



# Strategic Plan 2025-2027

*Let's Expand Our Effective Organization Together*





***"Ahimsa is 'dynamic harmlessness,' which encourages nonviolent action to create positive changes."***

**—Jay Dinshah, founder**



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# Executive Summary

Since 1960, American Vegan Society (AVS) has been promoting a compassionate, healthful, and sustainable lifestyle, empowering individuals through education and advocacy.

**Our most monumental program** is the **American Vegan Center (AVC)**. This welcoming hub in Philadelphia's historic district attracts vegans and pre-vegans, international visitors and locals, offers reliable information about vegan living and cuisine, and hosts engaging activities such as cooking demos, open mic nights, lectures, activist networking, and veg history walking tours. This international tourist attraction is a combination of museum, information, community center, and delicious vegan food.



Our national programs **Welcome to Veganism** and **Building National Vegan Community** help people go vegan and stay vegan. We provide educational resources especially geared to people learning about veganism. Our celebrations, community support, and collaboration with other organizations create positive environments for networking, friendship, and unity.



Our goal is to help **create a world where animals live free from exploitation**. Our role as a change agent utilizes a friendly, welcoming style.

Our founder, **Jay Dinshah**, went vegan on the spot when he saw dairy cows at a slaughterhouse in Philadelphia in 1957. He was the first person who toured the U.S. speaking about veganism, and taught people how to say the word vegan and be vegan.

The AVS operations **budget for 2025 is \$360K**: over 85% of which goes to program services and payroll for program services. One-third of our budget goes to our main program, the American Vegan Center. We have the capacity to absorb greater gifts, which will enable goals for 2026 and 2027 to happen sooner.

You have the opportunity to invest in more than an organization. AVS is a team of compassionate, hard-working, dedicated people accomplishing a mission. This strategic plan details how your money will propel us into the future. **Together, your money and our energy** will reach more people, provide essential resources, and advocate for a compassionate and sustainable world for all living beings. Contact us: [info@americanvegan.org](mailto:info@americanvegan.org).





# Change Agent

## *Who We Are and What We Do*

Carrie Fitch, Barata El, and Vance Lehmkuhl at the 2024 Animal & Vegan Advocacy Summit.





# Mission, Vision, Values

## Mission

The American Vegan Society (AVS) promotes a compassionate, healthful, and sustainable lifestyle, empowering individuals through education and advocacy—since 1960.

## Vision

We envision a world where animals live free from exploitation.



## Core Values

AVS core values are a commitment to vegan living expounded with compassion, education, integrity, and nonviolence.

## Ethos

AVS utilizes a kind and welcoming voice, respectful of everyone, regardless of where they are (or are not yet) along a vegan journey. AVS advocates nonviolently for the abolition of the use of animals. AVS practices the core values in all aspects of our work and encourages others to do likewise:

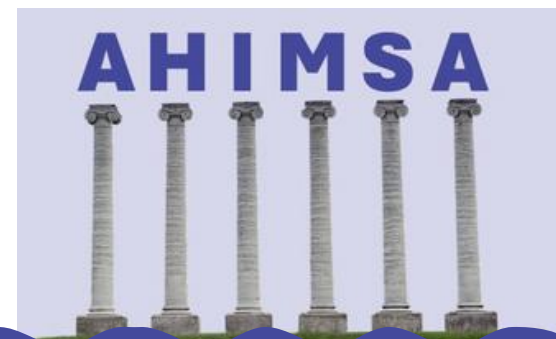
**The Golden Rule** Treat others as you want to be treated: extended to all animals, human and nonhuman.

**Reverence for Life** All life has value; respect it, and treat it with utmost care.

**Dynamic Harmlessness** Do the least harm and the most good.

### The Six Pillars of Ahimsa

- ABSTAINING** from Animal Products
- HARMLESSNESS** with Reverence for Life
- INTEGRITY** of Thought, Word, and Deed
- MASTERY** over Oneself
- SERVICE** to Humanity, Nature, and Creation
- ADVANCEMENT** of Understanding and Truth



# Board of Directors



**Freya Dinshah**  
**President/Treasurer**

Freya Dinshah began working daily at AVS in 1960. She has led AVS as Board President and President of the Staff since 2000, and is retiring in 2025. Freya is the author of *The Vegan Kitchen*, the first vegan cookbook in the U.S. (1965), and coauthored *Apples, Bean Dip, and Carrot Cake: Kids! Teach Yourself to Cook* (2012) with her daughter Anne. Freya has been a key organizer for national and local vegan events throughout the decades. She enjoys hiking, swimming, yoga, and two grandkids.



**Barata El**

Barata El met the Dinshahs at AVS in 1980. Barata is a lifelong resident of South Jersey who became vegan on July 1 1991. In addition to his role as a board member (since 2022), he MC's the American Vegan Garden Party, hosts open mic nights at American Vegan Center, writes articles for *American Vegan* magazine, and is an accomplished poet. Barata is a retired sergeant law enforcement officer with the NJ Department of Corrections. He loves to visit friends, animal sanctuaries, and vegan restaurants, and is active with Revolution Philadelphia protests.



**Sarah Filippi-Field**  
**2VP/Assistant Treasurer**

Sarah Filippi-Field has been a volunteer at American Vegan Society since September 2015, the year she went vegan. She became second vice president in November 2018. Sarah is a South Jersey native and Rutgers University-Camden alum, graduating in 2019. She joined the board in 2024 and is learning a new role of Board Treasurer. In addition to animal-rights activism and trying new vegan food, Sarah enjoys hiking, playing violin in a string ensemble, and traveling.

