

Policy on Selection, Launch, and Sunsetting of 3RsC Initiatives

1. Purpose

The adoption of new initiatives and projects allows the 3Rs Collaborative to advance emerging scientific techniques for both people and animals and serve as a resource for its stakeholders and the entire scientific community. The 3RsC forwards the use of the 3Rs through our topic specific initiatives, which are comprised of subject matter experts who contribute their expertise and resources. The 3RsC provides a unique opportunity for end-users, technology providers, and regulators from different sectors to collaborate in a neutral, mutually beneficial, and professional setting.

This policy outlines the process for selecting, launching, and sunsetting initiatives. This mechanism ensures a platform for broad input on our work, gives an opportunity for all stakeholders to engage in project development, and ensures new initiatives align with our mission and goals. When choosing new initiatives, our goal is to prioritize projects that maximize impact and effectively utilize resources.

2. Definitions

- **Initiative:** A specific project, program, or campaign undertaken by the 3RsC to advance its mission.
- **Mission-Centric:** Aligned with the core mission and values of the organization as outlined in its strategic plan.
- **Impact:** The measurable, positive effect of an initiative on the target population or issue.

3. Initiative Selection Process

3.1. Identification of Opportunities

New initiatives are generally identified via a rolling initiative proposal process using the standard initiative proposal form. Any stakeholder can submit a proposal whether they have current or prior membership with the 3Rs Collaborative. Proposals will be evaluated on a rolling basis.

In addition to community identified opportunities, 3RsC staff and board of directors may also propose new initiatives. This process can be done as the result of conducting a needs assessment and collecting stakeholder input to identify pressing needs within our focus areas such as via our newsletters, emails, events, and other discussions.

3.2. Evaluation Criteria

Proposed initiatives will be evaluated based on the following criteria:

- **Mission, Stakeholder, & Portfolio Alignment:** The initiative must directly support the 3RsC's mission, strategic objectives, core stakeholders, and overall portfolio. Proposals will be evaluated based on the degree to which they:
 - Support our mission of advancing better science – for people and animals – through facilitating collaborative 3Rs efforts.
 - Add value to current focus area/initiative, complement a current area, or fill a gap in the 3RsC's current portfolio in terms of "R" covered and/or timeline to balance short, medium, and long-term projects.
 - Are important to our core stakeholders (e.g., raised by numerous stakeholders or have broad impacts) or across stakeholders (e.g., industry, academia, regulators, CROs)
- **Potential Impact:** The initiative must directly advance one or multiple 'R's (refinement, reduction, replacement). Proposals will be evaluated to the degree to which they:
 - Impact either a larger number of animals to a moderate degree or a smaller number of animals to a larger degree. This could be in improving their welfare, decreasing the numbers required to obtain information of a required precision, or replacing the need for their use.
 - Are likely to achieve their goals in a reasonable amount of time
 - Are evidence-based, practical, and impactful in achieving 3Rs change
- **Feasibility:** Consider the practicality of the initiative in terms of required resources, expertise, and time. Proposals will be evaluated as to:
 - The resources required from the 3RsC to achieve their goals (e.g., technical support, management, staff time, etc.)
 - Necessary collaborations and leadership for the initiative. Proposers are encouraged to identify two co-leads in their application.
 - Although not required, initiatives that come with matching resources or collaborative grants will be given special consideration. 3RsC provides staff support for initiative design, coordination, and management. 3RsC relies on in-kind and monetary contributions from its members to support its initiatives.
- **Additional Evaluation Aspects**
 - There will also be an assessment of whether other groups are already working on the topic, whether there is a need for the 3RsC to engage on the topic, and if the 3RsC's efforts will have a measurable impact.
 - Note that both topic specific and broad-scale programmatic projects will be considered.
 - Note that early-stage exploratory research proposals will not be considered. Our initiatives are focused on applied efforts versus basic discovery.
 - Note that proprietary, product-specific, lobbying, advocacy, or public education projects will not be considered.

3.3. Approval Process

- **Proposal Submission:** Initiatives must be submitted via the 3RsC initiative proposal application and include detailed information on objectives, timelines, resource requirements, and expected outcomes.
- **Review Committee:** The executive leadership committee will act as a review committee to assess the proposals based on the evaluation criteria listed above.

- **Board Approval:** The final vote to create an initiative rests with the organization's board of directors via a simple majority vote.

4. Initiative Launch & Implementation Process

4.1. Planning and Preparation

- **Detailed Planning:** Develop a comprehensive plan outlining the scope, timeline, resource allocation, key milestones, and success metrics.
- **Resource Allocation:** Secure necessary resources, including funding, staff, and materials.
- **Stakeholder Engagement:** Inform and engage relevant stakeholders, ensuring they are aligned with the initiative's goals.
- **Risk Management:** Implement strategies to address any identified risks.

4.2. Implementation

- **Launch Communication:** Announce the launch of the initiative internally and externally, as appropriate.
- **Execution:** Carry out the initiative according to the detailed plan, with regular monitoring of progress.
- **Monitoring and Evaluation:** Continuously monitor the initiative's progress against defined success metrics, making adjustments as necessary.

5. Initiative Review and Sunset Process

5.1. Ongoing Evaluation

Initiatives will undergo regular evaluation to assess their progress and effectiveness.

- **Regular Reviews:** Conduct annual reviews to assess the initiative's effectiveness and alignment with the mission.
- **Impact Measurement:** Evaluate the initiative's outcomes against the expected impact and success metrics.
- **Stakeholder Feedback:** Gather feedback as needed from stakeholders, including board members, initiative members, and general members.

5.2. Decision to Sunset/Transition

The decision to sunset/transition an initiative may be based on:

- **Achievement of Goals:** The initiative has met its objectives and delivered the desired impact.
- **Resource Constraints:** The initiative is no longer sustainable due to funding or other resource limitations.
- **Strategic Realignment:** The organization's priorities have shifted, making the initiative less relevant.

- **Potential for New Opportunities:** A new opportunity or initiative has presented itself that requires resources currently being allocated to the current initiative.
- **Lack of Impact:** The initiative has not achieved the expected outcomes or impact in a reasonable amount of time and is no longer expected to achieve this.

5.3. Sunsetting/Transitioning Process

1. **Formal Review:** Conduct a final review to document the initiative's outcomes, lessons learned, and reasons for sunsetting.
2. **Communication:** Notify all stakeholders of the decision to end the initiative, providing a clear rationale.
3. **Transition Plan:** If applicable, develop a transition plan for the initiative such as a plan for continue promote resources, answer questions, or otherwise support the continued success of the initiative with less intensive resource allocation.
4. **Resource Reallocation:** Reallocate any remaining resources to other initiatives or return them to the general fund.
5. **Debrief:** Conduct a debriefing session with the team to discuss successes, challenges, and areas for improvement.
6. **Documentation:** Ensure all relevant documentation, including impact assessments and financial reports, is completed and archived.

6. Policy Review and Amendments

This policy will be reviewed periodically to ensure it remains relevant and effective.

Amendments may be made by the board of directors or executive leadership to reflect changes in organizational strategy or best practices.