways?
  - » Answer: The likelihood of animals being stolen for sale to a research laboratory is *very remote*, in part because relatively few cats and dogs are used in biomedical research. In fact, approximately 95 percent of all research animals are rodents. In addition, research institutions that use animals acquire them only from federally licensed dealers and other controlled sources.

TIP FOR EFFECTIVE INTERVIEWS: CONSIDER YOUR ALTERNATIVES

You never are obligated to give an interview. Public institutions are obligated to provide information, but this can be presented in the form of a prepared statement.

In a no-win situation, there are advantages to this approach, including that the information is presented in a concise manner, that you are not stating more than you want to or legally are required to say and that it is unlikely you will be misquoted.

Handle bad news with caution — and weigh the advantages versus the disadvantages before granting an interview. Assume there will be a story whether you cooperate or not. It is likely that you have lessened the "news value" of the story because you have limited the information. This is particularly true for television, as you have not provided the live interview that is key to a lead story.

TIP FOR EFFECTIVE INTERVIEWS: IF YOU CAN'T COMMENT, SAY WHY

Keep in mind that a "no comment" or an "unavailable for comment" often makes you look worse. It's better to explain *why* you can't respond (e.g. patient privacy, your data analysis isn't finished, because of licensing arrangements with private companies).

- Answer: Patient privacy prevents me from commenting on that.
- Answer: I haven't seen the story/paper/study to which you're referring, so I'm unable to comment.

Your Relationship with the Media

Build relationships with the media over time. A crisis is *not* the time to initiate a relationship. It is the time to contact those with whom you have cultivated a relationship. Make contacts with television, radio and print journalists, newspaper editors and editorial page directors well in advance.

The public relations representative acts as the liaison between the media and the spokesperson from each department. The public relations staff serves as an important resource for research spokespeople and can brief them on specific reporters, media program formats and policies. Researchers and all staff always should speak with the public relations representative before *any* contact with the media.

SOME POINTERS FOR APPROACHING THE MEDIA

- Merchandise good media in all press releases/conferences regarding new medical advances. Emphasize the role of animal research in this new discovery.
- Analyze the local and state media to determine who is writing about biomedical research and what they are saying. Make contact with these individuals before a crisis occurs and cultivate these contacts by providing access to information and spokespeople.
- In order to sell news, you have to know the media market and the style and audience of the news media outlets. What's interesting for newspapers is not necessarily appealing for TV or radio, as they are classic rivals.
- When you have something newsworthy, suggest to your public relations office that it contact a specific reporter and note that he or she was recommended by you.
- Get to know reporters, news editors and opinion editors. Find out what different newspapers' policies are for submitting letters to the editors or opinion essays.
- Brief reporters — as a single institution or as part of a local or state consortium — on the kinds of ongoing research that use animals and apprise them of the threat to progress by animal rights activists. Should you become a target of the animal rights movement, their support, through editorials and unbiased news coverage, can be invaluable. This is in addition to the important background information you already have provided.
- News is what's different or what people need to know because it affects their lives. Unfortunately, given the choice between a fire and a press conference, the media will choose the fire.
- Work with your public relations/communications department and NCABR to place articles in the television, radio and print media on "warm" topics, or "good news."
- Focus on newspapers first; radio reporters often will read right out of newspapers, and television news gets many of its ideas from newspapers.

- Offer to provide background information on a variety of topics for a reporter — to be his or her "personal guide" through the scientific maze.
- Look for ways to demonstrate your understanding of a complex issue by deciphering it into lay language that ordinary people can understand. This helps make the reporter look good and makes his or her job easier.
- Look for opportunities to provide the local angle to a national issue/emerging story. If you relate them to a specific person, that's even better.
- Look for ways to bring journalists into your circle to make them personally aware of your work.
- Don't push too hard. It takes time to cultivate relationships.
- In announcements about new drug developments and research breakthroughs, highlight the contribution of animal research. By keeping the importance of the humane use of animals in biomedical research in the news, both journalists and the public will be more comfortable with the idea of animal research when a crisis strikes.
- Emphasize the benefits of animal research on animal health.

LETTERS TO THE EDITOR: ANOTHER WAY TO REACH THE PUBLIC

Write letters to the editor that highlight the benefits of animal research whenever the newspaper carries negative stories about research. Write letters thanking the newspaper and praising its efforts to keep the public well-informed of the issues when positive stories appear.

Just as a letter sent directly to your elected official can have tremendous impact, so can a letter to the editor published in your local or state newspaper. Elected officials, their staffs and other influential readers examine these pages every day to gauge constituent sentiment in their home district. A letter to the editor is an especially effective communication tool because it ensures useful media coverage of the points you believe are most important, in your own words.

Here's how to write an effective letter to the editor:

- Determine and comply with the newspaper's requirements for considering letters. These might include typing the letter in a double-spaced format and limiting it to a certain length.
- Write as a concerned, informed citizen rather than as a company employee.
- Add something new to the debate instead of repeating what others already have said.
- Avoid emotion.
- Get to the point quickly.
- Support your assertions with facts.
- Make your own case rather than refuting someone else's.
- Outline concisely the legislative or regulatory action you believe needs to be taken.
- Explain how the public will benefit from your position.
- Identify any special expertise you bring to the issue (as a scientist or physician studying/treating a medical condition in which progress would be impeded if such legislation is passed).
- Sign your name, give your home address, phone number and e-mail address and offer to discuss the letter with the editor if he or she has questions.

By using any of these strategies, you can keep the public informed about the issues surrounding the humane use of animals in biomedical research.

WORKING WITH THE MEDIA

Consider inviting key members of the media into your institution's animal research facilities in a controlled situation. Don't allow a reporter, with or without a camera, to tour the facility without an escort who can discuss the purpose of the research, the policies and procedures of the institution and the care and treatment of the animals.

While there is no obligation to provide media access to certain areas, it is in the facility's best interest to dispel the frequent allegation that "animal abuse atrocities occur behind closed doors in all research centers."

The best strategy is to attempt to accommodate the media's need for visuals without compromising vital research projects. Allow media access to animal facilities on your terms.

- Provide an orientation before reporters go through the facility to prepare them for what they are about to see.
- Tour the facility yourself before the media arrives to ensure everything is in order.
- Alert staff that the media will be on site. Ask for their cooperation in presenting the most professional image of the facility and its staff.
- Consider requests to film or take photographs in your facility carefully. The intense light of video cameras and flashes will cause animals to appear frightened. Additionally, photographs — like sound bites — may be used out of context.
- Determine boundaries for media visits within your facility.
- Which facility locations can be photographed or filmed?
- Which animal species can be photographed or filmed?
- Which areas should not be photographed or filmed?
- Who will escort the media to the designated areas?

TIPS FROM JOURNALISTS

- Scientists need to be trained to work with the media.
- Scientists are reluctant to deal with the media because of fear, because they suspect intellectual dishonesty and/or because they lack familiarity with the rules.
- The media covers events, not ideas.
- "A softball response will not work in a hardball game."
- Be honest about emotions in dealing with animals.
- Convey researchers as humans: caring about animals, having their own pets and concerned about doing procedures that may cause pain or distress for animals.
- Draw distinctions between animal welfare and animal rights.
- Respond to ethical and moral issues.
- Address emotional component but also have statistics ready.

Public Outreach: Children/Students

Note: Additional information on this topic is available from NCABR online (ncabr.org/resources/communityoutreach.html).

School-age students (K–12) may be the most important audience you ever will address. They are eager to learn more about you and your work as a representative of the medical and scientific community. Additionally, teachers welcome the opportunity to have professionals come into the classroom to discuss new developments in science and in medical research.

Unfortunately, there are increasing efforts by certain groups to eliminate the use of animals in medical research and in classroom teaching. These negative influences have begun to turn many students away from interest in the life sciences.

Students at all levels are being encouraged to take a position on these issues without being fully informed. Moreover, those opposed to animal use in research and teaching often also have strong convictions about eliminating animals for food, clothing and entertainment. These groups appeal to the emotional side of impressionable young children and teenagers. Consequently, many students graduate from high school today with a lack of appreciation for science in general, and particularly for medical research.

Animal rights groups actively are engaged in recruiting students by sending newsletters, such as *PETA Kids*, to the schools, developing viral video and other Internet-related campaigns, organizing animal rights clubs and giving classroom presentations.

To reverse this trend, members of the research community should volunteer to become active in public outreach and educational programs to educate students. Education about biomedical research is the vaccination against the next generation of animal rights activities.

