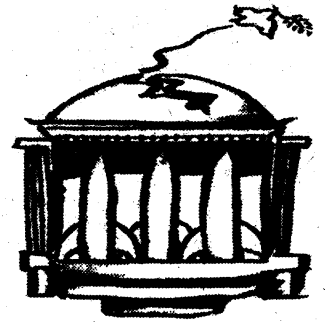


CAMPUS



ORGANIZING

GUIDE



FOR PEACE & JUSTICE GROUPS

INSIDE:

- Why Work for Peace & Justice on Campus?3
- How to Start a Group4
- Meetings & Group Process5
- Planning an Event.....6
- Planning a Campaign.....7
- Research8
- Publicity Techniques9-10
- Media and Press Releases11
- Building your Membership & Support Base.....12
- Nonviolent Direct Action13
- Bibliography14
- For the Long Haul15
- Resources and Memberships.....15
- Helpful Organizations.....16

UNIVERSITY CONVERSION PROJECT

CENTER FOR CAMPUS ORGANIZING

Box 748, Cambridge, MA 02142

Phone or FAX: (617) 354-9363

E-mail: ucp@igc.apc.org

The Center for Campus Organizing (CCO) is an organization of students, faculty, staff and alumni working to extend the base for peace and justice organizing in the US. CCO introduces students to skills they will need to serve as lifelong community organizers, provides a network of student and faculty/staff campus contacts, and promotes alternative campus media and electronic communication. We pool the resources of liberal and progressive alumni to build bridges between younger and older activists. CCO grew out of the University Conversion Project, a student activism clearinghouse founded by students opposing the Gulf War in 1991.

Written and Edited by:

Rich Cowan, Nicole Newton, Jeremy Smith
Alex Brozan, Niels Burger, Maia Homstad

This Guidebook was published in April 1995 as a supplement to a new quarterly bulletin, *Study War No More*. Please send us information on happenings at your campus for inclusion in future issues. *Cover design by Alex Brozan, top graphic by Sandra Klein; bottom photo by Jenny Brown, Gainesville Iguana.* All photographs reprinted with permission.

Subscriptions to *Study War No More* (ISSN 1073-2349) are US \$25 for individuals, \$20 for student activists, \$10 low income, and \$35 for libraries, institutions, or outside the US. Campus peace and justice groups may receive two copies for \$35. *Study War No More* is available to bookstores on consignment; contact the office for information.

© 1995 Center for Campus Organizing. You are hereby permitted to copy single original articles in this booklet if CCO's address and phone number are included. Bulk discounts available for 50+ booklets.

Published by Public Search, Box 540381, Houston, TX 77254-0381. Second Printing July 1995. Campus Organizing Guide for Peace and Justice Groups. *Study War No More* Guidebook #2.

ISBN 0-945210-04-3: \$2.50

Printed in the U.S. on 50% recycled paper

Thanks to the Arca Foundation, the List Foundation, the NY Friends Group, and the Threshold Foundation for supporting this project. The Center for Campus Organizing is a non-profit educational organization based in Massachusetts.

Campus Organizing Guide for Peace & Justice Groups

July 1995

To the reader:

There is a rich tradition of organizing for peace and justice on U.S. college campuses, but too often students have no access to the wealth of experience and skills accumulated by previous generations of activists. Each year, hundreds of students "reinvent the wheel" by struggling to learn basic activism skills from scratch. The purpose of this guidebook is to provide a missing link, to get campus activists of the 90s started more quickly, building upon the work of their predecessors and of students at other campuses.

We could have created a mammoth 80-page encyclopedia on organizing, but lengthy guides already exist to hone the skills of organizing "experts." We also could have created a guide on a single-issue, but it would quickly be outdated.

Instead, we decided to design a basic, introductory guide to serve the thousands of student activists just getting their feet wet. We have tried wherever possible to avoid assumptions based on race, gender, type of college, etc. to make this guide useful to everyone. This guide is by no means the comprehensive or final word on how to organize. It is not a blueprint for activism, but a set of guidelines and suggestions distilled from our experience. Since every situation is different, you will have to adapt the specifics to your own campus and campus group. Activism is an ongoing experience of learning, and we highly recommend you explore some of the resources listed in the Bibliography, as well as constantly apply your own experience to established principles of organizing.

This Guide is intended for activists who want to increase participation by and equality for all groups in society, and address the root

causes of social, economic, and political injustice. It is not designed for "new right" groups who want to protect and reinforce the status quo, "sectarian" groups who demand allegiance only to their own ideology or dogma, or service groups who address symptoms with no interest in confronting root causes.

Specific information on a particular peace and justice issue, while not included in this guide, is available in 2-page inserts which can be ordered from the Center for Campus Organizing. We thank Citizens for Participation in Political Action, Young Koreans United, DC Student Coalition Against Racism, Fellowship of Reconciliation, American Friends Service Committee, National Student Campaign Against Hunger and Homelessness, Planned Parenthood, Amnesty International, and National Gay and Lesbian Task Force for their help in preparing the first of what will become over 25 such inserts on a wide range of issues (see inside back cover for details).

One final appeal. This service will not attract the money of the rich and powerful groups that fuel the right. We were fortunate to receive some seed funding from progressive foundations. But in the long run, we feel that CCO can best be supported by donors who are now or were once campus activists, so that the infrastructure we create will not need to be torn down and rebuilt every six years as funding patterns shift. We invite your financial support by subscribing to our newsletter, *Study War No More*, or by making a tax-exempt donation. We also invite new student activists and professors to become CCO campus contacts — to help us stay in touch with the grassroots and help you stay in touch with the national movement.



Why Work for Peace & Justice on Campus?

In a genuine democracy, people would have a real voice in the decisions affecting their lives. Politics would be a dynamic, active, creative process in which people meaningfully participated. Governments and corporations would be directly accountable to the people.

Unfortunately, many of us do not feel like we have a voice in governing our society. We may be too busy to participate, or we may lack information. We may think that no one else feels the way we do. We worry about what other people will say if we act, or whether we'll jeopardize our prospects for "success." Our cultures teach us that women should defer to men, and our society teaches us that the people in charge are usually white. We are encouraged only to sit in front of the TV, trust the "experts," and once every few years vote for the lesser of two evils.

Despite all these obstacles, people do act. The changes that most improved our lives were not gifts bestowed by the "experts," but the hard-won results of organizing by ordinary people. The 40-hour work week was not made by wealthy industrialists, but by rank-and-file union organizers sick of working 60 hour weeks for subsistence wages; the vote — and rights to property and abortion — were not granted to women by men, but won by female suffragists over many decades of struggle.

Our history books often emphasize the "great men" who held positions of power and prominence. In fact, history is made by all of us. Before Martin Luther King, there was a legion of Black leaders who stood against the oppression of the African-American community. The large-scale, glamorous victories which we all hear about stood on the shoulders of smaller victories and the lessons of defeats experienced by thousands of grassroots organizers.

When we act as individuals, our actions may seem small and insignificant. But when we act collectively,



Campus Action

Students protest aid cuts in Albany, 3/95
anything is possible.

Why work for peace and justice on campus? Because the campus brings us into physical and intellectual proximity with others at a time when we are questioning and formulating our ideas about the world around us. Students of all races and often from many different countries live together in dorms; working-class students will sit in class beside rich kids. In a society where individuals are increasingly isolated, the campus provides an unusual opportunity for discussion, organization, and community.

Not surprisingly, students have been in the forefront of most major social movements. In the 1930s, students picketed with striking workers; in the 1960s, they opposed the Vietnam War and fought for civil rights; in the 1980s, students opposed U.S. military intervention in Central America.

While campus activism may concern issues or conditions which exist outside the campus, our colleges and universities are themselves political institutions where internal controversies mirror those in the larger society. Do students have the rights to free speech and assembly? Which students can afford to attend your cam-

pus? Who teaches? What subjects are taught? How is the campus climate for women and people of color? Asking these questions can lead to more questions about social justice and the meaning of education, deepening our understanding of ourselves and society.