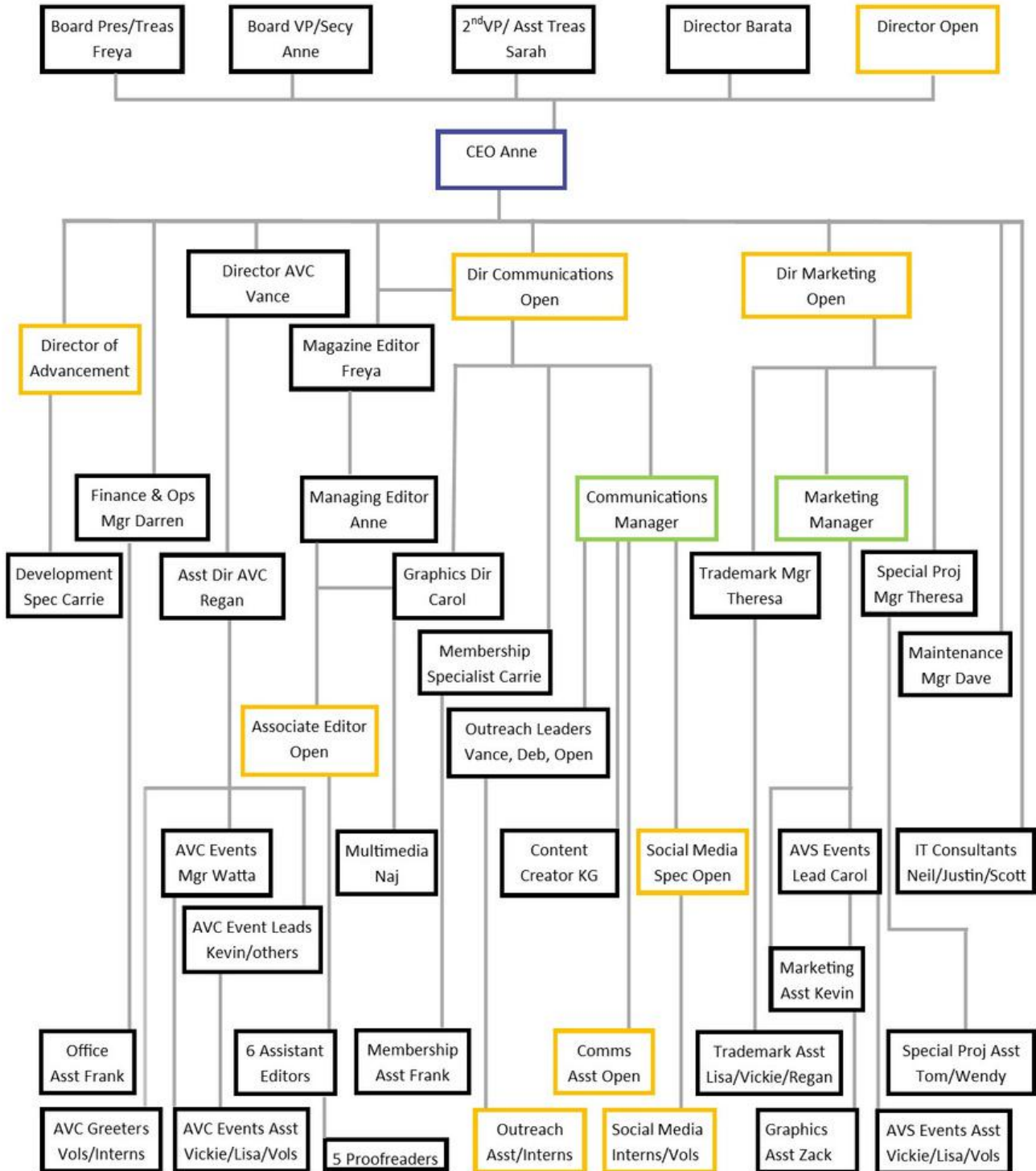


**Anne Dinshah**  
**CEO = Coaching Effective Organization** (new role in 2025 after bylaws change)

Anne Dinshah is also board vice president and secretary. She leads the AVS staff team into the modern era by infusing new ideas, securing funding, fostering enthusiasm, and promoting teamwork. Anne brings team-based leadership from her career as a professional rowing coach to building AVS' winning crew. Anne enjoys swimming, diving, nature photography, chainsawing dead logs, being the ventriloquist for AVS mascot Hannah Hen, and life with her kids, Clint and Nardos, who volunteer at AVS.

# Organizational Structure

Full names, photos, and bios are available at [AmericanVegan.org/personnel](http://AmericanVegan.org/personnel) page.



Yellow is where we could have people; green is more urgent.  
 May 2025 Freya becomes President Emeritus, so someone new will join the Board.

Staff positions in yellow and green boxes are those we plan to fill when funding becomes available, with green being the most urgent. May 2025 Freya becomes President Emeritus, so two new directors will join the Board in 2025.



***“Whatever we are to do, we must always use the powers of love  
and compassion never the negative forces of hatred and selfishness”***  
—Jay Dinshah





# Our Strategic Goals

*Our strong foundation and clear steadfast ethical message elevates veganism to a higher level of esteem.*

*Since 1960 we have responded to the needs of the vegan movement and continue adjusting program areas.*

**AVS is the foremost advocate in the U.S. promoting veganism with dynamic harmlessness.**

- Empower individuals to find their compassion via education and advocacy.
- Encourage a sustainable healthful lifestyle that respects all living beings.

**AVS is the nexus of a national vegan community.**

- Foster a sense of belonging among vegans and pre-vegans via info and celebration.
- Collaborate with organizations to build and strengthen the vegan movement.

**AVS is the premier resource for reliable information on veganism.**

- Enhance public awareness and accessibility, and provide real-life experience.
- Increase the visibility and availability of vegan options and support.



Students at the Academy of Culinary Arts with cookbook gifts from AVS, Chef-educators Suzanne Feye (2nd from left) and Linda Wohlman next to Freya Dinshah (in pink at right).



# AVS Theory of Change

*Doing Democracy: The MAP Model for Organizing Social Movements*, Bill Moyer et al. (2001), presents a framework for social movements to develop theories of change by identifying four activist roles:

- the citizen, referring to the involvement of ordinary citizens in activism
- the rebel, those who are most visible in a movement, get the most media and public attention
- **change agents, those who are focused on educating the public**
- the reformer, those who are engaged in lobbying and parliamentary work

## AVS is a Change Agent

The American Vegan Society's Theory of Change is a comprehensive plan for AVS as a significant force in the vegan movement which will achieve a world where animals live free from exploitation. The main barriers to people becoming vegan are education, awareness, resources, and community. AVS serves to alleviate the barriers in order to realize the vision through three main programs: the American Vegan Center, Welcome to Veganism, and Building National Vegan Community.

Each initiative provides the tools needed to inspire vegans, pre-vegans, and vegan-curious individuals to advance their compassionate connections. Participants eliminate the use of animals from their lives and drive meaningful social change.

Key engagement strategies include:

- Providing accessible, reliable, educational information about veganism
- Organizing community support and validation through events
- Promoting practical resources such as recipes and products
- Creating positive reinforcement and celebration of vegan milestones and culture
- Offering opportunities for direct interaction with vegan experts

*“Gently encourage people who are already motivated to go veg\*n for health or environmental reasons to learn about the benefits of their actions for animals too.”*

—Faunalytics 2021 study “Going Vegan or Vegetarian: Motivations & Influences”

## Who We Serve

- **Vegan-curious** individuals looking for initial information and motivation to explore veganism: people actively seeking to adopt or learn about a vegan lifestyle
- **Pre-vegans** requiring guidance and information to transition to a vegan lifestyle
- **Vegans** seeking community and continued support
- **Animal-rights advocates** passionate about the ethical treatment of animals and reducing animal cruelty
- **Environmentalists** concerned with sustainability and the environmental impact of their dietary choices
- **Health-conscious individuals** interested in the health benefits associated with a plant-based diet



# Demographic Analysis

AVS' primary supporters and followers are:

- United States residents, but we are cognizant that people around the world watch our actions
- Significant followings in cities such as Philadelphia, New York, Los Angeles, and Vineland NJ which is the city closest to the Malaga headquarters
- Mostly aged between 35 and 64 years (69.9%)
- Predominantly women (74.7%)

## Top Countries

- **United States: 81.6%**
- United Kingdom: 2.8%
- Canada: 1.8%
- Australia: 1.1%
- India: 0.9%

## Top Cities

- **Philadelphia, PA: 5.1%**
- New York, NY: 2.9%
- Los Angeles, CA: 1.2%
- Vineland, NJ: 0.9%
- Buffalo, NY: 0.5%