When working with students, you may be asked to participate as one of the following:

- Guest speaker in a classroom
- Speaker at your child's career day
- Participant in a school-sponsored debate
- Provider of materials about biomedical research in your workplace on "Take Your Child to Work" days

Your role in the classroom would be to help the students do the following:

- Understand the importance of the humane use of animals in biomedical research
- Discover the benefits and vital role of science and medical research
- Lay the foundation for careers in science and technology
- See scientists and medical professionals as real people who care about their work and their animals
- Gain an appreciation for and understanding of what scientists do
- Learn the facts and dispel the many myths about animal research
- Learn about veterinary care and the rules governing the use of animals

Surveys and focus groups indicate students typically have the following questions:

- How many and what kinds of animals do you use for research?
- Are the animals hurt or tortured?
- What happens when you are done with the animals?
- Do you really take care of the animals after you hurt them?
- Do you think it is wrong to use animals in research?
- Do animals feel pain when or if they die?
- If an animal is cured, how do you know the medicine will work as well on humans?
- Why use animals for cosmetic testing?
- Can't you use a computer? It's almost the same thing.
- Do you think it's right to hurt animals to save humans?

Preparation for Effective Classroom Presentations

Students learn best when they are encouraged to relate their own experiences. The basis for any effective presentation is to allow students to make connections between what they already know and new ideas you are presenting. To accomplish this, try the following:

Let them talk about what they know.

- Allow them to think out loud.
- Permit them to ask questions.
- Let them share experiences and bounce ideas around in small groups.
- A final piece of advice: **A LECTURE WILL NOT WORK FOR THEM OR FOR YOU.**

True or False Student Test

THE USE OF ANIMALS IN BIOMEDICAL RESEARCH

1. People and animals benefit from animal research. **TRUE**
2. The animals most commonly used for research are cats and dogs. **FALSE**
3. Scientists must follow strict rules and guidelines to use animals in research. **TRUE**
4. Laboratory animals suffer pain and distress. **FALSE**
5. Most laboratory animals are from pounds and animal shelters and might be missing pets. **FALSE**
6. People are not used as subjects for medical research. **TRUE**
7. Researchers care about the animals they use in their research. **TRUE**
8. Specially trained individuals work in research laboratories specifically to care for the animals. **TRUE**
9. Research with animals has produced many medical advances that would not have been achieved otherwise. **TRUE**
10. Most animal research is unnecessary. The same things could be learned by using computers or other nonanimal methods. **FALSE**

Know Your Audience

GRADES K–3 (5–9 YEARS OLD)

- Curious about the world around them
- Eager to learn
- Rapid shift of interest/10-minute attention span
- Boundless energy
- Remember and only can follow one or two directions at a time
- Can't understand abstract ideas and reason with concrete things
- "Me"-centered
- Highly impressionable

GRADES 4–6 (10–12 YEARS OLD)

- Interested in concrete things (things they know)
- Like puzzles and challenges
- 20-minute attention span
- Will work in groups
- Can formulate ideas
- Will classify items

GRADES 7–8 (13–14 YEARS OLD)

- Self-conscious, try to be "cool" but may appear aloof
- Want peer approval
- Inquisitive, but may challenge authority
- Can understand some abstract concepts
- Can be restless (need activity-oriented materials)
- Make jokes or put-downs to save face

GRADES 9–12 (15–18 YEARS OLD)

- On the verge of becoming adults
- Able to think in abstract terms
- Can carry on discussions
- Ready to explore careers
- Important to have others think well of them
- May need some prodding to respond to questions

Tips for Presenting to Students

- Bring lots of visual aids and props.
- Do a simple experiment (observe, classify, measure) to involve them.
- Summarize your talk and give students a few items to remember.
- Allow time for a question-and-answer period.
- Use language that is simple and define words that students may not know.
- Leave materials with students or give them assignments.
- Enjoy yourself and show enthusiasm.

Suggestions for Classroom Management

- Make eye contact with the students; they enjoy the attention.
- Organize all materials in advance. Students don't like to wait.
- Use student volunteers to help distribute materials; they like to feel important.
- Request that students raise their hands to participate or else they might all talk at once.
- Practice good safety measures. Children learn by following role models.
- Praise attentive and helpful behavior because this is the behavior you want to encourage.
- Stop and wait for students to let you continue speaking if they become noisy. They probably have heard the "silence method" before and know it means they should be quiet.

Ways to Get Involved

- Contact the principal or a teacher and offer to speak to students. Explain why you are interested in speaking. Think about which grade level you would like to address.
- Use your family or the students you know to help arrange visits.
- Identify and contact heads of science departments within each school district.
- Contact the Parent-Teacher Association presidents and offer to make classroom presentations.
- Contact school librarians.

Public Outreach: Adults

Note: Additional information on this topic is available from NCABR online (ncabr.org/resources/communityoutreach.html).

By speaking at public gatherings, research scientists can have a profound impact on the attitude of the public about science. Scientists can help improve science literacy by explaining what they do, why they do it and how their work benefits human and animal health.

The use of animals in biomedical research is not well understood by many lay people, despite their support of this research through tax dollars and contributions to voluntary health associations and organizations.

The animal rights movement, which seeks to abolish animal experimentation, has exploited this gap (or lack of understanding) to influence public opinion against animal research. The animal rights movement effectively has established some widely accepted misconceptions of biomedical research, including the following:

- Most biomedical research is unnecessary or repetitive.
- Nonanimal methods could replace most animal research if scientists chose to use them.
- Research funds can and should be channeled into the development of new nonanimal methods.
- Animals suffer pain and distress in research.
- There are no laws or regulations protecting animals used in biomedical research.
- Pet animals often are stolen and sold for research purposes.
- Researchers are indifferent to the well-being of laboratory animals.

Consult page 86 (*Frequently Asked Questions*) for more information.

Insight Into Your Audience

Opinion research shows that many Americans are confused about animal experimentation, why it is needed and how it is conducted. Misinformation about animal research, along with strong emotions, fuels the animal rights movement in the United States.

The public — including many of those who concede the necessity for animal research — often questions the motives and behavior of this research. Many people feel that biomedical research is shrouded in mystery and that researchers are not held accountable for the time and money they spend on investigations. Still more serious is the perception that scientists pad or stretch out projects simply to obtain grant money. According to this reasoning, scientists may be experimenting on an excessive number of animals for no good purpose.

Often, the layperson has difficulty grasping why research is repeated. This is one of the main factors fueling the animal rights movement's attack on so-called unnecessary research. It is likely that attitudes will change if people understand the need to verify research, to amplify existing knowledge and to improve diagnostic and therapeutic techniques.

Another prevalent belief is that many researchers are insensitive to the needs of laboratory animals. People are not convinced that researchers are doing all they can to minimize pain and suffering of laboratory animals. Many people are not aware that a staff of veterinarians and animal care technicians have the duty and responsibility for the care of laboratory animals.

Even though some people know that rats and mice constitute the majority of laboratory animals used each year, they often cite pounds and shelters as the primary source of research animals. This indicates the high level of emotional concern about dogs and cats used in research. Thus, while it is essential to stress that the majority of laboratory animals are rodents, it is equally important to explain the need for a small number of other animals, such as dogs and cats, for some types of research. See page 79 for statistics (*Statistics About Animals in Research*).

Keep in mind that most people think science is difficult to understand. They respond best when science and research are discussed in terms of the health and well-being of people like themselves and their families. Drawing parallels between biomedical research and advances in medicine is the best way to capture the interest of a general audience and broaden understanding.

Tips for Effective Public Speaking

Unless you're an accomplished speaker, you should depend upon a basic text that can be altered for each situation. However, look upon that text only as a guide to structure your speech and organize the examples you will use. Speak from notes if you must, but never read your speech.

PREPARING TO MAKE A PRESENTATION

- Tailor your speech to the interests of your audience. A campus student group might be most interested in the policy of its university on the care and use of animals, while the local Rotary Club might want to hear how animal research has affected diseases that commonly strike the adult population.
- Rehearse your material aloud. Test it on friends, family or colleagues who can give you constructive criticism from a nonscientific point of view.
- Learn your concepts and structure so you can "tell" your information. Don't memorize your speech.
- Relax, breathe deeply and exhale slowly for about one minute before you are introduced.

MAKING YOUR PRESENTATION

- Speak slowly. Give the audience time to digest what you are saying. Remind yourself to slow down by putting slash marks between sentences in practice sessions.
- Before beginning to speak, smile at the audience to establish rapport.
- Stand with your weight on both feet.
- Speak loudly enough to be heard easily, but don't shout. Speaking from the diaphragm, not the throat, will help you project with less vocal strain.