Colleges and universities are also very strategic arenas of power in our society. Research performed by professors is used by politicians and corporations in shaping policies and developing weaponry. University professors serve on corporate boards and as advisors to governments. Our colleges support the dubious activities of many large corporations by investing billions of dollars in their stock.

The anti-Apartheid movement of the 1980s, which involved tens of thousands of students and faculty members, forced over 150 universities to divest from companies doing business in South Africa and was a part the world-wide movement that catapulted Nelson Mandela, the former political prisoner, to the South African presidency.

Organizing on campus is not just play-acting or a support effort for an "adult" organization, but a real contribution to helping make a better and more democratic society.

Finally, many students will go on to other positions of influence — families, workplaces, and communities — where they can either perpetuate the status quo or fight for progressive change. Your campus organizing can make a difference for years after you graduate.

Making the decision to participate in public life is no small thing. It demands commitment, sacrifice, and an openness to change. But the rewards are many: new skills, a sense of purpose, awareness of how our society operates, and a feeling of community that comes from working together with others for a vision.

As one activist put it, "After I became an activist, I wasn't afraid of the world anymore."



How to Start a Group

Join With An Existing Group, or Start your Own?

First, ask if there are any existing socially concerned organizations on your campus. Check with your Student Activities office, look for posters in the student union, and ask others if a peace and justice group has recently been active.

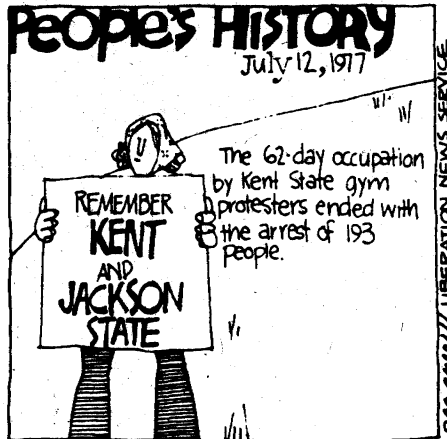
If a group of progressive students has already been formed at your school, talk to some key members and find out what kinds of issues they work on. If they seem politically compatible and open to your ideas it may be easier to join with them than to start a new group from scratch. If that group is very large you could start a spin-off group, or subcommittee. If there is no group that fits the bill, why not start your own?

Start Your Own Group

To start a group of your own, first try to find one or more like-minded people to share in the initial work. Then advertise by posting flyers around campus and writing in the school paper. If you know students in other organizations, have them announce your meeting at their own. Choose a location for your meeting that is easily accessible, like a room in the student union, a café or a meeting hall. You can make the meeting open to all students, faculty, and members of the community. Or have your first meeting include a small group of people you know and your second one be an "open house" meeting that is built broadly. You may wish to choose a working name for the first meeting and then let the group decide on its permanent name.

Know your Campus

Are students at your school used to taking part in political activities? Is your campus an elite private university, a residential public university, or a commuter school for part-time students? How strongly is your school linked to the military, and is there a



strong right-wing presence there? Activities that go over well at one school may not work at another.

Whatever your situation, it is helpful to talk to other activists to learn what has and has not worked. One suggestion is to invite activists from even as far back as 10 or 20 years to come to campus to discuss their experience with today's activists. Not everything they say will still apply, but it's likely that much will still be true.

Figure Your Constituency

You need to figure out who you want to involve in your activities. Undergraduates or Graduate Students? On-campus residents or commuters? Engineering students or liberal arts students? If you gain faculty and community support, it will only make your movement stronger.

Don't Exclude Potential Allies

Many groups are started by people from similar backgrounds, and unknowingly may exclude people who do not come from the same background. For example, low-income students who work in addition to studying may not have time for four-hour meetings. Try to reduce the number of long meetings, and define smaller roles for students who may only have 30 minutes a week to help out.

Define Your Mission

The *mission* of your group should be located somewhere other than the

inside of the founder's head. The purpose should be articulated so that the initial members will be comfortable. It should be debated at your initial meetings to give group members a sense of *ownership* over group decisions. One way a group can foster this ownership is to discuss and revise its mission at the beginning of each academic year. A mission should say, in 1-2 paragraphs, who you represent, what you do, where you do it, and why you do it, and how you do it.

Prepare for the New Semester

Most campuses have an activities fair or orientation week where established activities can set up tables to recruit new members from the incoming class. Be sure that you make the deadline for reserving a table, that you prepare an inviting display, and that your core of active members is mobilized for this important recruitment opportunity.

Get Recognition and Submit a Budget

Once you have gained official university recognition, you ought to take their money. Some budget items you may wish to consider.

Educational Video Series	\$90
Forum Publicity (posters)	\$25
Rally Publicity	\$40
Rally Supplies (Placards, etc.)	\$20
Educational Flyers (2K copies)	\$50
Video Player/Film Rental	\$20
Membership Mailings	\$40
CCO Group Membership	\$35
TOTAL	\$300

Always consult your student activities office for some advice and guidelines before seeking funding. Some schools may let you add \$1,000 or more to pay an outside speaker. Be forewarned that some campus administrations, states, and student governments have imposed restrictions on funding "political" activity to limit the political expression of student groups.

Meeting as a group, on a regular basis, will strengthen your organization. Meetings provide an opportunity to discuss plans and needs. They should be both fun and effective. Below are a few key concepts that will help plan effective meetings.

Meeting Structure & Agenda Setting

A key to a good meeting is a workable agenda. Without an agenda, the discussion is likely to be unfocused and prevent progress. It is difficult to make decisions if your group's "train of thought" is interrupted. You may also run out of time, leaving individuals making decisions which ought to be made by the group.

An agenda should be created by several people; and it is best if planning occurs near the end of the previous meeting, when your group is thinking about its future needs. By planning ahead, you can advertise the main attraction of the meeting and win new members — especially if it will be a video, faculty presentation, speaker, free food, etc.

Once you have brainstormed a list of items, group them into categories. Make time for business items, new ideas, announcements, and discussion items. You will want to allow adequate time for all of these items. Try to limit your meeting to less than one and a half hours, leaving time to plan for the next meetings and to assign responsibilities.

Begin with quick decisions, and allow progress to be made on new items without letting them postpone major business. This meeting model may or may not work for your group. For example, if an emergency arises, you won't have time to set the agenda before the meeting. We encourage you to discuss and change the model to suit specific situations.

Decision-Making Options

Decisions of the group are strongest when made unanimously. A

split vote on an issue may leave those on the losing end upset. However, while it is a good idea to strive for consensus, the need for total consensus can paralyze your group. One person will be able to obstruct decisions.

C.T. Butler, in a highly recommended guidebook called "On Conflict and Consensus" (see Bibliography) encourages peace and justice groups to come within one vote of consensus. Other organizations use Robert's Rule of Order (which everyone should know equally well, otherwise they can be used by a few to manipulate a meeting), Majority Voting, or Modified Consensus Models. If your group is not in favor of consensus, look at the rules of other decision making structures.

A *facilitator* guides the process of building consensus. Choose a facilitator and a note-taker at the very beginning of your meeting. A facilitator makes it possible for others to conduct the discussion, but refrains from stating his/her own opinions and so should refrain from this role if s/he has a lot of input. Beware of a strong chair who dominates your meetings.

Proposal initiation varies from group to group. Some allow proposals to be introduced by individuals; others collectively brainstorm and present proposals based on an intensive discussion of ideas. Once you present a proposal, here is a possible model for decision making:

- 1) Introduce the proposal.
- 2) As a group, talk about the proposal, its strengths, weaknesses, relation to your organization, etc.
- 3) Improve the proposal as ideas come about. Agree upon these as they come up.
- 4) Take a trial vote, if it is unanimous, the proposal is approved. Now move on to planning the logistics of the action, events, or initiative just passed.
- 5) People who object, if not unanimous, should state their concerns.