**Gender Distribution: Women: 74.7%, Men: 25.3%**

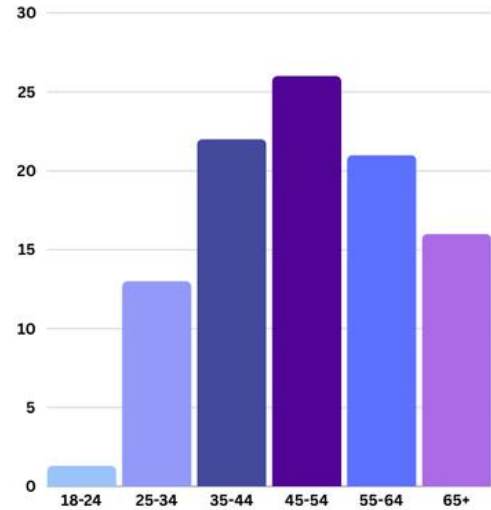
Only binary reports are currently available from the platforms we use, but we are gender inclusive and strive to improve this statistic.

Statistics are from analyzing our website, LinkedIn, Facebook, and Instagram.

\*Our print magazine, *American Vegan*, also serves people who do not rely on modern technology, who are not represented on this graph, especially in the 65+.

## Age Distribution

- 18-24: 1.3%
- 25-34: 12.5%
- 35-44: 22.3%
- **45-54: 26.2%**
- 55-64: 21.4%
- 65+: 16.3%\*



## How We Work

Effectively engaging with the identified target market and demographic groups, AVS uses and will increase the following strategies:

- **Leveraging Social Media** to share educational content, success stories, and event information
- **Organizing Events** to engage local supporters
- **Creating** tailored content that focuses on the health benefits and ethical aspects of veganism
- **Collaborating** with other vegan and environmental organizations to amplify outreach efforts



# How It All Connects

Theory of Change: Cause-Effect Relationships



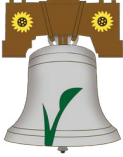


# Our Programs

*One doesn't easily walk into a slaughterhouse today, so we have tools to connect people with their compassionate future.*

## Philadelphia (& International) Program

### American Vegan Center (AVC)



- AVC is a welcoming hub in Philadelphia's historic district for vegans and pre-vegans, visitors and locals.
- This international tourist attraction is AVS' single biggest program; a unique combination of museum, information, community center, delicious vegan food, and engaging activities.



## National Programs

### Educational Resources and Advocacy



- Digital and in-person resources welcome people to a vegan lifestyle and enjoy being vegan: *American Vegan* magazine, free e-newsletter, AmericanVegan.org, social media, phone or email AVS to talk with a real person.
- Share the legacy of founder Jay Dinshah including *Powerful Vegan Messages* book; Jay's recorded videos, essays, and speeches; and coming soon AI-powered "Jay's Vegan Chat."

### Celebrations and Community

- Celebrations are Vegan Cuisine Month, Dynamic Harmlessness Day, and Vegan Synergy Month, and events such as American Vegan Garden Party and Philly Vegan Awards.
- Community includes Vegan Information Points (VIPs), American Vegan Speakers Bureau, Vegan Synergy, and Vegan Trademark.

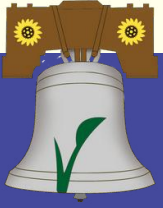


These resources present as **"Welcome to Veganism"** and **"Building National Vegan Community"** for the general public. AVS has content for **people learning about veganism** as well as helping people who are **already vegan to stay vegan**. Information, advocacy, events, celebrations, and community—resonate with each group, and many projects overlap across all our programs.



# AMERICAN VEGAN CENTER

*Discover the vibrant world of veganism today!*



The American Vegan Center (AVC) is a welcoming hub in Philadelphia's historic district with reliable information about vegan living and delicious vegan food in the city where the U.S. vegan and vegetarian movements began.



## AVC Serves

- International visitors
- Vegan-curious people
- Vegans
- Local community
- General public

## Starting Conversations

The eye-catching signage entices everyone to talk about veganism: from the in-store visitors who get customized personal service to the pedestrians a half-block away remarking how prevalent “vegan” is becoming. Did they also catch a glimpse of a cow in the building, beckoning them in? The Center's presence starts conversations, each creating its own ripple effect.

## Visitors Say

*“The history tour was fantastic: thought-provoking, revelatory, and fun. If you're anywhere near Philly, go go go!!!”*

*“My daughter went vegan recently. I'm so happy I can find presents for her! From unique glass fruit earrings to a cute cow T-shirt and a simple cookbook, she will be excited for this gift basket that shows I'm starting to understand her choice. Thank you!”*

*“The events are exactly what I was looking for. I'm the only vegan in my circle of friends and family. American Vegan Center helped me find my 'new family' and a place where I can volunteer to meet more people who share my values.”*



## Step Inside!

Friendly experts are ready to help you find your way along the vegan journey.

- Taste delicious vegan food samples
- Explore a compassionate wardrobe
- Find an ethical compass
- Meet like-minded friends
- Receive restaurant dining advice



## Browse & Buy

- Books
- Magazines
- Souvenirs
- Stylish vegan T-shirts
- Delicious vegan food
- Unique eco-friendly merch



## Enjoy Events & Activities

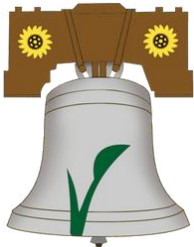
- Talks
- Book signings
- Cooking demos
- Meet and greets
- Open mic nights
- Veg history walking tours
- Community gatherings and interactions
- Selfies with Belle, the life-size plush cow



## Visit Us

**Come to Philly for the Liberty Bell. Stay for the Animal Freedom Bell!**

Join in the fun of exciting activities and camaraderie in the vegan movement.



**Or visit for one minute  
virtually via YouTube**

American Vegan Center, 17 N 2nd St, Philadelphia PA 19106  
1-267-665-7753 [info@americanvegan.org](mailto:info@americanvegan.org) [@AmericanVeganCenter](https://www.instagram.com/AmericanVeganCenter)





# Welcome to Veganism

Want to explore veganism? Wondering where to start? Need a friend?  
American Vegan Society is an ethical guiding star.

The best gift to those interested in learning about veganism  
is the wisdom and legacy of Jay Dinshah.



“My early steps in the vegan journey were enhanced by events; food is community. Veganism is service. That’s the epitome of what we do in our Welcome to Veganism program, so everyone feels engaged and comfortable to learn and grow on their journey.”

—Watta Kesselly, AVC Events Manager

“It was ten years before I graduated from vegan at home to vegan for certain. Jay never gave up on me. That meant everything.”

—Victoria Moran, founder of Main Street Vegan Academy



Share the legacy of AVS founder Jay Dinshah:

- AI-powered "Jay's Vegan Chat" (in development): animated Jay and his cow friend Hope provide individualized resource suggestions to vegan-curious and pre-vegan users.
- **Powerful Vegan Messages** book teaches the ethical reasons to go vegan, which are also promoted in excerpts and timeless quotes.
- Jay's recorded **videos** are re-released on YouTube and social media.