- Make a preliminary remark before going into your planned beginning. You might comment on some aspect of the occasion or on a remark made by the program's host — or just say, "I'm delighted to be here."
- Establish empathy with your audience. Let them know you are human through an anecdote.
- Use vocal variety. Let your voice and your delivery reflect the full spectrum of emotions and points of emphasis contained in your presentation.
- Use gestures that complement the expression of your ideas. Avoid distracting, meaningless movements.
- Consider your speech an "enlarged conversation" and speak as naturally as you would to one other person.
- Maintain eye contact with listeners throughout the presentation. If the group is very large, look at listeners in a section-by-section manner.
- Let your enthusiasm for your work come through. People can appreciate and respond to professional dedication even when they cannot truly understand the subject of a scientist's research.

WHAT TO SAY AND HOW TO SAY IT

- Your speech should have an introduction, body (key points) and conclusion. Remember the clarity principle: Every generalization should be followed by a specific example or statement.
- Know your purpose. The introduction will orient listeners to that purpose and motivate them to listen.
- An audience member should be able to answer these questions after hearing your introduction: "How is this information relevant to me?" and "Why should I bother listening?" Be sure to help your audience understand why your topic is relevant to them — especially if you are talking about a highly technical area of research. Tell them what the ultimate impact of the research is.
- The body of your talk should be organized into meaningful groupings, with all key and subordinate points related to your purpose.
- Support your points with facts or anecdotes from your experience.
- Don't use too many facts and numbers — they numb people. Better to use anecdotes and human examples to illustrate a few numbers.
- The conclusion should redirect audience attention to your purpose.
- Make your appeal. If you want your audience to do something, tell them what to do.
- Remember, the average American has an eighth-grade science education. While this may not be true of all groups you address, speak simply and concisely for best communication. It is an opportunity to improve your audience's scientific literacy.
- Provide examples.

RESPONDING TO AUDIENCE PARTICIPATION

- If you are challenged on a statement (such as the necessity of using research animals), you can do much to defuse the situation by acknowledging respect for another's beliefs and values and by framing your statements as "I" messages.
- Never say "you're wrong" if it is clear someone in your audience is making statements based on misinformation. A good way to respond is to ask, "May I tell you something more about that?"
- Asking permission to convey the facts is more likely to induce the person to listen.

PROPS, VISUAL AIDS AND ILLUSTRATIONS

- Visual aids should be used only if they significantly enhance your presentation. Don't feel you have to use slides or overheads, especially if your material lacks pizzazz. With a nonscientific audience, good eye contact and body language that conveys your enthusiasm for your work can be more instructive and memorable than most slides.
- If you do use slides or other audiovisual aids, don't let their content dictate the course of your presentation. Decide what you want to say, then use the slides to illustrate certain points.
- Nothing is deadlier for a nonscientific audience than a speaker droning repeatedly, "And this slide shows…."
- Consider other types of illustrative material that might enhance your presentation (e.g. a piece of equipment, an artifact, a working model for the system about which you are speaking).
- Information on the visual aid should be to the point, easy-to-interpret and interesting.
- Slides and overhead transparencies need to be kept simple: no more than four words per line and four lines per page or slide. The type needs to be large enough to be read from the back of the room. It is better to exclude items with smaller type than to use them and lose your audience because they cannot see the material to which you are referring.
- Most slides for scientific audiences are far too complex for the lay public. Don't use a visual of a chart or graph unless it can be quickly understood by a nonscientist.
- During the time you are using slides or overhead transparencies, try to have the room lights dimmed but not turned completely off. Then, during your presentation, refer and perhaps point to the visuals on the screen, but face your audience as much as possible and maintain some eye contact with them. Don't talk to the screen.
- In most instances, handout materials should be distributed only at the end of your presentation. This prevents listeners from reading while you are talking.

HOW TO HANDLE A DEBATE

You may be invited to participate in a panel discussion or debate with animal rights activists. Decline such invitations until you feel comfortable handling them. If you do encounter vocal opposition, the following suggestions should get you through a confrontation:

- Remember you are representing reason. No matter how great the provocation, control your temper. When your opponents rant and rave, you will win points for your restraint.
- Debate about the issue of the humane use of animals in biomedical research often is not polite. You must be able to hold the floor despite attempts to interrupt you. Raise your voice slightly to override the interruption as you continue to speak. Use body language to assert your authority. Keep your head up and look directly at your opponent in an assertive way. Lean forward and put out your hand as though motioning "stop."
- Refer to page 86 (*Frequently Asked Questions*) for appropriate responses to controversial questions.

The following techniques also work when you want to interrupt a stream of misinformation. When you have difficulty getting a word in edgewise, make a general plea by saying "I'd like to address that point." Then, plunge right in, keeping these tips in mind:

- You are unlikely to convert your antagonist, so direct your energies to convincing the audience.
- Stick to a few basic points that you wish to communicate, such as the necessity for animal research in the past, present and future, and why it is so important.
- Animal rights activists will try to bury you in irrelevant details and misinformation. If you establish your own agenda, you'll be effective.

RESPONDING TO AUDIENCE QUESTIONS

- There are two ways to set up a question-and-answer session following a presentation:
  - » If time is limited, you may wish to have audience members write their questions on index cards to be passed to you when you've finished speaking. Either you or someone you designate can screen the cards, selecting those you want to answer.
  - » An open session is more difficult to control but may be more satisfying to your audience. After you acknowledge an audience member, repeat his or her question to be sure everyone has heard it (and to give yourself time to formulate an answer).
- You should anticipate many questions. Write out expected questions and your answers before your presentation. The session will be more interesting if you can introduce some new information in your responses.
- Again, body language is important. Don't cling to furniture or cross your arms tightly; you want to convey an air of openness and accessibility. Even if a question is irrelevant, appear to be concerned about what the person has to say. Look at the entire audience to maintain contact when responding. If the same question is asked more than once, patiently answer it again.
- When someone asks several questions at once, you are free to choose the one you would like to answer and ignore the others.

- If the question is one you would rather not answer directly, use it to lead into a point you *do* want to make.
- If you don't know the answer to a question, say so. But cite a possible source of the information or offer to get the information for the questioner.
- Always finish on a high note. Don't keep answering questions when audience interest seems to have waned. You can invite those who have unanswered questions to speak to you privately at the conclusion of the program.

Public Outreach: Legislators and Public Officials

Note: Additional information on this topic is available from NCABR online (ncabr.org/resources/govtrelations.html).

NCABR monitors municipal ballot initiatives, federal, state and local legislation and various legal actions pertaining to the use of animals in research.

NCABR encourages individuals in the scientific community to contact their elected officials and make their voices heard on the vital necessity of the humane use of animals in biomedical research. The importance of scientists' participation in the legislative process cannot be stressed enough. Animal rights groups are one of the most powerful grassroots lobbying forces in the country, sending hundreds of thousands of letters with an anti-science message to members of Congress each year. As a member of the scientific community, your voice is needed vitally on Capitol Hill and at the state level, in Raleigh, to combat the misinformation campaigns of radical animal rights activists. By speaking up, you can make a difference! Elected officials want to do a good job representing the interests and views of those they were elected to serve. They value the input of informed and concerned constituents, especially scientists and physicians.

Getting to Know Your Elected Officials

The following tips will help you communicate more effectively with your elected officials, whether by letter, by phone or in person. Using these guidelines, you can enlist the assistance of your legislator to better inform the community about the importance of the humane use of animals in biomedical research and to ensure continued support for this important research.

- Communicate with your elected officials through occasional visits, calls and letters.
- Encourage your institution or company to invite elected officials who represent the district or state in which your facility is located to visit.
- Attend candidate meetings during elections and introduce yourself.
- Participate in your legislator's town meetings.
- Make yourself an information source by providing your officials with current facts about your industry.
- Work on the campaigns of candidates whose views are closest to your own.
- Contribute money to your chosen candidates and volunteer to serve on the campaign finance committee.
- Regularly ask, "How can I help?"

Whether you communicate by letter, by e-mail, by phone or in person, keep your two primary goals in mind:

1. To influence your legislator's decision on a specific piece of legislation
2. To build a relationship with your legislator that will make you a valued source of information on important issues, both now and in the future

SUGGESTIONS FOR GRASSROOTS COMMUNICATION WITH ELECTED OFFICIALS

- Always:
  - » Thank the legislator for considering your views.
  - » Express your opinion clearly and concisely.
  - » Tell your legislator specifically what you want.
  - » Ask for his or her support on the issue.
  - » Thank the legislator again for spending time with you and indicate there may be other issues you will want to raise with him or her at another time.
- Never:
  - » Express views that are excessively ideological or narrow.
  - » Confront or threaten the legislator.
  - » Behave arrogantly.
  - » Overwhelm the legislator with technical detail.
  - » Misinform the legislator.