Many consensus models encourage the proposal to be modified until there is no more than one unhappy person, but in large organizations or in newly constituted groups this can be very inefficient. Your organization must decide how much support will be needed to approve proposals. It is best to use the beginning stages of consensus for any decision. How to deal with dissent is a group decision that you should feel comfortable using for all meetings.

Encouraging Democratic Participation

The facilitator is also responsible for observing the process in the room. If attention is not paid to who is speaking, your peace and justice group may be controlled by the input of a vocal few. This is a situation that you want to avoid. If a few people dominate the facilitator can implement some of these devices to make sure everyone's input is heard:

- Only accept comments from those who have not spoken
- Have a "go-round." Go around the room and ask every person to state an opinion on a key question
- Alternate between men and women, if this is possible and applicable
- Take "straw polls"
- Ask if people need a break
- Break up into smaller groups and then report back to the whole
- Have another person keep time so that you can focus on facilitating

Be sure to rotate the facilitator and note-taker so that all members of your group pick up these skills; every year you could hold a training so that new members can more easily pick up these and other skills.

[Note: For more information on consensus decision-making, we highly recommend "On Conflict & Consensus," listed in the Bibliography on page 14.]



Planning an Event

Public events are one way to raise consciousness around a specific issue, cause discussion of your issue on campus, broadcast opposition to a government or corporate policy, or win new recruits. While there are many kinds of events — panel discussions, film showings, outdoor rallies, benefit concerts, speakers, etc. — they all demand the same general principles of planning and execution.

Panel Discussions are excellent ways to generate dialogue around a specific issue. A panel discussion is typically a series of invited speakers who each make 5-10 minute presentations on a topic, then take questions from each other and the audience. It is important for panel discussions to be well-framed and topical. Invite professors at your school and prominent local activists.

Film Showings are excellent ways to educate current activists and recruit uninvolved students. Show political documentaries or feature films with a socially-conscious theme, either on a TV or, if

available, your campus movie theater. The film could be used as a build up to a larger action (be sure to announce the action before and after the film starts). You can also order pizza and invite people to stay after the film to discuss it.

Band benefits are both great fundraising events and a way to reach out to new constituencies. The important rule of thumb with band benefits is to plan to make much more than you invested. Try to get everything donated: performance space, sound equipment, bands, food. If a club owner or musician is reluctant to donate an evening, then rap with them about the important work that you are doing and how social justice groups can't function without money. Tell them that it's what they can do for the movement, which is the truth. Afterwards, thank the bands and owners, and offer to take them out to dinner so they will be receptive to working with you in the future. During the show, be sure to schedule short and punchy political speeches while the bands are set-

ting up, and make a pitch to raise more money, but remember that people are there to have fun. If you can, display a large banner behind the bands that advertises the name of your group and the issue you are raising money for.

Informational Pickets can be used to keep an issue in the news and reach out to people involved in a particular institution or business (e.g., picketing outside of a weapons plant will enable you to talk to the employees). All you need is a dozen or more participants with signs and leaflets, who are willing to walk in circles for an hour, two hours, or all day. Sometimes, it is best to work in shifts. Consult with a lawyer or experienced activist to find out the local laws that regulate picketing. Hold signs, pass out literature, but most of all, talk to passerby in a nonthreatening and informative way. If your picket is part of a boycott effort, then be persistent, regular, and creative, to keep the boycott target off-balance and pressured.

Outdoor Rallies can garner considerable attention for your issue through the media, bring new people out of the woodwork, and empower people already involved in an issue. A large and militant rally will make the powers-that-be very nervous, and therefore more accountable. All you need to organize a rally is a few people who have something meaningful to say, and a microphone. In some locations, you may need to get a rally permit; look into it and get one well in advance of the rally itself. Rallies work best if you can mix substantive speeches with music and participatory exercises to loosen up the crowd ("What do we want?" "Tuition Freeze!" "When do we want it?" "Now!"). You can schedule and advertise several speakers in advance, then follow with an open-mic discussion, or you can just stick with one speaker schedule. Remember to circulate a sign-up sheet; be sure to announce your next meeting *more than once!* Be sure that representation of women and people of color on your speakers' list at least matches that of your campus. Ask other activists, or the women's studies program, or your chaplain's office if you need suggestions for potential speakers.

7 Steps in Organizing Events

1) Setting Goals: Public events are often the result of inspired brainstorming sessions, but when the dust settles, a difficult question must be asked: what are our goals for this event? Your group should set concrete goals for attendance and intended impact. This will give direction to your planning and a criteria for evaluating the event.

2) Planning: Now that you have an idea and a set of goals, you should define your event. Why are you doing it? Who is it for? Where is it? When is it? After thorough planning, you may want to revise your goals.

3) Dividing up responsibilities: Make a list of everything that will need to be done and divide up responsibilities among members of the group: getting a rally permit, reserving rooms, filling out forms for student government, making food, etc. Core members and leaders should be sure to delegate tasks, so that one small clique doesn't end up monopolizing all the power and burning themselves out. If possible, devise a system to back up people who don't follow through with their responsibilities.

4) Logistics, organizing, and networking: Reserve rooms and get permits well in advance; make sure that speakers know what they will be speaking on; arrange transportation for participants. Ask other organizations on your campus to endorse the event or help to organize it. This will build support for your action and broaden its impact.

5) Outreach/Publicity: See pages 9 and 11 of this guide for Publicity and Media suggestions

6) Last minute preparation: What needs to be done on the day of the event? Make sure that a designated group of activists know what they need to do: calling the media, microphone, setup/cleanup, literature/donation/signup table, food, etc.

7) Evaluation: This step is sometimes skipped because of exhaustion, but it is important for the core organizers to sit down and engage in self-criticism: What did we do right? What could we do better? This will build the cohesiveness of your group and allow you to improve your public events over time.



Planning a Campaign

The previous section of this guide provides an introduction to organizing events. Holding good events is a very educational and rewarding activity in itself, but is not all there is to organizing. How can you plan out your action each semester for maximum impact? Can you design your initial activities to prepare the campus for later events? Can you anticipate and respond to any backlash? Can you measure your success? You will be better able to do all of these things if your events are mapped out as part of a *campaign*.

A campaign is a series of activities (tactics) designed to achieve medium and long-term goals. Campaigns are more likely to be successful if your entire group has an opportunity to be involved in the planning process. To share ownership in the planning process, we must adopt some common terminology when talking about our campaign organizing.

A *goal* is something your group wants to achieve. Goals include getting your school to freeze tuition, getting 1,000 students to sign a petition, or winning permission to construct a shantytown on campus without interference from your administration.

Tactics are the tools you use to meet your goals. Doing a petition drive is a tactic. Obtaining 1,000 signatures is a goal. Holding a band benefit is a tactic. Raising \$500 is a goal.

Tactics can be very small things too, like postering, leafletting, showing a movie, or sending a letter to the school paper.

The distinction between goals and tactics can be confusing because you may need to achieve small goals in order to employ certain tactics. For example, you might choose the construction of a shantytown as a *tactic* toward achieving the *goal* of educating your campus about the conditions of poverty many people face each day. You can't just go out alone with a pile of lumber and start building however, because many people, including the campus police, might question or

oppose what you are doing. So (unless there are 1,000 people in your group) you must first achieve the *goal* of getting students and the administration to understand or accept your decision to build the shantytown.

So you might choose the *tactic* of sending a letter signed by 10 different student organizations to your college president urging that the shantytown construction be allowed. However,

Social change is not instant and your organizing does not occur in a vacuum.

before you can send such a letter, you will need to meet a *goal* of getting 10 student organizations to sign on to it.

We could break this down even further (some important groups might be reluctant to sign on or would need to take a vote so you would use *tactics* to convince them or you would go ahead without their endorsement). But let's stop here.

The point is that social change is not instant and your organizing does not occur in a vacuum, so you have to come up with a plan that will build support for what you want over time. And you may need to be flexible, because hurdles may be placed in your path by your opponents. When you are figuring out this plan you are *strategizing*. Your *strategy* is the approach you take to meeting your medium and long-term goals. It is the blueprint for your *campaign*.