[Watch excerpts of Jay's speeches via YouTube](#)

“Jay was always ahead of his time. A big canvas was Jay's stage. He painted the picture of a vegan world for everyone to imagine.”

—Tom Regan (1938-2017)

animal-rights advocate and philosopher



## For People Curious about Veganism

AVS' welcome makes the path to veganism as smooth and enjoyable as possible for everyone.

Cross-Program Support: In addition to Welcome to Veganism, activities from the American Vegan Center and Building National Vegan Community also help pre-vegans and vegan-curious individuals.

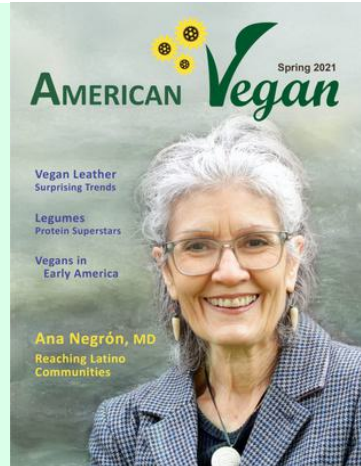


# Program Features

*Since 1960, American Vegan Society has consistently promoted veganism with ahimsa.*

## Publications/Information

- *American Vegan* magazine—delightfully inspirational original content in print or PDF provides basic info on health, environment, animals, compassion, and recipes
- AmericanVegan.org—website offering reliable information on veganism and ahimsa, solid resources for beginners and anyone looking to learn
- E-Newsletter—free monthly communication of news and events
- Social Media—Facebook, Instagram, and X posts with useful info and events to welcome vegan-curious people



## Support

- Vegan Information Points (VIPs)—friendly local guides across the U.S. (& some international) provide special attention to help vegan-curious people in their area
- Vegan Synergy—collaboration with over 40 organizations to provide additional support for those beginning a vegan journey or vegans wanting more connections
- Vegan Trademark—third-party certification of vegan products makes it easier for newcomers to find vegan goods and helps tip the supply and demand in favor of these items
- American Vegan Speakers Bureau—over 80 speakers each offer great talks on veganism
- Outreach at community events
- Direct Contact—email and telephone connections to bolster pre-vegans
- Volunteer and Internship Opportunities—ways for pro-vegan individuals to get involved



## Celebrations/Events

- Vegan Cuisine Month (February, global celebration)
- Dynamic Harmlessness Day (do least harm and most good, November 2 and every day)
- American Vegan Garden Party (Sunday of Memorial Day Weekend in NJ)
- Philly Vegan Awards (biennially honoring restaurants and other venues)
- Pilot projects to inspire (culinary schools, progressive dinners, showcase dinners)
- Online events attract attendees worldwide



# Building National Vegan Community

Are you seeking a vibrant, supportive vegan circle to engage with like-minded people?  
**Join us in making a difference!**

American Vegan Society (AVS) is here to spread joy and inclusion for anyone interested in veganism, especially but not exclusively those living a vegan lifestyle.



## Program Features

**All projects are cross-utilized with the “Welcome to Veganism” program yet reach vegans in different ways from a vegan-curious or pre-vegan audience.**

For example, each issue of *American Vegan* magazine provides inspiration for vegans to stay vegan and become more active in the movement. Meanwhile, Vegan Information Points (VIPs) connect vegans in their local area which inspire deeper commitment to the lifestyle through camaraderie.

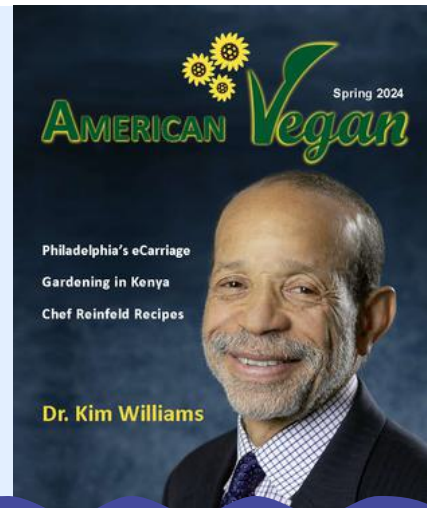
## Benefits to Individual Vegans

- Engage in local interactions in various places in the U.S. and get involved
- Appreciate diverse learning opportunities
- Bolster camaraderie
- Enjoy friendly welcoming events/environment/space
- Commit to a lifelong vegan lifestyle

## American Vegan Society Membership

Members help AVS continue to work for animals, the environment, and health. Members receive:

- *American Vegan* magazine, 3x/year
- Recordings of exclusive Zoom events
- Access to the collection of past *American Vegan* magazine PDFs
- Access to recent *The Vegan* magazine PDFs from synergy organization The Vegan Society (U.K.)
- Discount codes on books and business patrons



# Vegan Synergy

The vegan movement has certainly grown since American Vegan Society (AVS) was established in 1960. We believe in synergy: the cooperation of two or more organizations produces a combined effect greater than the sum of their separate effects. These amazing vegan organizations have national or international outreach with their ideas and projects.

August is Vegan Synergy Month where we honor all of our synergy organizations via our social media channels daily. (August 1 honors synergy of Jay and Freya.) And throughout the year, we promote their major events such as founding dates, celebrations, and campaigns. We appreciate all these organizations helping make vegan mainstream.



American Vegan Center in Philadelphia PA collaborates with organizations who promote local campaigns that are vegan with ahimsa.





# How We Evaluate Our Work

## Key Metrics

- Number of in-person visitors to the American Vegan Center
- Membership growth and retention rates
- Frequency of magazine and e-newsletter
- Attendance at events and celebrations
- Engagement metrics for online platforms (website traffic, social media interactions)
- Number of inquiries and positive testimonials

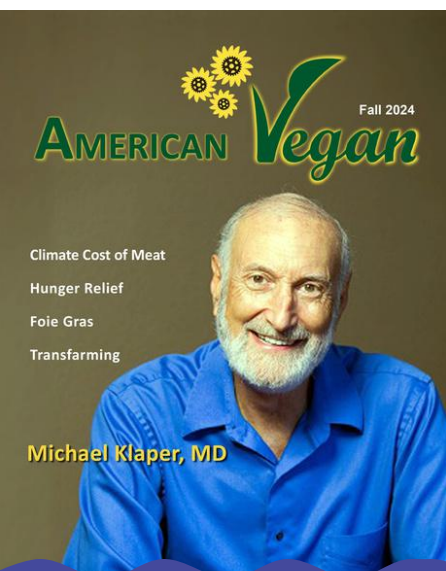


## Evaluation Methods

- Surveys and Feedback Forms: Review of qualitative and quantitative data from participants and supporters
- Data Analysis: Tracking and examination of membership numbers and engagement, website traffic, social media metrics, and event attendance
- Testimonials: Collection and compilation of stories and feedback from our members, participants, supporters, and visitors

## Review and Adjustment

- Ongoing: Staff examines key metrics and evaluation inputs whenever available.
- Quarterly: Staff conducts internal reviews to assess progress and identify areas for improvement in quarterly (program and financial) reports to the Board.
- Annually: Staff conducts comprehensive evaluation to measure overall impact and adjusts strategies as needed. AVS involves donors, members, and other stakeholders in the review process to ensure transparency and gather diverse perspectives. CEO reports findings to the Board, who recommend big-picture annual changes to programs, mission, and/or fundraising goals.