Addresses and Salutations for Elected Officials

PRESIDENT OF THE UNITED STATES

President [Full Name]
The White House
1600 Pennsylvania Ave. NW
Washington, DC 20500

Dear Mr. President:

UNITED STATES SENATOR

The Honorable [Full Name]
[Room #] [Name] Senate Office Building
United States Senate
Washington, DC 20510

Dear Senator [Last Name]:

UNITED STATES REPRESENTATIVE

The Honorable [Full Name]
[Room #] [Name] House Office Building
United States House of Representatives
Washington, DC 20515

Dear Representative [Last Name]:

GOVERNOR
The Honorable [Full Name]
Office of the Governor
20301 Mail Service Center
Raleigh, NC 27699–0301

Dear Governor [Last Name]:

STATE SENATOR
The Honorable [Full Name]
North Carolina Senate
North Carolina General Assembly
Raleigh, NC 27601–1096

Dear Senator [Last Name]:

STATE REPRESENTATIVE
The Honorable [Full Name]
North Carolina House of Representatives
North Carolina General Assembly
Raleigh, NC 27601–1096

Dear Representative [Last Name]:

Note: You can locate your elected officials online, at:
- senate.gov/general/contact_information/senators_cfm.cfm (for U.S. senators)
- house.gov/house/memberwww.shtml (for U.S. representatives)
- ncleg.net (for state legislators)

Tips for Composing an Effective Letter to an Elected Official
- Write as a constituent, using your home address and personal stationery.
- Identify your subject clearly (describe the legislation about which you are concerned and identify it by bill number, if possible).
- Stick to one issue in each letter.
- Be brief (one-page maximum).
- Stress the public benefits or harm that will result from the legislation you are discussing.
- Emphasize how the legislator's constituency will be affected by the legislation.
- Support your position with facts.
- Avoid angry or abusive comments and never threaten to retaliate at the polls.
- Point out how your background and experience make you an authority on this matter.
- Avoid jargon and technical details.
- Ask the legislator to support your position.

- If you don't get a reply or if you get one that is unsatisfactory, write again or call.
- If the legislator votes your way, write or call to say "thanks." If he or she doesn't vote with you, send a note of thanks for considering your position. Either way, the official will know you're watching.

Tips for Calling Your Legislator

- A phone call can be a very effective way to communicate with an elected official. Follow the general approach outlined on page 74 (*Tips for Composing an Effective Letter to an Elected Official*) and make sure you ask for the legislator's support.
- Your federal legislators have offices in both Washington, D.C., and the district they represent. Similarly, state legislators have offices in both the state capital and the local district. To determine the names of your elected legislators, you can contact the public library, the local Democratic and Republican party offices or the local League of Women Voters, or you can consult the links on page 73 (*Addresses and Salutations for Elected Officials*).
- To reach members of Congress by phone, call the U.S. Capitol switchboard, at 202.224.3121, and ask for the member by name. The operator will transfer you to the legislator's office. You also can locate legislators' phone numbers, e-mail addresses and mailing addresses via the Internet.
- It is important to realize elected officials have tremendously busy schedules and rely heavily on staff members to gather much of their information. If the legislator is unavailable, ask to speak to the aide handling your issue. Explain your views to the aide carefully, ask that they be presented to the legislator and ask for a response.
- Never regard a discussion with an aide as a waste of time. On the contrary, developing a working relationship with an aide can be an important springboard to direct contact with your legislator.
- Always follow up your call with a brief letter thanking the official and the staff member by name for their time and interest. Use this letter as an opportunity to restate your position.

Tips for Making a Visit

- Meeting with a member of Congress or with one of his or her staff members is an important way to pass along information about a specific piece of legislation or concern.
- Try to meet your legislator in the home district, rather than in the state capital or Washington, D.C., whenever possible. He or she visits the home district regularly to keep in touch, and there are fewer distractions.
- Call the legislator's office and identify yourself as a constituent or by whom you represent. Explain to the staff person who takes your request the nature of your concern and indicate that you would like to arrange a brief meeting with the legislator. If the legislator's calendar is full, ask if he or she will be available in the near future. If the legislator is not able to meet with you before he or she votes on your issue, ask to meet with the staff person who is handling the issue or is most familiar with it.
- If a meeting can be arranged, send a brief written communication to the scheduler confirming the specifics of the meeting, including the date, time, location and topic for discussion. To prepare for the meeting, follow the steps outlined on page 74 (*Tips for Composing an Effective Letter to a Public Official*).

- Prepare a one-page summary of the issue you wish to discuss and the arguments in your favor. Leave this material behind after your visit. Legislators are required to take positions on many different issues. In some instances, a legislator may lack important details about the pros and cons of a particular matter. Therefore, it is helpful to share with the legislator information and examples that demonstrate clearly the impact or benefits associated with a particular issue or piece of legislation.
- Be punctual and patient. It is not uncommon for legislators to be late or to be interrupted.
- Be prepared to answer questions or provide additional information in the event the legislator expresses interest or asks questions.
- After the meeting, send a brief thank you letter including the different points discussed and the date, time and location of the meeting.

section 4: information about biomedical research and the role of animals

Statistics About Animals in Research

Note: All statistics referenced in section 4 are the most current available.

- 95 percent of all animals needed for medical and scientific inquiry in the United States are rodents (rats and mice) bred specifically for this purpose. Together, dogs, cats and nonhuman primates account for *less than* than 1 percent of all animals used annually in medical research.
- The majority of dogs and cats used for U.S. medical research — about two-thirds — were bred specifically for research.
- With few exceptions, nearly all the nonhuman primates needed for research are bred at designated primate centers and other institutions throughout the United States.
- Approximately 4 percent of animals used in U.S. research are pigs, sheep, rabbits, frogs, fish and other species (excluding rodents, dogs, cats and nonhuman primates).
- Approximately 85 million cats and 75 million dogs are owned as pets in the United States.
- 56 percent of dogs and 71 percent of cats (roughly 9.6 million dogs and cats) that enter U.S. pounds or animal shelters are euthanized each year because they were not claimed by owners or adopted by others.
- More cats are euthanized than dogs in the United States because cats are more likely to enter a shelter without owner identification.
- Only 15 percent of dogs and 2 percent of cats that enter U.S. animal shelters are claimed or reunited with their owners, while 25 percent of dogs and 24 percent of cats that enter animal shelters are adopted by others.
- Wildlife biologists estimate that more than 1 million animals are killed each day by automobiles in the United States.
- Approximately 4 percent of dogs and 3 percent of cats that had been scheduled for euthanasia are released to research each year in the United States.
- The number of cats used for research in the United States has dropped by 66 percent since 1967. The number of dogs used has dropped by 67 percent.
- The *total* number of dogs and cats used in U.S. research represents about 0.02 percent of all animals killed by automobiles or euthanized in pounds each year in the United States.

Without Animal Research…

Without animal research, each of the following things would happen in the United States:

- Polio would kill or cripple thousands of unvaccinated children and adults this year.
- Each year, many of the 2.6 million newborns with jaundice would instead develop cerebral palsy, which now is preventable through phototherapy.
- Most of the 3 million insulin-dependent diabetics would be dead.
- The United States would experience 1.5 million cases of rubella annually. Each year since 2001, fewer than 100 cases have been reported.
- About 72 million people would be at risk of death from heart attack, stroke or kidney failure from lack of medication to control their high blood pressure.
- The more than 230,000 people with arthritis who receive hip replacements each year would instead be confined to wheelchairs or be able to walk only with great pain.
- More than 1.4 million people would lose vision in at least one eye because cataract surgery would be impossible.
- Death would be a certainty for the nearly 20,000 patients who receive kidney transplants each year.
- There would be no kidney dialysis to extend the lives of the more than 500,000 patients with end-stage renal disease.
- Doctors would have no chemotherapy to save the 85 percent of children who now survive acute lymphocyte leukemia.
- Hundreds of thousands of people disabled by stroke and head injury would not benefit from rehabilitation techniques developed in animals.
- New surgical procedures to repair congenital heart defects, spine defects and brain trauma would have to be abandoned or tried for the first time on children.
- A cure for diabetes would be beyond reach. The new medical devices for controlling and monitoring those with diabetes would not exist.
- The number and variety of medications that keep HIV infections under control would not be available.