Ideas for Strategizing

You may wish to set aside a few hours to strategize at a time other than your regular meeting — perhaps a Saturday afternoon. Some ideas:

- Using "butcher paper" (big sheets of brown paper) or large newsprint and some markers, conduct a brainstorming session to identify your medium and long-term goals. Then come up with a list of tactics

for achieving those goals. You may wish to use a common brainstorming model, such as the Strategy Chart developed by the Midwest Academy (see Bibliography).

- After you narrow down the list of goals to a few you can work on in the next semester or two, make a timeline, including events beyond your control (spring break, holidays, election day, etc.), actions and events you have planned, and all preparations and deadlines leading up to them. Adjust your timeline to make it realistic and to maximize your effectiveness.
- With the timeline in front of your entire group, this is a perfect time to delegate tasks, projects, and responsibilities among your members. Make sure that someone records everything on paper to confirm what everyone signs up to do.

During the campaign:

- Periodically review timeline and revise if necessary.

After the campaign:

- Look back at your goals, tactics, and timeline and do a thorough group evaluation. Get written comments from everyone who was involved and even from some observers. Save this evaluation and the charts. Review them when you plan a new campaign. An organization that doesn't learn from its past campaigns keeps on making the same mistakes.

To anticipate the opposition's actions:

- Pretend you are them and hold a strategy session from their perspective. How would you effectively counter your own campaign? Identify weaknesses and adjust your own strategy accordingly.

Thinking and planning strategically can make the difference between ho-hum campaigns that get no attention and dynamic, creative campaigns that excite people, build your organization, and create real change.

"He who controls the present controls the past. He who controls the past controls the future." — George Orwell, 1984

In our peace or justice activism, we are often accused of naivete or idealism. Progressive people are dismissed as "emotional" and "uninformed," even when we are articulate and knowledgeable on numerous issues. Meanwhile, the powers that be are often portrayed as objective purveyors of truth and fact.

Much of what we see in the media is written by those with money and power. How we perceive the world is largely determined by how such media portray it. It is difficult to call attention to problems when those responsible for them are able to frame the discussion around them.

One essential tool of activists is research. By doing research, we can expose what's going on behind closed doors. We can pressure those in power through such exposure. And we can build support for our cause by showing people the facts they wouldn't otherwise see and demonstrating our credibility.

Research can be as simple as going to the school library or clipping news paper articles. You can get an amazing amount of information just by asking institutions for data. For example, if your administration wants to raise tuition, call them up and ask them to send you the facts behind the increase, including information on financial aid, teacher salaries, and investments.

If you go to a public university, this information should be easy to obtain. If the administration denies you the information you need, then this becomes a political issue and can be made part of your campaign: "what are they hiding?" For campus organizing, it

may be useful to answer some questions about your school. The answers may help you understand "where the money is coming from," "who pulls the strings" on your campus, and what issues your group might choose to work on.

In many ways, information is

Most students don't realize they are often legally entitled to much information, under the Freedom of Information Act and other laws.

power, and being able to access information is an essential democratic right. Getting this information can be very difficult. People who benefit from withholding certain facts will often try to prevent you from getting it, perhaps by ignoring your requests.

Most students do not realize that they are often legally entitled to many records and data, through the Freedom of Information Act and other laws. You may need to file Freedom of Information Act requests (FOIA's) to get certain documents. There are several manuals that will help you understand this process, such as *Manual of Corporate*

Investigation, Tapping Officials' Secrets, Raising Hell, Step-By-Step Guide to Using the FOIA, Guide to Uncovering the Right on Campus, and The Reporter's Handbook. Please see the bibliography for citations on these guides.

Filing FOIA's can be a long process, but can yield amazing results. For instance, you can find out how university research is being used by corporations or the government, how much certain alumni or corporations are donating, what pesticides and chemicals your universities use, what animal testing they are engaged in, how much your administrators are paid, etc.

Once you shed light on the wheelings and dealings of campus officials, they may find it more difficult to carry out their regressive agenda or to undermine yours. By doing and publicizing such research, your movement will also expand its own power, gaining both confidence and members. Activists have used this information to win successful campaigns in the past. For example, student activists in Arizona and Michigan were able, through FOIA information, to stop the investing of their universities into the construction of a telescope on Mount Graham, on sacred Native American land in Arizona.

Sources of information about your school	What information you can find about your school
Local County Courthouse	List of lawsuits against your school
City Assessor's Office	Property owned by your school and its staff
Treasurer's Office	Investment portfolio; university budget
Sponsored Research or Grants and Contracts office	Listing of research contracts on campus
Neighborhood Groups	Activists with 20-year history of the community
Registry of Deeds	Property transactions made by your school
School Newspaper Archives	Names of activists on campus 10-30 years ago whom you can invite to speak to your group
Alumni Office	Names of high donors to your school
Internal Revenue Service	Salaries of top university officials
National Center for Money and Politics	Political contributions made by professors



Campus Publicity Techniques

Effective publicity is essential to the success of any event or campaign. Since the power student groups have relies on *people*, getting the word out is one of the most important things you will do. It requires a well-thought-out strategy and plan.

Strategic Considerations

VISIBILITY: People should know about your event or campaign even if they're completely oblivious to everything else going on at your school.

SIMPLICITY: Keep your message short, understandable, and simple. People should get a good idea of what you're doing with just a brief description.

LANGUAGE: Don't use jargon, slogans, or acronyms without defining them. A complex issue can be explained in ways that even the most apathetic can understand.

POSITIVITY: Progressive groups are often criticized for over-emphasizing the negative. In your publicity (as well as your activism in general), balance critique with positive alternatives.

CREATIVITY: Much publicity on campuses is dull, dull, dull. Be creative! One group put messages about their campaign in fortune cookies and handed them out. Colorful, visual, irreverent, interactive, 3-dimensional, eye-catching publicity is more effective. But don't let creativity obscure your message.

REPETITION: People should hear or read about your event at least **seven times**. No kidding. After the first few times, people who might not otherwise come or participate will become interested.

REPUTATION: You do publicity both for your event *and* for your group in general. There is nothing wrong or shameful about promoting your group by clearly listing your group's name, a contact person the time of your next meeting, how people can get involved, etc.

Publicity Ideas

Personal Contact/Word of Mouth-

Personal contact is one of the best (and cheapest) means of publicity. Each of your members can bring at least a half dozen people. Ask professors to announce events in class or to let you do so.

Knowing the Regulations - Most schools have designated areas where you can post things and procedures for tabling. Know the regulations and the penalties. Some schools impose heavy fines for violations and may even rescind funding or official recognition. If you post off-campus, the local community's laws apply. This is not to say that you must always accept such rules. If the rules are so draconian that they infringe on your freedom of speech you may want to start a campaign to challenge them. If you are challenging your school's administration, you may find yourself the target of politically-motivated selective enforcement of such rules.

Poster Design - Keep it short, simple, loud, and eye-catching. Make your main message **BIG**— people should be able to see it from 20 feet away. Make the rest of your text **SHORT**— people should be able to read it in one minute. Keep it visually consistent— more than one font or more than two colors is distracting. Don't make it too **CROWDED**— by filling every space on the page. In fact, leaving blank space calls attention to the text. Pictures and graphics can really add to a poster if they are clear and powerful. Don't forget to clearly lay out the time, date, and place of the event.

Where and when to poster - High-traffic areas such as dining halls, campus centers, etc. are good places. You will be competing for space and attention with every other group on campus. Don't limit your posting to one area of campus or just high traffic areas. There are many good spots to poster where you have a "captive audience" which has nothing to do but

read your poster. Bathroom stalls, cafeteria lines, and bus stops are a few such places. On most campuses, bulletin boards are cleared of posters regularly. Put your posters up in remote areas several weeks in advance. Re-poster high-traffic areas several times leading up to the event, with a final blitz a day or two before. (see "How to do Leaflet..." in the Bibliography).