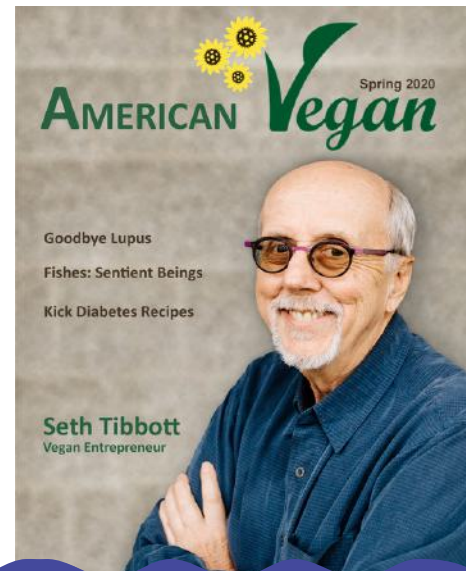


“*The American Vegan Society is an organization that says, ‘Yes, a vegan life is possible, practical, and joyous. And a vegan world would be one of peace and plenty for all who live on this Earth.’*”

—Dr. Michael Klaper, AVS life member, joined 1984  
Moving Medicine Forward founder

“*The American Vegan Center is a Historic National Treasure and is a must visit on any trip to Philadelphia. I especially liked the walking tour which uncovered the rich and largely hidden vegan history of Philadelphia which dates back to the early 1800s!*”

—Seth Tibbott, Tofurky founder and AVS advisor





***“To understand the feelings and thoughts of another we need compassion. To adequately assess another’s circumstances and be motivated to render meaningful assistance, we should attempt to walk in the shoes, hooves, paws, or fins of another to see things from another angle and viewpoint.”***

—Jay Dinshah (Anne’s favorite quote)







# Finances, Our Future, and How You Can Help



# Finance and Operations



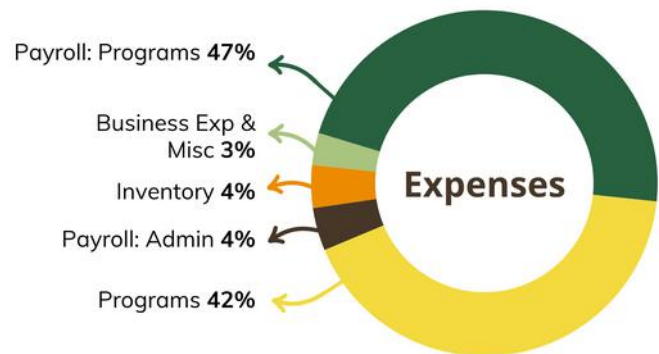
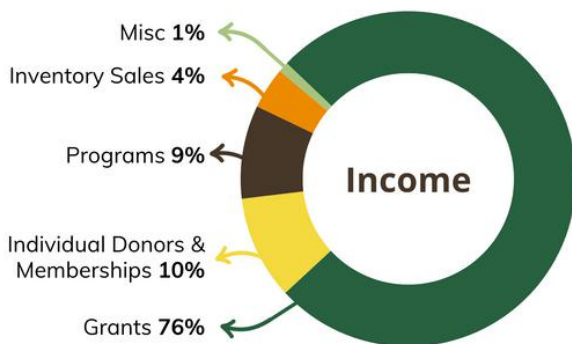
Historically AVS has operated on a shoestring budget with dedicated volunteers. Now we are blossoming into employing paid professional staff.

We are able to reach more people with the vegan message. Our budget reflects that half our expenses are for **payroll**, most of which goes towards **program services**. All other program services expenses are a close second.

For the AVS staff, work is not just earning a salary. We enjoy what we do from our hearts!

- Meaningful
- FUN
- Camaraderie
- Teamwork
- For the Animals
- Help Environment and People too!

## AVS Annual Income & Expenses



Charts based on 2023 profit & loss statement: income \$271,067.44, expenses \$305,278.61, not audited. Numbers have been rounded. Budgets for 2024-2027 follow on the next page.



# AVS Operational Budget 2023-2027

		2023 actual P&L		2024 budget*		2025 budget		2026 budget		2027 budget	
	Fiscal Year ending:	12/31/2023	%	12/31/2024	%	12/31/2025	%	12/31/2026	%	12/31/2027	%
<b>INCOME</b>											
<b>Programs</b>	Events/Educational	\$17,732.91	6.5%	\$22,000.00	7.5%	\$24,300.00	6.6%	\$60,000.00	9.0%	\$65,000.00	9.1%
	Trademark	\$5,996.39	2.2%	\$6,000.00	2.1%	\$7,000.00	1.9%	\$15,000.00	2.2%	\$15,000.00	2.1%
<b>Sales</b>	Books, Clothes, Merch	\$12,138.87	4.5%	\$11,000.00	3.8%	\$12,000.00	3.2%	\$24,000.00	3.6%	\$24,000.00	3.4%
<b>Support</b>	Foundation & Corp Grants	\$206,000.00	76.0%	\$220,000.00	75.5%	\$288,000.00	77.8%	\$500,000.00	74.9%	\$520,000.00	73.1%
	Individual Donors	\$19,067.60	7.0%	\$20,000.00	6.9%	\$25,000.00	6.8%	\$50,000.00	7.5%	\$65,000.00	9.1%
	Membership	\$8,563.84	3.2%	\$9,000.00	3.1%	\$10,000.00	2.7%	\$15,000.00	2.2%	\$18,000.00	2.5%
<b>Misc</b>	Solar	\$1,446.74	0.5%	\$500.00	0.2%	\$500.00	0.1%	\$500.00	0.1%	\$500.00	0.1%
	Interest	\$121.09	0.0%	\$3,075.00	1.1%	\$3,200.00	0.9%	\$3,400.00	0.5%	\$3,600.00	0.5%
	<b>TOTAL INCOME</b>	<b>\$271,067.44</b>	<b>100.0%</b>	<b>\$291,575.00</b>	<b>100.0%</b>	<b>\$370,000.00</b>	<b>100.0%</b>	<b>\$667,900.00</b>	<b>100.0%</b>	<b>\$711,100.00</b>	<b>100.0%</b>
<b>EXPENSES</b>											
<b>Payroll</b>	(payroll & payroll taxes)										
	Administrative	\$10,885.00	3.6%	\$11,000.00	3.5%	\$12,000.00	3.3%	\$60,000.00	9.0%	\$60,000.00	8.6%
	Program Services	\$143,401.87	47.0%	\$155,000.00	49.6%	\$172,000.00	47.8%	\$340,000.00	51.0%	\$370,000.00	53.0%
	Fundraising	\$0.00	0.0%	\$3,000.00	1.0%	\$18,800.00	5.2%	\$60,000.00	9.0%	\$60,000.00	8.6%
<b>Business Exp</b>	Clover, Acctg, Contractors	\$7,725.60	2.5%	\$10,000.00	3.2%	\$10,000.00	2.8%	\$15,000.00	2.2%	\$15,000.00	2.1%
<b>Inventory</b>	Books, Clothes, Merch	\$12,192.21	4.0%	\$8,000.00	2.6%	\$10,000.00	2.8%	\$18,000.00	2.7%	\$18,000.00	2.6%
<b>Program Services</b>											
	Printing & Publication	\$18,106.64	5.9%	\$16,000.00	5.1%	\$18,000.00	5.0%	\$20,000.00	3.0%	\$20,000.00	2.9%
	Postage	\$4,278.99	1.4%	\$2,000.00	0.6%	\$5,000.00	1.4%	\$5,000.00	0.7%	\$5,000.00	0.7%
	Info Tech (website, phones)	\$8,042.62	2.6%	\$8,000.00	2.6%	\$10,000.00	2.8%	\$10,000.00	1.5%	\$10,000.00	1.4%
	Office Supplies (computers+)	\$3,679.73	1.2%	\$2,000.00	0.6%	\$3,000.00	0.8%	\$5,000.00	0.7%	\$5,000.00	0.7%
	Occupancy (rent, elec, heat)	\$62,332.64	20.4%	\$63,000.00	20.2%	\$65,000.00	18.1%	\$66,000.00	9.9%	\$67,000.00	9.6%
	Events	\$28,491.18	9.3%	\$29,000.00	9.3%	\$30,000.00	8.3%	\$60,000.00	9.0%	\$60,000.00	8.6%
	Insurance	\$3,112.98	1.0%	\$3,200.00	1.0%	\$3,200.00	0.9%	\$3,300.00	0.5%	\$3,300.00	0.5%
<b>Misc</b>	Ads & other	\$3,029.15	1.0%	\$2,000.00	0.6%	\$3,000.00	0.8%	\$5,000.00	0.7%	\$5,000.00	0.7%
	<b>TOTAL EXPENSES</b>	<b>\$305,278.61</b>	<b>100%</b>	<b>\$312,200.00</b>	<b>100%</b>	<b>\$360,000.00</b>	<b>100%</b>	<b>\$667,300.00</b>	<b>100%</b>	<b>\$698,300.00</b>	<b>100%</b>
	<b>NET SURPLUS (DEFICIT)</b>	<b>-\$34,211.17</b>		<b>-\$20,625.00</b>		<b>\$10,000.00</b>		<b>\$600.00</b>		<b>\$12,800.00</b>	