- There would be no hope of finding a safe and effective cure for AIDS.
- Development of techniques that may help restore function to paralyzed victims of spinal cord injuries could not continue.
- The 30,000 young people with cystic fibrosis would have little hope of a normal lifespan.
- The 250,000 to 350,000 people with multiple sclerosis would lose the promise of new treatments for the symptoms of this degenerative disease.
- Thousands of schizophrenics would be institutionalized because of lack of understanding of the disease and means to treat it.
- Methods to prevent many cancers never would be found because theories about genetic and environmental causative factors cannot be tested in humans.
- The thousands of children who are born each year due to developments and treatments for infertility never would be born.
- Improvement of hearing through electronic stimulation of the inner ear might never benefit any of the 36 million people with hearing impairment.
- Instead of being eradicated, naturally occurring smallpox would instead continue unchecked and many others would join the 2 million people already killed by the disease since 1900.
- Researchers would be unable to clarify the cause of Alzheimer's disease. Without that knowledge, the prognosis for the 5 million Alzheimer's victims would remain bleak.
- The development of urgently needed new drugs to treat heart disease, cancer and a host of other diseases would be curtailed severely.
- Millions of dogs, cats, other pets and farm animals would have died from anthrax, distemper, canine parvovirus, feline leukemia, rabies and the more than 200 other diseases that now are preventable in animals thanks to animal research.

Animal Research Benefits to Humans and Animals

Benefits to Humans

- Heart disease research
- Coronary bypass surgery
- Stroke treatment
- High blood pressure drugs
- Anemia treatment
- Cancer research
- Chemotherapy drugs
- Organ transplants
- Diabetes research and treatment
- Emphysema research and treatment
- Allergy research and treatment
- Kidney disease treatment
- Development of vaccines for polio, measles, rubella, diphtheria, tetanus and whooping cough
- Infant care
- Alzheimer's disease
- Nutritional treatment for pellagra
- Development of life-saving drugs (e.g. antibiotics, insulin)
- Glaucoma research
- Birth defects research and treatment
- Cystic fibrosis research
- Muscular dystrophy research
- Multiple sclerosis research
- Burn treatment
- Arthritis research
- Artificial joint replacements
- Artificial limb development and testing
- AIDS research
- Tooth and gum disease research

Benefits to Animals

- Vaccines for rabies, distemper, parvovirus and infectious hepatitis
- Treatment for parasites (e.g. heartworm, hookworm)
- Nutrition research for pet food
- Feline leukemia research
- Vaccines for livestock diseases (e.g. hog cholera, anthrax, tetanus, blue tongue in sheep)
- Treatment for vitamin and mineral deficiencies (e.g. rickets, white muscle disease in cattle)
- Vaccine for Newcastle disease in poultry
- Embryo transfer techniques to improve breeding
- Orthopedic surgery and rehabilitation techniques for horses
- Artificial joints for dogs with hip dysplasia

- Genetic research for inherited diseases in pedigree animals
- Pet cancer and heart disease treatment
- Tooth and gum disease research

Roles Played by Specific Animals in Biomedical Research

Primates
- Polio vaccine
- *In vitro* fertilization
- Aging
- Alzheimer's disease
- AIDS
- Gum disease
- Brain tumors
- Malaria
- Alcoholic sclerosis
- German measles
- Periodontal disease
- Parkinson's disease

Pigs
- Dermal tests (patches for travel sickness)
- Plastic and reconstructive surgery
- Cardiovascular research (heart transplants, pacemakers)
- Studies of stress
- Hardening of arteries
- Brain tumors
- Hernias
- Appendicitis

Sheep
- Human pregnancy research
- Fetal alcohol syndrome
- Anthrax vaccine
- Shunt for dialysis machine
- Joint reconstruction
- Organ transplants

Ferrets
- Influenza virus
- Reproductive research
- Canine distemper
- Toxicology research

Chinchillas
- Hearing
- Cholera vaccine
- Sleep research
- Middle ear infections

Guinea Pigs
- Diphtheria vaccine
- Whooping cough
- Immune systems (antibodies)
- Scurvy

Opossums
- Esophagus studies

Chickens
- Cancer research
- Brain tumors

Lobsters
- Motor coordination diseases
- Muscular dystrophy

Hamsters
- Lyme disease
- Diabetes

Woodchucks
- Link between hepatitis B and human live cancer

Leeches
- Stimulating blood circulation in reattached fingers
- Antibiotics, possible anti-cancer agents (leech saliva)
- Nervous system disorders
- Multiple sclerosis

Marine Sponges
- Human immune system

Mice
- Abnormal fetal development
- Organ transplants
- Cancer
- Heart disease, blood clotting disorders
- Deafness, epilepsy, muscular dystrophy
- Brain dysfunction
- Genetic models
- Pneumonia
- How addictive drugs affect offspring
- Whooping cough and yellow fever vaccines

Rats
- Hardening of arteries
- Arthritis
- Diabetes
- High blood pressure
- Organ transplants

Rabbits
- Rabies vaccine
- Garre's disease
- Eye and ear infections
- Emphysema
- Cancer
- Diabetes
- Eye surgery
- Skin disorders
- Rheumatoid arthritis
- Whooping cough
- Bubonic plague

Cats
- Brain research (epilepsy)
- AIDS
- Leukemia
- Cataract surgery
- Lupus
- Deafness
- Spinal cord injuries
- Diabetes
- Glaucoma

Dogs
- Study of behavior
- Heart transplant
- Kidney transplant
- Aging
- Artificial hips and joints
- Diabetes
- Rabies
- Gingivitis
- Rickets
- Cardiac pacemakers
- Cardiac stints
- Angioplasties

Armadillos
- Leprosy

Frogs
- Cancer (antibiotics in skin)

Salamanders
- Heart attacks

Snakes
- Biological activity at the cell surface

Flies
- Genetic research

Electric Eels
- Nervous system disorders
- Multiple sclerosis

Zebrafish
- Genetics
- Blindness, deafness, mental retardation

Horses
- Lockjaw (tetanus)

Frequently Asked Questions

1. Are animals really necessary to biomedical research?

It is unethical and illegal to experiment on humans. For example, it would be unethical to expose humans to the potential of risk without having some data from testing on another living organism. Humans are complex, therefore it is necessary to research and test on animals that are similar to humans to obtain reliable and effective results.

New drugs, devices and procedures must receive legal approval from the FDA before being given to humans. In fact, almost every major medical advance in the last century is due to research with animals. Research on animals provides necessary information to predict how a new drug or procedure will affect humans.

Such medical advancements include the prevention of measles, diphtheria, mumps, whooping cough and polio. Medications to treat mental illness, chemotherapy to treat cancer, antibiotics to treat infectious diseases, heart and cardiovascular surgery, and organ transplants are some of the additional medical benefits from animal research.

Scientists must test medical treatments for effectiveness and new drugs for safety before using them on humans. Small animals bred specially for laboratory use — usually rats and mice — are used to identify any undesired side effects of new drugs, such as infertility, miscarriage, birth defects, liver damage and cancer-causing potential. Once new drugs are proven safe in animal studies, they may be used in clinical studies on human volunteers. These volunteers have the assurance that they may fare better — and will not fare worse — than if they were given standard treatment or no treatment at all.

New surgical techniques also must be devised carefully and tested in living, breathing, whole organ systems with pulmonary and circulatory systems much like those in humans. The physicians and physicians-in-training who perform today's delicate cardiac, ear, eye, pulmonary and brain surgeries must develop the necessary skills before patients' lives are entrusted to their care. Computer models, cell cultures and artificial substances cannot yet simulate flesh, muscle, blood, bone and organs working together in the living system.

If we were to abolish the use of live animals entirely, we would be unable to investigate the effects of how one system (e.g. the nervous system) interacts with another (e.g. the immune system or endocrine system), while monitoring side effects (e.g. effects on respiration, kidney function or heart rate). For specific examples, read about research on birth defects and implications for microsurgery.

2. Because animals and humans are so different, isn't animal research scientific fraud?

There are many similarities between humans and various species of animals.

- **CATS** have helped us know more about sleep disorders such as SIDS, sleep apnea and epilepsy. Cats represent less than 1 percent of animals used in research. Their contributions are valuable not only to humans, but to the feline population, too. Vaccines for feline leukemia and feline

distemper were developed using cats. Other studies involving cats cover vision disorders such as lazy eye, the nervous system and toxoplasmosis, which is caused by a parasite that can infect humans.