Leafletting - Leafletting a busy intersection, mail room or dining hall gets information to a large number of people. Leaflets are good for publicizing an immediate and urgent event, like an emergency rally, and for distributing info to passersby at demonstrations, or actions. One person can distribute several hundred leaflets in an hour. You will need quite a few and should probably make them 1/2, 1/3 or 1/4-page size to save money and paper. In the leaflet itself, ask people to pass it on to someone else or post it. Have more than one person leafletting at once. Be ready for rejections, as many people will ignore you, and even make snide remarks.

Newspapers - You can put ads in your school newspaper, but the price is usually high, and such ads are usually not as effective as posters. There are other ways to use your school newspaper for publicity. Many school papers sell much cheaper classified ads. Many also have calendars of what's going on around campus, which list events for free or cheaply. Letters to the editor and even guest editorials are a good way to publicize, if you don't make it a completely apparent self-promotion. One group ran classified ads that pretended to be a dialogue between two lovelorn people flirting with each other. Everyone read and followed the saga. Some school papers are so starved for news that they will even do an article about your upcoming event.

Radio- Many radio stations, especially college stations, run free public service announcements. Send them an event notice or find out how to do a

PSA tape yourself. Encourage DJs to play them during their shows.

Phone Trees — When you want to mobilize your supporters, a phone tree is an extremely useful and efficient tool. You can start a phone tree committee by passing out a sign-up sheet at a general meeting. From this list, elect a phone tree coordinator (usually an officer or a steering committee member, because they will most likely be aware of what is going on) who is in responsible for triggering the phone tree. The phone tree coordinator organizes the information to be disseminated, then calls phone tree committee members, who each have a list of people to call with information about the next meeting or event. For meetings, you only notify members of your group; for large public events, you could assign each core member to notify 5-10 additional supporters to turn out a really large crowd. The phone tree coordinator should be sure

to check with committee members to see if they made their calls, and be prepared to take up the slack.

Chalking — Chalking on the sidewalks is as visible as spray painting, and it washes right off. Groups have used chalked body outlines to publicize human rights abuses or oppose military action. Chalking doesn't require any paper and the words can be as big as you like. Rules differ from campus to campus on whether chalking is allowed. Campus police may harass you if they see you in the act. Try to keep your chalking on the ground, as it doesn't wash off as readily on walls and the chalk can cause damage if it stays on a long time.

"Midnight Redecorating" —

Midnight redecorating is a term for activities done late at night because they may prove unpopular with some authorities, such as spray-painting, rubber stamps, Cow chalk (semi permanent) or wheat pasting posters.

Spray-painting can be done with heavy poster board cut stencils of a slogan or graphic, or it can be done freehand. Stickers placed on phone booths, elevator ceilings, water fountains, stairwells, and "University Property" decals are difficult to remove. Note: we do not advocate indoor wheat-pasting, which can seriously damage your group's reputation; outdoor wheatpasting is far less destructive, but still may put you at risk of arrest.

- To make stickers, you can purchase 100 sheets of 8 1/2 x 11" sticker paper for about \$20. Then, using a heavy-duty copy machine and paper cutter, you can make stickers — usually 3 or 4 per page.
- To make wheat paste, mix: wallpaper glue + flour + water; apply with a paint brush or wallpaper brush.
- To make "spray glue," mix: 1/3 parts Elmers glue + 2/3 parts water in a plant spray bottle; apply with rubber gloves.

Information Tables

Most campuses designate an area where student organizations can set up tables to distribute literature and recruit members. Many activists think that tabling is a boring ritual consisting of a stack of literature on a table with a person sitting behind it doing homework or staring into space. Nothing could be further from the truth. Tabling must be active and dynamic in order to yield results.

- Table when you have something for people to do, and not just for the sake of tabling. At the activities midway, it's O.K. to just ask for new members, but the rest of the time, try to get people to do something specific like sign a petition, buy a ticket for a fundraiser, write a letter, or sign up to work on a specific campaign. Always be sure to have a sign-up sheet available (see Sustaining your Membership and Support Base) to build membership.
- Keep a schedule of who is to table, and have a tabling coordinator reconfirm them the night before! Make sure people know where to pick up the tabling box in the morning, and where to drop it off (a secure place if you collect money) in the afternoon.
- Try to table where there will be a large concentration of people. Dining halls near meal time, Student Unions or Centers, and films and events attract a lot of people in a short time.
- Its best to have two or more people tabling together, preferably pairing less experienced people with veteran activists. Have one of them work the flow of people and draw people to other activists sitting at the table.
- Training is invaluable. Write and distribute sample raps and practice with role plays. This gives people confidence and prepares them to deal with tough situations.
- Display a banner with your organization's name to develop recognition, a sign and flyers advertising your next meeting and

upcoming events.

- If you are collecting letters, be prepared with paper, pens, envelopes, a box for donations to help with mailing costs. Depending on your focus, have a list of US and state legislators or of appropriate university trustees and administrators (check with a librarian). Collect letters there to ensure that they get written and sent.
- Be friendly and make eye contact. Entice passersby by asking a brief question to involve the person a dialogue, such as "Do you want to help stop ROTC discrimination?"
- Know when to call it quits. Don't get caught up with a reactionary or someone who just wants to talk. Give them literature, set a future meeting, invite them to an event, but don't waste your time while other potential activists pass you by.
- Clipboards are your friends. They allow you to get out from behind the table and ask people to sign up to do something, whether it be making a phone call, going to a rally, or joining your campus coalition.
- Having a VCR and a TV showing an appropriate documentary (at low volume!) at your table is a good way to attract people.
- Giving away pins or stickers is a terrific way to build visibility and boost morale.
- Do not limit tabling to campus. Tabling in the community will: put you in touch with a wide range of people & views, and expose people in the community to ideas they won't normally hear in the mainstream media. By meeting progressive people and activists who might attend some of your meetings and events, you build essential links between your campus and the community.

[Tabling tips adapted from Committee in Solidarity with the People of El Salvador Campus Organizing Guide.]

The impact of any event or action your group plans can be greatly enhanced by media attention. Larger events relevant to the surrounding community can reach an audience of hundreds of thousands if covered by a TV station or daily paper. Media attention can put you in contact with people in your community working on similar issues who will lend support.

A good rule of thumb is to spend 10% of your organizing time on attracting press. For small events, you need spend only a few minutes on press outreach. Send a personal note to an editor you know at your campus paper and follow up with a few calls. For large events, consider the likelihood of coverage from each news source on your media list before wasting paper and time. Remember that some TV stations have no news on weekends, that daily newspapers run small issues on Saturdays and Mondays, and that "big name" reporters schedule their assignments as much as two weeks in advance.

Suggestions for attracting the media to larger campus events

- Make a list of places to send press releases. Include the "Assignment Desk" at all local TV news stations (including cable) and daily newspapers. Include the "news editor" at key campus publications, local weekly papers, and radio stations with big news departments. Also include the "News Desk" and "Photo desk" at the nearest offices of Associated Press and UPI. Finally, add any "education journalists" specifically assigned to cover events at your campus as well as weekly TV news shows. Call in advance to get the names of these people. For each outlet, include its name, address, phone number, and fax number in your list.
- 10 days before your event, mail a press advisory to weekly papers or TV shows and follow up in 3 days.
- Mail your press release to the

entire list so that it will arrive 3 business days before your event and call them 2 days before the event. Use a formal, upbeat style. Don't read a long pitch. Pause frequently, so that the reporter will have a chance to give you feedback. That way you can tell whether he or she is actually considering covering your event. Make sure you take neat notes on whether the reaction you get is "no way," "maybe," or "probably."

- The day of the event, call each media outlet (except weeklies) in their first hour of business for the day (as early as 5:30am for radio, 7am for TV, 8am for daily newspapers). If they don't know about the event, offer to fax them the press release and make sure you have access to a fax machine. Write down those you expect to come.