\*Please note that AVS is currently undergoing an accounting review for 2024 and will update this chart when available.

## Budget Notes

We are currently learning a new bookkeeping system and have a new finance manager. We expect our administration and fundraising lines to increase due to Freya's retirement (she has been working for little or no salary) and hiring new staff to fill the expected void.

**Program Services:** When categorized as Philly/International Program vs U.S. National Program: The American Vegan Center (AVC) program has expenses for 2023 at approximately 123K. We expect the AVC program to continue to be 1/3 of the total annual budget. The total for National Program expenses was approximately 171K in 2023. We plan both programs' budgets to increase, allowing the programs to improve and expand.

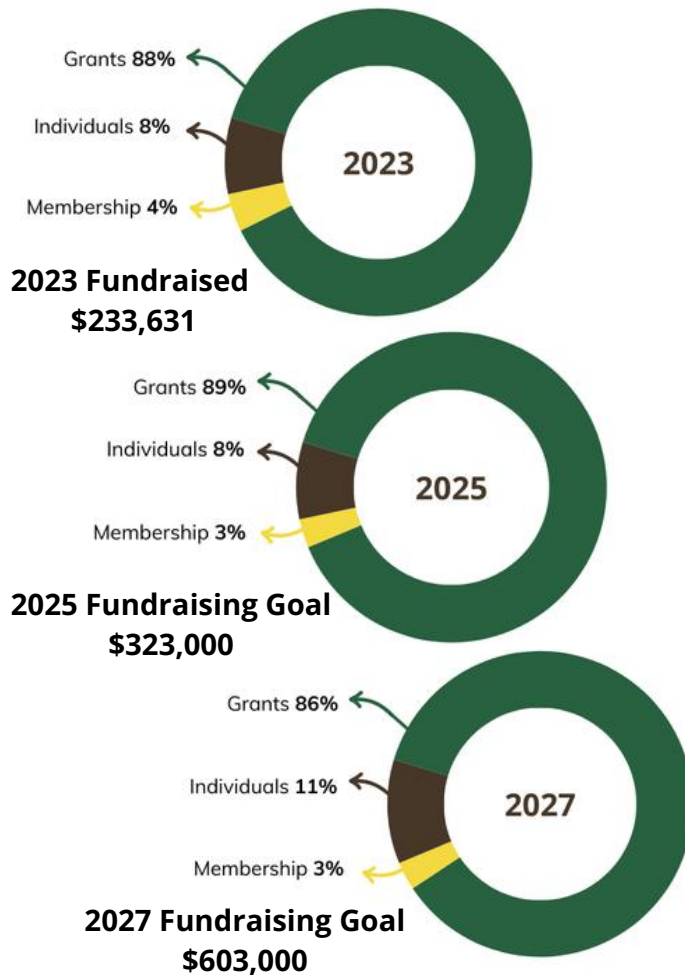
**2023** Numbers are from the AVS 2023 Profit & Loss Statement.

**2024** One of our primary funders reduced their annual grant amount to encourage us to find additional funders, and we now have secured an additional major foundation donor. State of New Jersey increased minimum wage from \$8.25 in 2018 to \$15.13 in 2024 which means salaries have nearly doubled, resulting in the deficit. Numbers will be updated after accounting review.

**2025** NJ minimum wage = \$15.49. Budget surplus would be set aside for cash reserves. If significantly more is received, we can further improve programs.

**2026** Budget focus is on raising money for program services, especially salaries for staff towards the low-average of other teams in the vegan and animal-rights movement.

**2027** The year focuses on our Capital Campaign which will have a separate budget from operations.



## Fundraising Strategy

AVS currently has foundation grants, not corporate grants. We are interested in finding corporate grants, but corporate would be a small part of the picture, thus kept combined here. We do not expect government grants. We will pursue connections with more foundations, providing them the opportunity to support our meaningful work.

Membership is a program service, but is closely related to individual donors. Membership growth will bring in more money with proportionately less added expense since the magazine has to be prepared regardless of the number of recipients.

Percentages are not anticipated to change much even as the totals increase significantly, thus showing graphs of only 3 sample years of 5.