- **DOGS** also represent less than 1 percent of animals used in research. A vaccine for canine parvovirus was developed using the dog model. This animal has contributed to our understanding of diabetes and to the development of the heart-lung machine and the first successful kidney transplant. Much of what we know about the human heart and lungs has come from studies with dogs.
- **PRIMATES** share 98 percent of human genes. Much of what we know about the brain, heart disease, Alzheimer's, AIDS, viruses, hepatitis and cancer has come from **MONKEYS** and **CHIMPANZEES**. Primate research has led to many valuable medical breakthroughs. The polio vaccine was developed using primates, as was the treatment of the RH disease. Other research areas involving primates include malaria, heart disease and dental research.
- **MICE** have contributed to our understanding of cancer, aging and immunology, including AIDS. Much of what we know about the immune system has come from studies with mice.
- **RATS** are used as models for Alzheimer's, hypertension, diabetes, cancer and dental studies.
- **RABBITS** have contributed to studies involving eyes and ears, the immune system and cholesterol.
- **PIGS** have hearts very similar to ours, a fact that has led to the development of new drugs for heart disease. Pigs also have contributed to studies on skin disease and burn treatments.
- **SHEEP** were used in finding a vaccine for anthrax. This is a bacterial disease that affects cattle and can be transmitted to humans. Sheep also are models for treatment of kidney failure.
- **WOODCHUCKS** are used in studies of hepatitis B, a viral disease that affects not only humans, but animals and wildlife, too.
- **GUINEA PIGS** are used in nutritional studies as well as in studies of the immune system.
- Many species of **FISH** are used in studies of liver cancer, diabetes, immune systems, vision and heart disease.

3. Do laboratory animals suffer pain?

The use of animals in research and testing is controlled strictly. Veterinarians and their staff are very involved in the care and treatment of laboratory animals. Their job is to ensure the animals are given proper drugs to eliminate pain or discomfort. Researchers realize that the use of animals is a privilege and that those animals, which are helping us unlock the mysteries of disease, deserve our respect and the best possible care. What's more, a healthy, well-treated animal will provide more reliable and valid scientific results.

4. Are animals abused and mistreated?

Poor animal care is bad research. In addition, mistreatment of animals can cause government agencies to fine and/or close down a research facility. Research funds could be stopped. A researcher convicted of cruelty to animals can be suspended, dismissed, fined and even jailed.

The animal rights movement usually relies on a handful of instances that occurred in the 1970s and early 1980s to bolster its claim that animals in research are being abused "behind closed doors" at a medical facility. Federal legislation in the 1980s significantly strengthened the rules and regulations of animal care to prevent this. In fact, many of the pictures of animals depicted in alleged abuse situations actually are cases where the incidents were staged or the pictures manipulated. In addition, pictures depicting routine animal care, such as spaying and neutering, also are used as "evidence" of animal experimentation.

The fact is that in thousands of studies and experiments since 1980, the National Institutes of Health (NIH) has found only a handful of instances in which sanctions were warranted. These sanctions ranged from investigator or institution reprimands to suspension or loss of NIH funds. To date, only two projects, the "Silver Spring Monkeys" study and a University of Pennsylvania baboon head injury project, have been terminated. Neither researcher involved in these cases was convicted of cruelty to animals.

5. Aren't millions of stolen pets used in research?

A total of 94,724 dogs and cats were used in 2007 for education and research in all United States research facilities. Approximately two-thirds of these animals were bred specifically for research; the rest were purchased from highly regulated Class B animal dealers or from pounds, where the animals otherwise would be put to death. The USDA mandates that animals procured from pounds must be held on the pound's premises for five days and on the dealer's premises for an additional five or 10 days. Therefore, the USDA-mandated holding period is 10 to 15 days, providing ample time for owners to locate lost pets or for unwanted animals to find new homes.

According to Merritt Clifton, editor of the animal rights publication *Animal People*, who conducted the only controlled study of pet theft ever completed in the United States, "There simply isn't the demand now to sustain a high-volume market for stolen pets (in medical research)."

Further, very few states allow dogs to be purchased for research from animal shelters, the pound or unlicensed dealers — the only sources of the potential for domestic pets to enter research. According to the American Humane Association, between 8 and 10 million unclaimed dogs and cats are euthanized at pounds and shelters each year because they have been abandoned by their owners and have not been adopted. In a few instances, some animals already scheduled to be killed by a pound or shelter may be released to research. Laws prohibiting the use of pound animals in research mean that additional animals must be raised specially for research use, which increases costs and the total number of animal deaths.

6. Do we have the right to experiment on animals? What about their rights?

It is important to understand the difference between animal rights and animal welfare. Scientists who use animals in research support animal welfare. They are obligated to give the animals respect and ensure their health and well-being. To do otherwise would be irresponsible and unethical.

Ask yourself the following question: "Do you value animals and humans equally?" Animal rights groups believe animals are equal to — or more valuable than — humans. Each of us must decide if we can accept that, in some cases, animals can be studied in research to help scientists find better treatments and cures to improve the health of humans and other animals.

7. Why can't "alternative" methods replace animal research? Why can't computers replace experiments on animals?

It is the stated aim of all medical researchers to use as few animals as possible. Ultimately, it would be ideal if the use of animals could be replaced totally by nonclinical methods. Researchers use nonanimal models — such as computer models, cell cultures and a number of research methods that complement animal studies — whenever possible.

Computer models are used to screen and determine a toxic level of substances in the beginning of an experiment. Cell and tissue studies are important adjuncts of biomedical research. More recently, computer models have become valuable additions to the array of research tools and techniques.

However, living systems are complex. The nervous system, blood and brain chemistry, gland and organ secretions and immunological responses are interrelated. It is impossible to explore, explain or predict the course of many diseases or the effects of many treatments without observing and testing the entire living system. Therefore, final tests must be done on a living model. Blindness cannot be studied in bacteria, nor can high blood pressure be studied in tissue cultures. Surgery cannot be simulated on computers. To study many common and often devastating disorders, there is no choice but to work with animals whose organs are similar to those of human beings.

In fact, following the recent development of these complementary research models, the USDA reports a reduction in the number of laboratory animals used in research. These computer models and other nonanimal models are built using research data generated from earlier animal studies. Without the knowledge gained from this original animal research, nonanimal models would have no basis and work would not be available. To date, even the most sophisticated technology has not been able to mimic all the complicated interactions among cells, tissues and organs that occur in a living body.

Significantly, scientists are bound by law to investigate these interactions before using a new drug or chemical compound in studies with people. In the early stages of a research study, nonanimal models are used to predict amounts of a chemical compound that would cause irreversible harm to a live animal. It then will be tested in living animals and later tested in living people.

Incidentally, there are strong economic incentives to substitute research animals with computers or other complementary nonanimal methods whenever possible. Research animals are extremely expensive to purchase, house and oversee during the research study.

8. What other methods are used in addition to animals in research?
Mathematical and computer assistance, as well as cell, tissue and organ cultures, are useful in the preliminary stages of research. Mathematical models can improve an experiment's design and help predict an organism's response to varying levels of exposure to a particular chemical. Computer data banks offer the ability to share results with other researchers, which reduces test duplication. Culture tests can give some information about a compound but cannot predict how it will affect a living system. The only way to get a complete picture of how a substance or procedure will affect a living system is to test it on animals.

9. Why are animals used for cosmetic testing?
Testing these products on animals is necessary to ensure our safety.

Until 1938, the United States had no product safety testing laws. Consumers took their chances whenever they took drugs, applied cosmetics or used cleaning products, art supplies or industrial chemicals. In the 1930s, untested products twice caused tragedies: An eyelash dye resulted in numerous cases of blindness and at least one death, and a cough remedy caused 107 deaths. Congress responded in 1938 by passing the Federal Food, Drug, and Cosmetic Act, which required for the first time that all drugs be tested for safety before being marketed. Today, the FDA is only one of several federal agencies that regulate the safety of various consumer products and chemicals.

Cosmetics are listed under the category of product testing. Product safety testing ensures that products such as shampoo, deodorant, sunscreen and household cleaning products are safe when used as directed. The testing provides information for poison control centers and emergency room doctors in the event a product is not used properly. Using products without first being tested can result in permanent harm, including blindness.

Not all product testing involves animals. The federal regulations for the approval of new drugs or pesticides require animal test data, while cosmetic safety laws simply require that product safety be demonstrated. However, even when regulations require some animal data, animals are used sparingly, with every effort to keep the numbers to a minimum.