The body of your release should be written in clear simple English, with short sentences.

- At your event, staff a table marked "PRESS." Hand each reporter literature and sign them in so that you can find out later if they run a story.
- Befriend and cultivate good relations with the media. If possible, designate one person to follow up with reporters who seemed particularly receptive.

Press Release Suggestions

A press release should include the rationale for an event, what you are trying to change, and all relevant information that you would want to be considered by a journalist, but keep it brief. Include your strongest facts or stances. Reporters may use your exact words and text of your release.

One page with all event information is standard. At the top of your press release, include the date you want the information to first be announced (usually the day of the event, never later). Immediately below, include the names of at least two press spokespeople, one of which must be available during business hours. Right below that, write the title, time, date, location, directions, and names of participants in your event.

Have a group of people has a review the drafts of the press release. This group will be able to divide the work of followup calls.

The body of your release should be written in clear simple English, with short sentences so that it could be read on the air. The first sentence should describe the whole event: "Two hundred students rallied today at the University of Buffalo to demand a 50% reduction in their tuition, which is now \$15,000 per year." The rest of the release should explain everything so simply and clearly that your aunt or your grandfather would understand what you were trying to accomplish.

What about press conferences?

A press conference is a formal presentation of your case designed exclusively for the press. The key question to ask when deciding whether to have a press conference is, "Will reporters come?" You will be best off when there is some other big event (perhaps organized by the university) to which your press conference can serve as a form of "counter-demonstration." Or when a big story that has been brewing for weeks or months finally breaks, such as the results of a campus referendum. A press conference announcement only needs to be one page long, usually with the information about time, location, topic, participants, etc. spelled out in outline form. Make sure reporters receive it two days before the event. Followup calls should be made to key reporters and then on the morning of the event.



Building Your Membership & Support Base

To maintain a strong organization it is important to continually involve those interested in your group or issue, and to constantly reach out to potential supporters who might not be able to be directly involved. Building a base of passive and active supporters is essential to the success of any long-term campaign.

New Member Outreach and Recruitment

Outreach and recruitment should be central to all of your events and activities. You should provide opportunities for people to become informed about an issue and show support. Often new people are just curious about your group and need some extra encouragement before they decide to get more involved.

The best way to recruit new members is one-on-one contact. After you talk to a potential member at an event, tabling, or door-to-door work, follow up with a phone call. Find out what they are interested in and give them easy ways to get involved. With a commitment to recruiting and nurturing new members, your group will retain people who stick around to become leaders in the organization. You also continually reinvigorate your group with new people and energy as old members leave or graduate.

Building a Broad Support Base

Once you have a core group, you can do outreach on a much larger scale. Large-scale outreach involves going out and finding those who are interested in your issue rather than waiting for them to come to you. Outreach on a large scale can involve campus-wide events, petition drives, or actual door to door soliciting. The idea is not to get everyone to become an active member of your group (which might be unwieldy), but to develop a large base of support which can provide funds and be helpful in a time of crisis.

For example, the Campaign for

Affordable Rutgers Education (CARE) "canvassed" Rutgers dormitories four nights per week during the fall semester of 1991. Over 20 volunteer canvassers went door-to-door giving a basic rap about tuition increases and university democracy, and then presented each student with a petition demanding a tuition freeze. They went on to describe CARE and present the student with a membership form and ask for a \$2 donation. Many more students were willing to sign the petition than sign up as a member. CARE was able to build a membership of 700, and an even larger phone list to be used during emergencies. They also identified those members who were interested in coming to meetings. The money was used to send members a bi-monthly newsletter. By dividing up this list among dozens of volunteers, CARE was able to phone-bank its members whenever an event or demonstration was scheduled.

The steps in building support are basically the same regardless of your initial size: 1) do something that gets the attention of the community in which you are working, such as a rally or door-to-door canvassing; 2) keep track of those who show interest with databases and phone trees; and 3) follow up on your contacts and get them involved. By reaching out to all on campus who may be interested, you can develop the strength to win concessions from the administration or other people in power.

Keeping Track of Supporters

It is helpful if you compile all the names of people who have signed in at your activities into a "master list." You may want to divide the list into three sections: 1) active members who come to meetings, 2) volunteers for specific tasks who do not attend meetings, and 3) supporters will come to rallies or events.

If your group is large, you may want to assign the task of maintaining your membership list to a member

who has a computer and is familiar with spreadsheet or database software like Excel or Filemaker. For example, you could put the "master list" into a table containing each person's first name, last name, address (2 lines), city, state, zip code, home phone, work phone, year of expected graduation, living group, level of interest, comments (explain where the name came from, what kind of work they like to do), and date they were interested.

Once the information is in your computer, you can print out mailing labels (perhaps sorted by living group) and phone lists sorted by last name and first name.

You can periodically delete people who leave school, especially during the summer. In September, the vitality of your group will depend on your ability to track down key members. If you lose people, perhaps you can find them through e-mail, the registrar's office, or by asking around.

Other Tips on Keeping People Informed and Involved

- 1) It is good to send out minutes or a newsletter to keep less-active supporters involved and up-to-date.
- 2) Have social events as well as rallies to keep less active members who just want to support your issue involved and connected.
- 3) Involve people in a long-term planning, so that they can feel some ownership of the organization. Invite new members to retreats and bull-sessions about the future of the group.
- 4) Hold regular meetings at regular locations, so that peripheral members can rely on your organization and know where to go if they want to get more involved.
- 5) Write a constitution and operating rules that everybody can see and understand. Sticking to the rules that your group writes for itself will enable people to expect consistency and build confidence in decisions made by the group.



Nonviolent Direct Action

Activists have used direct actions to spur significant social change, such as the occupation of the all-white lunch counters during the sixties, the Montgomery Bus Boycott, the anti-Vietnam and Gulf War protests, and the American Indian Movement occupation of Wounded Knee. Many famous activists have participated in civil disobedience, including the Reverend Martin Luther King, Ghandi and Rosa Parks. These actions have brought attention to many injustices and led to the growth of progressive movements.

So what is "direct action"?

Direct actions are primarily defined by their confrontative, public, disruptive and possibly illegal nature. They can be done with large or small groups of people. They are most effective when carefully planned, when they focus public attention on injustice in a compelling way, and when other avenues for change have been exhausted.

Before your campus group engages in direct action, carefully consider: will an action advance or set back your cause? Will you have broad support? Can you convince others that it is necessary? Are you ready to handle the difficulties of any backlash? Let everyone talk about their ideas, fears, and past experiences. Before doing any action you should refer to other action guides mentioned in the bibliography. If after all of this you still agree that direct action is needed, then here are a few guidelines you may wish to follow:

1) Focus the Action. What aspect of your issue do you want to highlight? On whom do you wish to focus public attention? If you want to oppose a law like Prop 187, do you pick a state house or a senator's office? Make sure that any building you plan to visit will be open, that any people you want to address will be in, and that you have mapped out where all doors, exits and offices are. Refrain from unproductive actions.

2) Timing an Action. Don't do actions that aren't timed right for maximum effectiveness. You may want to spend your time building a strong enough base for a successful action later. If you are in negotiations, this

isn't a time for direct action, unless negotiators are stalling on your requests and giving you problems. Students asking their university to endorse the United Farm Worker's Grape Boycott demonstrated *after* the university refused to meet with them, ignored scientific data on pesticides, and failed to give a statement as promised.

Organizing on an issue the public knows little about can backfire. Organizing around a long standing community problem will increase your numbers, media coverage, community support, and chance for success.

3) Compile Facts. Research your opposition and your issue for education and publicity. This can take time, especially for Freedom of Information Act requests.

4) Know Your Rights. It is imperative to know your legal rights and possible penalties. Consult a sympathetic lawyer. A few simple legal points you should know are: you do not always have to have a permit to hold a protest, and you have the right to leaflet on streets, on sidewalks, and in parks.

