

CAMPUS GREENS



ORGANIZING MANUAL

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Introduction

We live on a remarkable planet that holds the extraordinary variety of human society. Unfortunately, human avarice and shortsightedness has led to a global society marred by injustice and destruction: over two billion people live in poverty, 50,000 species go extinct each year, and giant transnational corporations are expanding operations that exploit people and resources for mere short-term profit.

However, there is reason for hope. That reason is, quite simply, collective political action.

The last hundred years have shown that campus activism plays a *critical* role in building power for progressive movements. The great movements of the Twentieth Century - civil rights, anti-war, women's rights, labor rights, environmental protection - did not begin on the campuses, but each got a boost from college activism that was essential to its long-term success.

The new movement for a revitalized democracy free of corporate control must get a colossal boost from campus activism to achieve those victories that are so central to the future of our planet and our peoples.

Part I: Basics of Organizing

*What? You search? You would multiply yourself by ten, by a hundred?
You seek followers? Seek zeros! -- Friedrich Nietzsche*

There is a mantra among organizers that there are two types of power in the world: money and people. Activists will never have the financial resources controlled by giant corporations or flush-with-money political parties - but, we will always have access to the second form of power: people.

So our quest becomes, then, to *organize* individuals to take collective action to counter the entrenched power that is causing so much suffering and destruction globally.

Hence, as Nietzsche says, our goal is to get zeros: start with one and turn that to ten, and those ten create a group of 100, and on until even the juggernaut of entrenched corporate power cannot stop us.

The key to this is simple, and it lies in a single phrase: you as a campus coordinator - or someone at any level of a citizen organization - must **organize yourself out of a job**.

Organize yourself out of a job! Delegate every project and every task to a volunteer, empower and train those volunteers, and sit back and provide organizational support and guidance - picking up those who fail, giving those who succeed even more responsibility.

The ultimate ideal is to create an organization that runs itself, where others are running major projects, making key decisions, empowering new volunteers. You can create a machine - and watch it work activist magic.

Of course, you will never reach this perfect state. There is always more to do: more volunteers to train, more campaigns to win, more empowerment to spread around. But, the closer you get to not having anything to do as the leader of a vibrant, growing group except constantly monitoring the progress of the group and its members - the better a job you can know you're doing.

So, building on this fundamental tenet: *organize yourself out of a job*, there are six basic rules to effective organizing:

1. **Recruitment builds the movement** - Remember the zeros; it will take a critical mass of students and activists to win, but it only takes you to recruit those individuals.
2. **Plan or die** - What is your goal? Do you have concrete, measurable goals? Who are you targeting in a campaign? Why should they listen to you? How are you actually going to achieve your goals? What is your timeline? If you can address these questions you will have a chance at true success. Then, with those questions answered, you can create a plan. Importantly, you must put your plan down on paper and hold yourself accountable to it. Draw a diagram, make a chart, fill up a calendar - whatever it takes for you to know exactly how to achieve your goals.

3. **Resolve to solve** - the cards are stacked against us: our opposition has more money and a near-monopoly over positions of political influence. We can only win with clever, tough, creative solutions. You must pull a MacGyver on your opponents: out-think and out-work them, and all the money in the world can't stop you.

4. **Pay as you go** - You are engaging in the politics of people, not the expensive, big-media, consultancy-driven politics of money - but, you still will need money to run your organization. For one, you will need to pay for photocopies, materials, and transportation - and, second, it is crucial that you pay your chapter dues so that the national network can continue to provide materials, trainings, speakers, the website, and put on conventions (not to mention this manual!). Fundraising is a great way to raise awareness about your group and involve new students and citizens in your efforts - and it is a must for any lasting organization.

5. **Build relationships and you build power** - organizing is about relationship building. It is a quest to turn connections between individuals or between organizations working in a coalition into coordinated collective action. It is not easy, but it is perhaps the most rewarding project of human life - and the one way to lasting social change.