### Actions to Take

- Increase networking
- Apply for more grants
- Increase membership
- Appeal to members for individual donations



# SWOT Analysis

## Strengths, Weaknesses, Opportunities, Threats

### Strengths

- Excellent credibility and positive reputation with 65+ years experience doing events and empowering people to go vegan
- Diverse team—each dedicated staff member brings a variety of talents and skills
- Capital assets—tax-exempt headquarters on 3 acres of land in Malaga NJ includes ten-bedroom educational center and large office/warehouse
- Neighborly approachability—clear, consistent, kind, friendly, and welcoming vegan message infused with dynamic harmless
- Dinshah family has provided courageous leadership since 1960
- Strong relationships—a broad base and history of connections with other vegan organizations (Vegan Synergy), long-standing relationships with vegan luminaries, sizeable cohort of loyal life members, Speakers Bureau of over 80 people, and network of Vegan Info Points (VIPs)
- A wealth of knowledge—including a large library of articles, publications, videos, books, and other resources dating back to 1960 and earlier, extensive information on the AVS website, wise vegan management with history of activism

### Opportunities

- Veganism is trending—vegan movement is gaining momentum and numbers
- We have the ability to communicate AVS programs in a clear articulate manner which will lead to new investors
- Diversify events at AVC for a wider audience
- Renovate headquarters property and buildings creatively—capital campaign 2026
- Better utilize VIPs, speakers, magazine contributors, members, vegan synergy orgs, etc. to grow recognition
- Finding our “niche” in the continuously growing online community—through our growing social media, access to historical content unique to the organization, and focus on ethics and dynamic harmless
- Opportunities for new board members, advisors, staff, interns, and volunteers with new energy—people want to work for us.
- Improve the operating structure and procedures of the organization to increase efficiency and optimize outcomes



### Weaknesses

- Not enough people know our work because we were slow to get on the internet with our website and social media
- Headquarters needs renovations
- AVC in Philadelphia is expensive to rent
- Underfunded programs, underpaid staff, lack of funding diversity

### Threats

- Trend towards labeling products as plant-based rather than vegan
- Outdated membership program—focus is on value of *American Vegan* magazine, but most people opt for free info on the internet
- Most staff currently have a second job, and we lose great staff to higher-paying organizations
- Other vegan organizations with more funds are doing education and outreach

# Our Future

*Our future is as bright as the sunny sunflowers in our logo.*

We have great programs, a resourceful dedicated team, and a solid track record. We continue to be fueled by the plight of billions of nonhuman animals; there's plenty to do.

## **Our future begins with raising money to have a balanced budget for 2025.**

American Vegan Society recognizes the vegan movement has moved beyond an organization's officers funding the organization from outside jobs and selling books as a major source of income.

***Now people want the opportunity to pay it forward, so others will go vegan more easily.***

Your money will enable American Vegan Society to continue growing the reach of our program services, thereby helping the animals more efficiently. Funds will also improve staff retention, enhance professional development, and build infrastructure.

*"Organizations with a revenue over \$1 million paid a median salary of \$84,000 across all job levels compared to a median salary of \$68,350 for organizations with a revenue below \$1 million. Organizations with 1 to 10 employees paid a median salary of \$70,000 across all job levels compared to a median salary of \$81,800 for organizations with 11 or more employees."* —Faunalytics, "Creating A More Equitable Movement: Compensation In The Farmed Animal Advocacy Sector" August 2024

**The total for all three of our highest paid employees: \$72,187 in 2024.**

**We invite you to make a meaningful investment in the team today. We can skillfully absorb donations larger than our 2025 budget, towards 2026-2027 goals.**



## **2026 Budget Increases**

- raise salaries for our current staff towards the low-average of other teams in the vegan and animal-rights movement
- hire more staff especially in marketing and communications
- build a cash reserve cushion for tough years
- increase travel budget for conferences and outreach
- acquire directors' insurance

## **2027 Capital Campaign**

- operational budget similar to 2026
- focus on capital campaign for renovations
- repurpose the headquarters warehouse into a modern event center with a commercial kitchen, new roof, and solar
- our original educational center needs updating such as new electrical wiring, roof, and bathroom accessible to all





# Give 'Til It Helps!

*There is an old saying among charitable organizations, 'Give 'til it hurts!' This I am not saying for there is already too much hurting and suffering in this world. I say, 'Give 'til it helps.' —Jay Dinshah*

## Your Money is Vital

Your generosity helps us reach more people, provide essential resources, and advocate for a compassionate and sustainable lifestyle. With your support, we can continue to:

- Expand our educational programs and resources.
- Enhance our community-building efforts nationwide.
- Increase public awareness and accessibility of veganism.

## When you think of American Vegan Society, you think:

- foundational
- proven track record
- well established
- connected
- teamwork
- historic pioneer
- ethical compass
- moral guidestar
- leads celebrations
- clear vegan message with ahimsa
- dynamic harmlessness
- friendly & welcoming to all
- started the U.S. vegan movement
- legacy leadership in a new era
- American Vegan Center, international attraction



[AmericanVegan.org](https://AmericanVegan.org)  
Donate

**AVS has been championing for the animals since 1960.  
Now we ask your monetary help to propel us for the future.**



***“It is not by drifting downstream with the current of popular thought that we attain what is really worthwhile in life. It is by swimming upstream against the rush of current opinion, when such current leads in the wrong direction such as over the falls of selfishness, greed, or injustice.”***

**—Jay Dinshah**

**American Vegan Society  
56 Dinshah Drive  
Malaga NJ 08328**

**[AmericanVegan.org](http://AmericanVegan.org)  
[@AmericanVeganS](https://www.instagram.com/AmericanVeganS)**

**To converse with a real person:  
[info@americanvegan.org](mailto:info@americanvegan.org) or 1-856-694-2887  
Call AVS headquarters and ask for Anne or Carrie.**

**AVS is a 501(c)(3) nonprofit. EIN #226058533.  
Contributions are tax deductible when no goods or services are received.  
Send checks to: American Vegan Society, 56 Dinshah Drive, Malaga NJ 08328 U.S.A.**





# Appendix **History**

*Who We Were*



# Our Momentous Beginning

## Jay Dinshah



**Jay Dinshah's** choices throughout his life, including founding the American Vegan Society, and the passion with which he shared his thoughts are best understood with this story as his introduction.

Jay's parents raised their family as lacto-vegetarians. His father, Colonel Dinshah P. Ghadiali, told his seven sons how animals are slaughtered for food. They thought he exaggerated, and they questioned him, "Was it really so horrible?"

Colonel Dinshah, who had visited Armour's slaughterhouse in Chicago in the 1920s, replied, "Go and see."

It was 1957. Jay and his younger brother Noshervan were twenty-three and twenty years old respectively. Together they went to Cross Brothers on Front Street in Philadelphia where cows were slaughtered.

The whole atmosphere caused them to shudder. They were assailed by a smell so terrible that Jay felt like vomiting and wanted to leave. Noshervan insisted they see the whole process through to the end, by which time he too wanted to vomit.

"Upon emerging from that windowless house of horrors," Jay said, "I disposed of my blood-saturated shoes. I threw every stitch of clothing into the wash. I bathed profusely in an effort to remove the clinging fragrance of that charnel house. Even so, it seemed I could not rid my nostrils of the awful stench for weeks thereafter."

"Decades have passed since that melancholy day, but the repugnance of those sights and smells is still well etched in memory. While clothes and skin can be washed clean in time, what soaps can we use to cleanse the conscience? Which super-fortified detergent shall we use to scrub the soul pure and clean?"