5) Event Planning & Preparation. Talk about your goal, how long to stay, and whether to disburse or risk arrest once authorities arrive. Pick a date, time, and location for your action. Keep in mind that many effective actions are perfectly legal. If you plan to occupy streets or want to use public facilities, try filing for a permit with the police department. Do not meet at the action site, but at an alternative site nearby where you can wait until your numbers are sufficient to move to the action location. Plan in advance for what you will do at the action. Prepare chant sheets, get a bullhorn, and ask people to speak or do a skit. Bring banners, signs, flyers and food, beverages and blankets to keep warm. Have enough events to fill your action time.

6) Network. Talk to organizations who support your work and who may join your action. Ask media to cover the event. Do extensive outreach to gain more support. Call people with direct action experience for advice or a short presentation or training. This will make people who are inexperienced with

actions feel more assured and knowledgeable.

7) Media Promotion. Send a press to the media, both campus newspapers and community press. Do not tell the press your complete plan; just give them enough information to interest them in covering it.

8) Stay Focused. Once you have organized a plan, stick to it! If you must make changes to the initial plan, inform everyone at one time. Authorize a few (preferably experienced) people to make immediate decisions and deal with the police, if need be, at your action.

Women protesting a beauty pageant in Michigan were able to remain in front of the building all night, even though they had no permit and should have been much farther away, when one woman who had experience with direct action was able to effectively negotiate with police. Meet once before the action to solidify plans and deal with last minute problems. The main organizers should not be making changes as they please.

9) Problems That May Arise. Even though your action may be legal, the police may cite violations or arrest. Be prepared for this. If you have a permit (although they are not usually used for direct action), have it ready and have numerous copies. You may experience people trying to impose their agenda at your action. Plan how you will deal with this. A good idea is to ask them to comply with what has been planned and if they refuse ask them to leave.

Encourage people to avoid hecklers, doing anything illegal or hitting anyone. Tempers flare, but stay unified! Remind people they will be photographed and may be in the news. When you leave do it in groups, if not all at once.

10) Follow-up. Appoint people to specific follow-up tasks. Someone will need to speak with the media immediately so that the authorities aren't the only ones communicating your reasons for acting. Have people coordinating the legal aspects of your action. Others should be working on having your demands addressed or implemented. As a group, collectively critique what happened and start your future planning. Good Luck!

Bibliography

General Organizing Guides

Organize!: Organizing for Social Change, a manual for activists in the 1990's, Midwest Academy, ed. Kim Bobo Steve Max and Jackie Kendall, Seven Locks Press. 1991.

Organizing: A Guide for Grassroots Leaders, ed. Si Kahn, Mc Graw-Hill Book Company. 1982.

Resource Manual for A Living Revolution, Virginia Coover, Ellen Deacon, Charles Esser, Christopher Moore, New Society Publishers, Philadelphia, PA.

Rules for Radicals: A Pragmatic Primer for Realistic Radicals, Saul Alinsky, Vintage Books. 1971. Also *Reveille for Radicals*.

Solidarity: A Labor Support Manual for Young Activists, Democratic Socialists of America, New York, NY

The Organizer's Manual, OM Collective, Bantam Books 1971

Thinking Strategically: A Primer on Long-Range Strategic Planning for Grassroots Peace & Justice Groups. Peace Development Fund

War Resisters League Organizer's Manual, ed. Ed Hedemann, War Resisters League. 1981.

Campus Guides

CIA Off Campus: Building the Movement against Agency Recruitment & Research, ed. Ami Chen Mills, South End Press. 1991.

Guide to Uncovering the Right on Campus, the University Conversion Project, ed. Cowan & Massachi, UCP. 1993.

Do It Yourself! Progressive Student Network, ed. Brad Sigal, DC PSN. 1993.

SEAC Organizing Guide, Student Environmental Action Coalition, Chapel Hill, NC, 1994.

Building the Coalition: How to Organize a SCAR chapter, DC Student Coalition against Apartheid and Racism, ed. Weaver & Davis, DC SCAR. 1993.

Black Student Leadership Network Organizing Manual, Children's Defense Fund, Washington, DC 1995.

Campus Green Vote Organizing Guide, (202) 939-3323.

Education for the People Organizing Guide, Education for the People, ed. EFP, NCUPI. 1990.

Student Pugwash Chapter Organizing Guide. Student Pugwash USA, 1993.

Direct Action Guides

Don't Get Caught: The Straight Skinny on Civil Disobedience and Direct Action. UP/ONE, E. Lansing, MI.

Manual of Resistance, Disarm Now Action Group, Chicago, IL.

Seneca Women's Peace Encampment, Seneca Cultural Workers, Seneca, NY, 1986.

Meetings, Facilitation, and Decision-Making

Building United Judgement: A Manual on Consensus Decision Making, and *A Manual for Group Facilitators*, ed. Center for Conflict Resolution, Madison, WI.

Meeting Facilitation: The No-Magic Method. Berit Lakey. Philadelphia: New Society Publishers.

Democracy in Small Groups: Participation, Decision-Making, and Communication, John Gastil, New Society Publishers

On Conflict & Consensus: A Handbook on Formal Consensus Decisionmaking, CT Lawrence Butler & Amy Rothstein, Food Not Bombs Publishing, Cambridge, MA. 1991

People Skills

Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher and William Ury.

People Skills: How to Assert Yourself, Listen to Others and Resolve Conflicts, Robert Bolton, Simon & Schuster, 1986.

Working for Peace: A Handbook for Practical Psychology and Other Tools. Neil Wollman, ed. Impact Publishers, San Luis Obispo, CA, 1985.

Media and Research

FAIR's Media Activism Kit, Fairness & Accuracy in Reporting, New York, (212) 727-7668, 1994.

How to do Leaflets, Posters, and Newsletters, by Penny Brigham et al, Pep Publishers, 3519 Yorkshire, Detroit, MI 48824.

"How to Use the Media," Bob Schaefer & Rochelle Lefkowitz, *Grassroots Fundraising Journal*, 12/85.

Manual of Corporate Investigations: Building Profiles of Public and Private Companies, by Jeff Fiedler, Food and Allied Service Trades Dept., AFL-CIO, 1989.

Prime-Time Activism: Media Strategies for Grassroots Organizing, Charlotte Ryan, South End Press, Cambridge, MA.

Raising Hell: A Citizens Guide to the Fine Art of Investigation, Dan Noyes, Center for Investigative Reporting, San Francisco, CA, 1983.

Step-by-Step Guide to Using the Freedom of Information Act, American Civil Liberties Union, Washington, DC

Tapping Official Secrets, one of a series of pamphlets by Reporters' Comm. for Freedom of the Press, Arlington, VA.

The Reporter's Handbook: An Investigator's Guide to Documents & Techniques, John Ullmann & Jan Colbert, ed., St. Martin's Press, 1991.

Avoiding Disruption

War at Home: Covert Action Against US Activists and What We Can Do About It, Brian Glick, South End Press, Boston, MA.

Don't Forget to Have Fun

Black Student Leadership Network House Party Manual, Children's Defense Fund, Washington, DC 1995.

Everyone Wins! Cooperative Games & Activities, Sambhava and Josette Luvmour, New Society, Philadelphia, PA, 1990.

Rise Up Singing, Peter Blood-Patterson, ed., Sing Out Publications, Bethlehem, PA

Books about Student Activism

Generation at the Crossroads: Apathy and Action on the American Campus. Paul Rogat Loeb, Rutgers University Press, 1994.

Note: CCO may be able to help you locate some of these guides.



For the Long Haul

Because of graduation, summer vacations, thesis deadlines, and transfers, an unstable membership is a fact of life for student organizations. It is difficult for a movement to go forward and build on previous victories if there is no "passing of the torch" from one student generation to the next.

It is therefore very important for your group to pass on the knowledge and skills you have gained to younger classmates, and build organizational structures that will thrive even after the founders graduate. Here are some suggestions on building your organization to last:

1) Have a committed faculty advisor. Find a professor who has a strong interest in your issue, believes in what you are doing, and has an activist background. If there is no visible activist faculty on your campus, then you can find one through other activists or the academic department.