Scientists first review existing data on the chemicals in the product. If their safety already has been established through prior animal testing and safe human use, no further animal tests may be needed. If the ingredients are very similar to ones already in use, nonanimal tests using cell or tissue cultures may be all that are needed before proceeding directly to clinical studies with human volunteers. If a product includes new chemicals or involves a different kind of use (e.g. an aerosol spray instead of a skin ointment), additional animal and nonanimal tests may be needed to determine whether the new ingredients or new application pose a danger. Database research and computer analysis of the chemical structure or physical and chemical properties of the new ingredient may be used to predict likely effects. Animal tests are used when neither the existing safety information nor nonanimal tests can provide enough information about how the compound could affect human health, animal health and the environment.

10. What happens to the animals once an experiment is completed?
Most animals are euthanized in order to study their tissue. Animals whose tissues are not needed may take part in additional experiments. Most often, the animals are not allowed to take part in more than one major surgical procedure. Other animals are adopted out to families and many others live out their natural lives and are cared for in research facilities, although they never again are used for research.

11. Why do veterinarians, who pledge to take care of sick animals, work with researchers who experiment on them?
Veterinarians choose their career because of their concern for animals — and they are very involved in the care and treatment of laboratory animals. Consequently, laboratory animals are healthier and more comfortable. Veterinarians realize the results of animal research improve the health of both animals and humans.

12. How has animal research helped our pets and other animals?
The same methods that have been developed to prevent and treat diseases in humans have improved the lives of countless animals. More than 80 medicines and vaccines developed for humans now are used to heal pets, farm animals and wildlife. Pets, livestock and animals in zoos live longer, more comfortable and healthier lives as a result of animal research.

Animal research has helped develop animal vaccines to fight diseases such as rabies and distemper in dogs and cats, feline leukemia, infectious hepatitis virus and tetanus. It also has led to treatments for heartworm, therapies for cholera in hogs and preventive techniques for both tuberculosis in cattle and influenza and encephalitis in horses. Where would animal care be today without vaccines against rabies, distemper, feline leukemia, tetanus, parvovirus, infectious hepatitis and anthrax?

Animals have been helped with treatments for artificial joints for dogs, treatments for pet cancer and heart disease, antibiotics for infection and treatments for vitamin deficiency in animal diseases such as rickets. Techniques such as ultrasounds and CT scans commonly are used in veterinary medicine today.

Animal research has helped preserve some nearly extinct species, such as the California condor and the tamarins of Brazil, due to new reproductive techniques being applied to endangered species. It has contributed significantly to programs of artificial insemination in endangered species such as elephants and pandas. In fact, according to *The New York Times*, "Nearly every medical procedure now done on humans is being used or studied for use at the nation's leading companion animal medical centers."

13. How many animals are used in research?
Approximately 20.5 million animals are used annually in research and testing.

Rats and mice bred specially for research account for 95 percent of all animals used in research. Less than one quarter of 1 percent are nonhuman primates. Less than one half of 1 percent are dogs and cats. The remainder include rabbits, guinea pigs, sheep, pigs, fish and insects.

Thanks to genetic research, laboratory animals now can be bred to mimic some human conditions, including tumors. Species that reproduce quickly and have genomes that are very similar to humans are especially useful in understanding diseases and in finding treatments for them. Such animal models for human disease allow scientists to use fewer animals to derive more reliable and faster information than was possible ever before.

14. Where do scientists get their animals?
Most scientists use animals that are bred specially for research.

The animals most commonly used in research are rats, mice and other rodents. Scientists purchase these animals from animal breeders. Small numbers of other animals are used in research, including pigs, sheep, other farm animals, dogs, cats and primates.

Dogs, cats and primates constitute less than 1 percent of research animals — and there are special rules about obtaining them for research. For example, primates from threatened species may not be caught from the wild and must therefore come from breeding colonies. The use of primates, dogs and cats in research is governed by the federal Animal Welfare Act (AWA). The AWA requires that those who sell dogs and cats for research be licensed and requires that research animals be given proper care. Approximately two-thirds of the dogs and cats used in research are bred for research, and the rest are “random source” animals from Class B dealers or pounds and shelters.

Researchers may buy purpose-bred animals from USDA-licensed breeders or raise them in their own breeding colonies. Purpose-bred animals tend to be young, share a common genetic background and are small in size. These characteristics make them suitable for some kinds of research but unsuitable for others. In particular, when scientists want to study heart disease, organ system failure, bone defects or joint disorders, they need to use animals that are large, physiologically mature or even elderly, and that represent a genetically diverse population. Approximately 9.6 million unwanted dogs and cats are killed in our nation’s pounds annually. Less than 1 percent of these animals would be needed to provide the random source dogs and cats required for medical research.

The AWA permits scientists to obtain dogs and cats for research directly from pounds. Unfortunately, scientists cannot do so in many places because animal activists have insisted on laws or policies forbidding this. In those cases, scientists must rely upon a second category of USDA-licensed dealers who handle random-source animals. These dealers are allowed to purchase dogs and cats directly from their owners, from pounds and from other USDA-licensed dealers. They must comply with

special record-keeping and -holding provisions to protect against pet theft and to give owners time to recover lost pets.

The USDA is diligent about enforcing these provisions. USDA inspectors use dealer records to check whether the person listed as the owner really did provide the animal. Over the last several years, the USDA has issued steep fines against dealers whose records were incomplete or false, and several who were guilty of serious violations were put out of business. According to the animal activist publication *Animal People*, these law enforcement efforts have "virtually halted thefts for laboratory use."

No scientist would want to use someone's pet, and the AWA has numerous provisions to ensure pet dogs and cats do not accidentally end up as research subjects.

15. What laws protect animals in research?

Animal care and use has many laws, regulations, standards and guidelines to protect animals used in research. The main federal law is the Animal Welfare Act. The Animal and Plant Health Inspection Service within the USDA is responsible for administering the act. It sets standards of cleanliness and care, including veterinary care and the use of painkillers for research animals. The act requires that animal dealers be licensed and inspected. The USDA is required by the act to conduct unannounced visits to all registered research facilities at least once a year.

Under the Department of Health and Human Services, the Public Health Service maintains rules and regulations for animal care and use and maintains the Policy on the Humane Care and Use of Laboratory Animals. The Public Health Service requires all research facilities that receive National Institutes of Health funding to follow these guidelines. In addition, the Office of Laboratory Animal Welfare OLAW within the National Institutes of Health significantly oversees laboratory animal care, maintenance and use.

The Institute of Laboratory Animal Resources, under the National Academy of Sciences, prepares the *Guide for Care and Use of Laboratory Animals*.

Each research facility must have an animal care and use committee (IACUC) that reviews every research project to ensure that animals are treated responsibly and humanely. Such committees are composed of veterinarians, researchers, representatives from the scientific community and at least one community member that is not affiliated with the facility, such as a minister or an employee of the Society for the Prevention of Cruelty to Animals. An IACUC oversees and evaluates all aspects of an institution's animal care and use programs.

In addition to federal and state law, there are a number of associations and societies that work to support and assist biomedical research firms and institutes. Among them are the American Association for Laboratory Animal Science, the Association for Accreditation and Assessment of Laboratory Animal Care and the North Carolina Association for Biomedical Research.

16. What are some of the medical advances made as a result of using animals in research?

The list is almost endless. Virtually every major medical advance in the past century has depended on animal research. Some examples are:

- Vaccines against polio, diphtheria, mumps, measles, rubella and smallpox
- Open heart surgery
- Kidney, liver, heart, lung and pancreas transplantation
- Antibiotics and medications for ulcers, mental illness, arthritis, asthma, epilepsy and high blood pressure
- Treatment for many forms of cancer, including leukemia, lymphoma, breast cancer and Hodgkin's disease
- Development of artificial blood vessels
- Measurements related to stroke recovery
- "Clot buster" drugs used for the treatment of heart attack and stroke
- Development of treatments for cystic fibrosis
- Treatment for pneumonia and influenza
- External filtration of blood for patients awaiting liver transplant
- Advances in a vaccine and therapy for HIV/AIDS

In addition, many of the advances in veterinary medicine are the direct result of research with animals.

- Vaccines for rabies, heartworm, feline leukemia and many other pharmaceutical products used to promote health in animals have been developed as a result of animal research.
- The parvovirus vaccine, routinely administered by veterinarians, has saved the lives of many dogs.
- Pacemakers for both humans and animals were developed through research on dogs.
- Research in reproductive physiology on animals has helped save certain species from extinction.