Jay went vegan on the spot and made a vow: "I will work every day until all the slaughterhouses are closed!"

**Jay founded the American Vegan Society on February 8 1960.**





# Freya Dinshah's Synergy

*"Young man, American pacifist vegetarian, age 25, desires correspondence with young lady with view to marriage."*

Jay Dinshah ran a personal ad in *Peace News*, a pacifist weekly newspaper published in London, England. After several weeks of seeing the ad, Freya's mother felt sorry for Jay and suggested Freya write to him so he would not think he was the only pacifist vegetarian out there.

Through their correspondence, which lasted over a year, Freya learned about Jay and his family. Freya visited Jay in July of 1960 after she had finished high school, as they wanted to see if they liked each other as much in person as they did in writing.

"We agreed on so many things in life and there were not a lot of vegetarians in those days. If we didn't get married we might regret missing the opportunity," Freya says of their decision to marry on August 1 1960.

August 1 is now the start of Vegan Synergy Month, and Jay and Freya's daughter Anne dubbed it as **"the day Freya married the American Vegan Society."**



*"Jay and Freya fueled the spark of veganism so that today it's a household word—infinately pronounceable."*

—Victoria Moran  
motivational speaker and author of *Main Street Vegan*



Freya Dinshah has been leading the American Vegan Society as president since 2000. She has been working/volunteering since 1960. In 2025, at age 83, she retires from administrative and executive duties.

She continues as president emeritus, a wise sage guiding the next generation, and senior editor of *American Vegan* magazine.

[AmericanVegan.org](https://AmericanVegan.org)  
[AVS in the News](#)

*"'I don't eat anything that has a mother or eyes, potatoes excluded!' became my motto the day I turned lacto-ovo vegetarian in February 1984. I moved to South Jersey in 2006 and struggled to find my vegetarian tribe until I found a vegan potluck group. I was going on a plane ride in January 2008 and was looking for a book describing the vegan lifestyle. Freya Dinshah recommended Skinny Bitch which enlightened me about the needless suffering from my dairy and eggs consumption. I went vegan on that plane."*

—Linda Voorhis, author of the cookbook *Veganification*

# The Plan for Anne



**Anne Dinshah** was born into veganism as the “third child” to Jay and Freya Dinshah, after American Vegan Society (AVS) and Daniel. An avid worker for AVS doing anything from stuffing envelopes and helping run conventions, Anne sought to find her own path at age 17. She discovered her passions at University of Notre Dame where she studied rowing and American studies. After acquiring a master’s degree in sport administration from University of Texas, Anne became a professional rowing coach. However, she still did occasional projects with family; for example, Jay helped Anne publish her first cookbook *Healthy Hearty Helpings* in 1999.

After Jay died suddenly in 2000 from the stress of internalizing the suffering of billions of animals, Anne joined the AVS Board. Vegan luminaries shared with her the stories of how Jay, “the father of the modern vegan movement in America,” influenced them. When Howard Lyman, the famous fourth-generation cattle rancher who became a vegan orator, told her his story about Jay, Anne said, “Someone should write these down!” In 2014, Anne coauthored the book *Powerful Vegan Messages* “with” her dad. This combination of his writings, her bringing his wisdom to the present time, and the collection of luminaries’ stories, galvanized Anne to the cause.

She learned from Freya how to run AVS and enjoyed the opportunity to do meaningful work with her mom. Yet, as Anne tried to walk in the family footsteps, she felt pangs of anxious discomfort. When a donor voiced his endorsement of furthering Jay’s legacy, the salary enabled Anne to finally jump in with both feet, but she still struggled to find the right shoes. Unsolicited, another organization in the movement tried to lure her to a much more lucrative job. She declined.

Maybe she did need a change. When a vegan shoe company offered her a complimentary pair, she was inexplicably drawn to the red boots. Anne suddenly realized these symbolized what she needed: to gently remind people of Jay’s blood-soaked shoes from visiting the slaughterhouse, but in her own way. **Her own style IS the perfect fit.**

Reassured that she had found her own approach to the job, Anne cheerfully modeled them by the life-sized plushie cow “Belle” and Jay’s story at American Vegan Center. She finally felt **ready to lead AVS into its next chapter** utilizing her modern teamwork and creative skills!



*“ Anne’s passion reminds us all that the future can and will be vegan, thanks to people like her who have been fighting for this cause for so many years. She’s such a powerful force in the movement who reignites our hope and motivation. GreenREV is grateful for her insights and looks forward to seeing how Anne continues to shape the future of veganism. ”*

—Anna Spurek, COO Green REV Institute





# Social Entrepreneurs

AVS visionaries and innovators

*We respond to the needs of the movement.*

## Speaking

Jay Dinshah was the father of the modern vegan movement in America. He spoke across the U.S. and the world (1957-2000). Freya soon joined him doing cooking demos.

**Now over 80 speakers are affiliated with American Vegan Speakers Bureau, and there are many other vegan speakers across the globe.**



## Books and Recipes

Freya Dinshah wrote the first vegan cookbook in the U.S. with the word vegan in the title, *The Vegan Kitchen* (1965). Jay Dinshah wrote *Out of the Jungle* (1967), one of the first books available by an American author about vegan ethics. Freya created the recipes for the World Vegetarian Congress (1975, also in cookbook form) and *Vegetarian Cooking for 100* (1977), an index-card recipe system sold to thousands of colleges, hospitals, and camps. More recently AVS published *Apples, Bean Dip, and Carrot Cake: Kids! Teach Yourself to Cook* (2012) by Freya and Anne, and *Powerful Vegan Messages* (2014) by Jay posthumously and Anne. We had the world's largest vegan brick-and-mortar bookstore at our headquarters, maintaining 800 titles in stock until circa 2014.

**Now we can repurpose our warehouse to a beautiful modern event space.**

**Amazon ships books and maintains a larger selection; we continue a curated selection of the best one hundred vegan books. Organizations and individuals are providing vegan recipes and books via websites and social media.**

## Large Conferences and Fashion Shows

Vegan conferences (1975-2004): Jay and Freya played major roles for the World Vegetarian Congress (1975), AVS conferences included International Vegan Festival (1995) and other annual conferences predominantly in the Western U.S. because others did conferences in the East. Most AVS conferences featured a fashion show.

**Now we promote VegFests and health, vegan, and animal-rights conferences by others. Organizations such as North American Vegetarian Society (NAVS), Plant-Based Prevention of Disease (P-POD), and Animal and Vegan Advocacy (AVA) International exist with the mission of hosting these conferences.**

## Information

AVS made numerous vegan paper leaflets (1960s-1990s)

**Now we and other organizations have websites and social media.**

## Restaurants & Community Action

We challenged chefs to add vegan recipes, brought restaurants new customers, created community-wide initiatives, and wrote about our pilot projects in *American Vegan* magazine (2010-2019, some now).

**Now we continue in strategic locations and inspired other organizations to exist for this purpose: Plant Dining Partnerships, Planted Society, and Greener By Default, or as a main program by Vegan Outreach.**

See these and more in chronological order on [AmericanVegan.org](http://AmericanVegan.org) [timeline page](#).