Most faculty cannot devote much time to an activist organization, but they can provide mentorship to new activists, a friend in the faculty union, and continuity from year to year. Be sure to keep him or her informed of and invited to your activities. Your group may want to consider forming a "Board of Advisors" that consists of faculty and community activists.

2) Take the time and schedule regular training sessions for your group. If this can't be done, then group leaders should always be careful to mentor younger activists and pass on skills on an individual level. When you graduate, make sure that there are ten more progressive leaders to take your place.

3) Receive institutional funding. This will ensure resources for your group, but is a dangerous proposition, since student governments and the administration may want to control

what they pay for. Institutional funding will work for purely educational organizations, but probably not groups working for social change. Accept funding only on your own terms.

4) Create an organizational structure that is written down and will stand the test of time. When doing this, consult with other campus organizations that have been around awhile. You can also write to national organizations or student groups in different parts of the country, and ask to see their constitution, operating rules, or guidelines. To find out about other successful campus organizations, you can write to the CCO or to the Student Environmental Action Coalition (for addresses, see the back cover).

5) Stay involved after college in local unions or community groups. Make regular donations to organizations (like CCO) who introduce new people to progressive activism.



Resources and Subscriptions

Center for Campus Organizing offers:

1) **Organizing Guide Inserts** on Bosnia, Haiti, Gay/Les/Bi Student Organizing, Amnesty In'l, Tibet, ROTC Off Campus, Burma, Korea, Violence Against Women, Hunger and Homelessness, and more (listed in our publications list).

2) *Study War No More*, a quarterly bulletin for campus activists.

3) **Assistance with starting your own alternative campus newspaper.**

4) **A network of campus contacts who promote activism on their campuses.**

5) **A free e-mail network for campus activists.** For more information, send e-mail to canet-info@pencil.cs.missouri.edu.

6) **Trainings for groups of 40 or more campus activists.** Beginning 10/95.

7) **One-year paid fellowships and 3-6 month internships for credit or stipend.**

Please call (617) 354-9363 or return the form at right for more information.

Please clip & return to CCO, Box 748, Cambridge, MA 02142

Name _____ Phone (s) _____
Address _____
City _____ State _____ Zip _____ School _____
Campus Group _____ Address valid until _____

Please send me:

- a CCO brochure & full publications list
- info on CCO's internship program
- info on becoming a Campus Contact
- info on starting an alternative paper
- info on sponsoring an activist training
- an organizing guide insert on the following subject: _____

I want to order:

qty.		Price
___	Organizing Guides @ \$1	___
___	50 Org. Guides @ \$15	___
___	Free Speech Poster @ \$8	___
	17" x 22" poster with photo from a famous Berkeley student protest in 1964.	

Total (prices include shipping): \$ _____

I want to support campus peace and justice organizing by:

- Enclosing a donation to the Center for Campus Organizing of \$ _____
- Subscribing to *Study War No More*, the quarterly newsletter of the University Conversion Project (\$25 reg., \$20 student, \$10 low-income) \$ _____

Please make checks payable to "Center for Campus Organizing."



Helpful Organizations

American Arab Anti-Discrimination Committee, 4201 Connecticut Ave. NW, Washington, DC 20008, 202-244-2990

Amnesty International Youth Program, 1118 22nd St NW, Wash., DC, 20037, 202-775-5161

Black Student Leadership Network, c/o Children's Defense Fund, 25 E St. NW, Washington, DC, 20001, 202-628-8787

Campus Green Vote, 1400 16th St NW, Washington, DC 20036, 202-939-3323

Campus Opportunity Outreach League, 1101 15th St. NW, Wash., DC, 20005, 202-296-7854

Center for Third World Organizing, 1218 E 21st St, Oakland, CA 94606, 510-533-7583

Cool It!, National Wildlife Federation, 1401 Peachtree St NE, Suite 240, Atlanta, GA 30309, 404-876-2608

Datacenter/ Third World Resources, 464 19th St., Oakland, CA, 94612-2297, 415-835-4692

DC Student Coalition Against Apartheid & Racism, PO Box 18291, Washington, DC 20036, 202-310-2930

Democratic Socialists of America Youth Section, 180 Varick St, 12th Floor, New York, NY 10014, 212-727-8610

East Coast Asian Student Union, c/o Ted Cha, 229 Comm. Ave., Boston, MA 02116, 617-437-7795

Empty the Shelters, 25 14th St., San Francisco, CA 94103, 415-703-0229

Green Corps, 218 D St SE, Wash., DC 20003, 202-547-9128

Highlander Research & Education Ctr., 1959 Highlander Way, New Market, TN, 37820, 615-933-3443

MEChA, Box 4 Student Union Building, Albuquerque, NM, 87131, 505-277-0975

Midwest Academy, 225 W. Ohio, Chicago, IL, 60610, 312-645-0010

NAACP Youth Section, 4805 Mt. Hope Dr., Baltimore, MD, 21215, 410-358-8900

National Abortion Rights Action League Campus Project, 1156 15th St. NW #700, Washington, DC 20005, 202-973-3000

National Association of Graduate and Professional Students, 825 Green Bay Road, Suite 270, Willamette, IL 60091, 708-256-1562

National Org. for Women, 1000 16th St. NW, Suite 700, Washington DC 20036, 202-331-0066

Nat'l Student Campaign Against Hunger & Homelessness, 11965 Venice Blvd, Suite 408, Los Angeles, CA 90066, 310-397-5270 x324

Nat'l Student News Service, 116 New Montgomery St. Suite 530, San Francisco, CA, 94105, 415-543-2089

National Gay & Lesbian Task Force Campus Project, 6030 Wilshire Blvd, Suite 200, Los Angeles, CA, 90036, 213-934-9030

Oxfam America, 26 West St., Boston, MA, 02111, 800-597-FAST

PAX Christi USA, 348 E. 10th St., Erie, PA, 16503, 814-453-4955

Political Research Associates, 678 Mass. Avenue, Cambridge, MA, 02139, 617-661-9313

Share the Wealth Project, 37

Temple Place, Third Floor, Boston, MA 02111, 617-423-2148

Speak Out! Artists and Speakers Bureau, PO Box 99096, Emeryville, CA 94662, 415-864-4561

Southern Organizing Committee Youth Task Force, PO Box 10510, Atlanta, GA 30310, 404-876-5443

Student Environmental Action Coalition, P.O. Box 1168, Chapel Hill, NC, 27514, 800-700-SEAC

Student Pugwash USA, 1638 R St NW, Washington, DC 20009, 202-328-6555

Students Organizing Students, 1600 Broadway Suite 905, New York, NY, 10019, 212-977-6710

Students Together Ending Poverty, 8 Varney St., Jamaica Plain, MA 02130, 617-522-6924

Teachers for a Democratic Culture, PO Box 6405, Evanston, IL 60204, 312-743-3662

Unplug, 360 Grand Ave, Box 385, Oakland, CA 94610-4840, 510-268-1100

US Public Interest Research Groups, 218 D St SE, Washington, DC 20003, 202-546-9707

US Student Association, 815 15th Street NW, Suite 838, Washington, DC, 20005, 202-347-USSA

Young Koreans United, PO Box 12177, Washington, DC 20005, 703-642-3445

Youth & Militarism Program, c/o AFSC, 1501 Cherry St, Philadelphia, PA, 19102, 215-241-7176

Youth Peace, c/o War Resisters League, 339 Lafayette St, New York, NY 10012, 212-228-0450

UNIVERSITY CONVERSION PROJECT

CENTER FOR CAMPUS ORGANIZING

P.O. Box 748, Cambridge, MA 02142

Mailed by: Central America Education Fund, 1151 Mass. Avenue, Cambridge, MA 02138.

Non-Profit Org.
US Postage
PAID
Boston, MA
Permit No. 55948