17. Why do some people still experience side effects after a compound has been found safe in animals?

Even after years of intensive study and a comprehensive evaluation of all the data, medicines sometimes cause unexpected side effects in general use. Those who campaign against animal research frequently cite such side effects as an argument against animal testing — but to do so is to misunderstand the careful, step-by-step nature of the research process.

No one expects animal studies to provide all the necessary information, and final decisions never are made solely on the basis of animal testing. Rather, animal studies enable researchers to move as close as possible to the human situation before a new medicine is tested and used in people. All medicines approved by the FDA, even those later found to have unexpected side effects, passed all the testing stages, including nonanimal, animal and human research.

No amount of testing can guarantee to identify all of the possible side effects for every person who may take a medicine. For instance, a reaction that occurs at a rate of 1 in 100,000 people — or even

at a more frequent rate of 1 in 10,000 — might not be seen until very large numbers of people use the medicine. On the other hand, no human ever should be put at risk because of a reluctance to do the necessary and adequate testing on animals.

18. Do researchers care about the animals they use?

Researchers are no different from other people in their attitudes toward animals. Scientists are concerned about their research animals, both for humane reasons and because healthy test animals are necessary for valid research results. Stressed animals don't yield reliable data. In addition to humane considerations, it is in the scientist's best interest to ensure the well-being of his or her research animals. That is why researchers constantly are looking for ways to provide enrichment for animals in their care. This can be something as simple as a food supplement or toys, or it could mean changing their enclosures to allow the animals to socialize.

19. Why test on animals instead of humans?

Not all compounds are tested on whole animals before being tested on humans. In some instances, *in vitro* techniques are a perfectly suitable substitute for whole animals. For example, *in vitro* techniques might be used to determine whether a reformulated topical antibacterial ointment or sunscreen is likely to cause skin irritation in humans, and if so, to what degree. If the compound passes the *in vitro* test, it might then be tested directly on humans without first using whole animals.

Second, humans are used extensively in tests, sometimes after initial testing on whole animals and sometimes without such testing. Studies of this sort are called clinical trials; usually no fewer than three clinical trials are conducted prior to a compound being approved by the FDA.

The first clinical trial is made up of a small group of volunteers. If the compound is shown to be safe and effective with this group, it then is tested in a second group that is larger than the first. If the results from the second group are positive, it then moves to the third clinical trial, which usually involves a very large group of volunteers. Only after passing through this extensive process, which includes both human and animal testing, will a compound be approved by the FDA for general use.

There are, of course, philosophical and ethical issues to consider. On the most basic level, most of us believe it is important for medical doctors to understand the healthy body and diseases as well as other health-related conditions that can diminish our quality of life (e.g. trauma, aging and birth defects).

In conducting research to further this understanding, the best model for research must be considered. Should we use whole living animals when acceptable alternatives exist? Most people would say no.

And most people would say that it is unethical to use human beings as the initial experimental subjects for many types of basic research (especially those requiring invasive procedures). Nor would most people say it is ethical to use humans for the initial "whole animal" tests of promising

compounds whose direct effects and side effects cannot be predicted with reasonable confidence from *in vitro* studies alone.

20. What is the difference between "animal rights" and "animal welfare"?

"Animal rights" is the belief that animals are not ours to use — for food, clothing, entertainment or experimentation. There are dozens of animal rights groups in the United States. These groups vary greatly in the type of opposition they display to the varying uses of animals and in how they oppose these uses. Some groups only oppose using animals in research, while others oppose the use of animal products in clothing (e.g. leather shoes, fur coats, wool sweaters and silk shirts). Methods of protest vary from educational outreach in elementary schools to vandalism, arson, harassment and physical attacks. As of 2005, the FBI listed an animal rights group, the Animal Liberation Front, and its sister organization, the Earth Liberation Front, as the top two domestic terrorist groups in the United States.

Animal rights, as a movement, originated following the 1975 publication of the book *Animal Liberation*, by Peter Singer. The book drew comparisons between discrimination against humans (racism) and discrimination against animals (speciesism).

"Animal welfare" is a term that arose after the 1966 enactment of the federal Animal Welfare Act. The term is used by government-employed research compliance inspectors and veterinarians/scientists employed by companies, hospitals and universities that perform animal research, all of whom are charged with ensuring detailed regulations are followed when using animals in research. People who promote animal welfare condone the controlled use of animals in research under the strict guidelines of the Animal Welfare Act and its numerous amendments. Proactive animal welfare advocates also adopt the same high standards for the use of rats, mice and birds in research, which are not included in the Animal Welfare Act.

21. What are the "Three R's"?

All researchers subscribe to the "Three R's": reduction, refinement and replacement. These are guideposts to lessen animal use in research, including product safety testing. In 1959, two British scientists, William M.S. Russell and Rex Burch, first described the "Three R's" in *The Principles of Humane Experimental Technique*.

REDUCTION

Reduction refers to methods that result in fewer animals being used to acquire the needed information. For example, scientists are developing a number of *in vitro* tests to assess eye and skin irritation. In an *in vitro* test, scientists apply a substance to human or animal cells/tissues in a laboratory container rather than in a living animal. This reduces, or in some cases eliminates, the use of animals in eye and skin irritation safety evaluations. Overall, working toward reduction means fewer animals are being used in medical research. Scientists now are able to be more confident in the results they achieve. This confidence means fewer animals are required to ensure the results are valid.

REFINEMENT

Refinement concerns the manner in which animals are treated. This covers areas such as animal housing and veterinary care. The principle of refinement ensures that animals involved in scientific research are treated with care and respect. Refinements alter procedures to eliminate or minimize discomfort, including new and more effective anesthetics and analgesics, species-appropriate housing and enrichment activities. Enrichment activities mean that, whenever possible, animals are housed in groups rather than in individual cages and that they play with materials similar to those found in their natural habitats. These activities alleviate boredom and enhance psychological well-being.

REPLACEMENT

Replacement means substituting conscious living higher animals with insentient material. These insentient materials include computer modeling, cell cultures and *in vitro* techniques. These techniques can replace some of the existing animal tests in some cases, but it will be many years before nonanimal techniques make all animal tests redundant. One example of progress is the fact that laboratories no longer use rabbits for pregnancy tests. In the past, technicians injected a urine extract from a woman into a rabbit and later tested the rabbit to see if the injection had caused the animal to ovulate. If so, the pregnancy test was positive. Imagine the numbers of animals used to determine pregnancy in a single year! Today, however, a simple, commercially available test achieves the same result.

Quotes From Animal Rights Activists

"The life of an ant and the life of my child should be accorded equal respect."

MICHAEL FOX, HUMANE SOCIETY OF THE UNITED STATES

"I wish everyone would get up and go into the labs and get the animals out and burn them down."

INGRID NEWKIRK, PRESIDENT AND FOUNDER, PEOPLE FOR THE ETHICAL TREATMENT OF ANIMALS (PETA)

"There is no rational basis for saying that a human being has special rights. A rat is a pig is a dog is a boy. They're all mammals."

INGRID NEWKIRK

"Everything we are doing lays the foundation for the one day when animals will have rights. … We need to get in their faces and sue the animal users so often they don't know which courtroom they're supposed to appear in next."

VALERIE STANLEY, ATTORNEY, ANIMAL LEGAL DEFENSE FUND

"We're looking for good lawsuits that will establish the interests of animals as a legitimate area of concern in the law."

INGRID NEWKIRK

"Even if animal research produced a cure for AIDS, we'd be against it."

INGRID NEWKIRK

"If we really believe that animals have the same right to be free from pain and suffering at our hands, then of course we're going to be blowing things up and smashing windows. … I think it would be great if all of the fast food outlets, slaughterhouses, these laboratories and the banks that fund them exploded tomorrow."

BRUCE FRIEDRICH, PETA

"Our nonviolent tactics are not as effective. We ask nicely for years and get nothing. Someone makes a threat, and it works."

INGRID NEWKIRK

"Arson, property destruction, burglary and theft are acceptable crimes when used for the animal cause."

ALEX PACHECO, DIRECTOR, PETA

"In the end I think it would be lovely if we stopped this whole notion of pets all together."

INGRID NEWKIRK

"The cat, like the dog, must disappear. …We should cut the domestic cat free from our dominance by neutering, neutering and more neutering, until our pathetic version of the cat ceases to exist."

JOHN BRYANT, *FETTERED KINGDOMS: AN EXAMINATION OF A CHANGING ETHIC*

section 5:
vendor contacts