6. **Organize people "where they're at"** - not everyone is going to have as sophisticated an analysis of the political structure as you may. You *must* keep this discrepancy in mind. The new, shy volunteer may not want to participate in a direct action - and the sheltered suburban kid who is passionate about the environment may not see the connection to inner-city poverty. Take a while and listen and remember that people are at different places in their understanding of the world. You may have to change the way you talk about issues - but that can only strengthen your understanding of them and help you activate and politicize your classmates.

Part II: Getting Started

The Campus Greens are not the College Democrats or the Young Republicans. We have not been established for long on most college campuses; we do not have access to wealthy political organizations. In order to further the Greens' Ten Key Values (www.gp.org/tenkey.shtml) in our campuses and communities, we must harness the power of people--of our fellow students and the rest of the campus community. Additionally, the Campus Greens must integrate voter registration into all recruitment and campaign efforts by always having on hand information about the Green Party and voter registration forms.

The first thing to remember when beginning a new Campus Greens organization, or when assessing an existing one, is that your school and your student body is unique, and you must give that uniqueness serious consideration. Is your school very conservative? Are there other active progressive organizations? Have other progressive organizations failed there? Do most students live off campus? Is your student government powerful? How involved is your faculty in student organizing? Where is your initial support likely to come from?

In order to assess how to go about organizing students at your particular school, you should first consult with faculty, alumni, and other students who have formed progressive organizations there. Find out what has worked and what has failed. Do not repeat the mistakes of others. Learn from the past. Do your research and find out if precedents exist of campaigns at your university similar to what you are thinking about initiating. For instance, if you are considering running a divestment campaign, it would be useful to know if any divestment efforts had been successful in the past such as in the 1980s when many universities divested from South African companies due to apartheid.

The second thing to remember is that you are not alone! You are one of hundreds of student activists working to put a Green presence on their campuses. Contact your state and regional contacts. Contact successful Green organizers at other schools. Go to our website, www.campusgreens.org, and look at other Campus Greens groups' stories of success and failure. If your group is not registered as a Campus Greens chapter, check out page nine of this manual to find out how and register today! Don't let yourself become disconnected from the national organization--we are all here to support each other!

Finally, remember that the methods of organizing are universal. If you apply the simple principles in this manual to your campus, you can be sure that you will contribute to the large and growing movement on campuses for a new and vital democracy.

A. Building an Initial Volunteer Base

The recruitment process has two distinct phases. Initially (and ideally in the first two weeks of the semester), you must recruit a core group of passionate volunteers that can work to set goals, outreach, and develop campaigns. Through the work of this team will come new recruits, new leadership, and the people-power to meet your goals and to launch and successfully carry out your group's campaigns.

Recruiting your initial volunteer base will demand that you and your friends enthusiastically and personally spread the word about the Campus Greens to as many students as possible. Those of you who campaigned for Nader/Camejo or Cobb/LaMarche in 2004 may be able to activate the membership of your Students for (fill in the blank) group; however, you should not limit yourself to these people.

Focus on where support is likely to be strongest--for example, the membership (and leadership) of other progressive groups, or your classmates in courses that address issues like poverty, labor history, racial justice, or environmental activism. Many professors will allow you to take a few minutes of class time to make announcements if you ask beforehand.

However, even while focusing significant outreach effort towards targeted progressive populations, you should also take advantage of the many "new student" events or student activities' fairs frequently held at the beginning of the school year to reach out to the wider school population. Remember that one of the keys to building organizations and movements is attracting new supporters and reaching out to non-traditional allies.

Students are busy and have a lot of demands on their time. You have to compel them to pay attention - and some techniques are more effective than others. The more human and personal the interaction, the better chance you have that someone will join your organization and help build your campaign effort - and that you will win.

You will want to use all of these techniques, but keep in mind their (approximate) order of effectiveness (high impact outreach techniques on top; lower impact techniques are on the bottom):

- Personal conversation
- Personal phone call
- Announcement in class
- Personal email
- Handouts
- Group email
- Poster

Often it takes a combination of three or four of these methods to convince someone to come to a rally or meeting.

To fight through the cacophony of posters and fliers on your campus you may need to put up hundreds (or even thousands) of sheets to get your message out. Follow the rules of your school, but don't be afraid to blanket the campus.

B. Activating your Volunteer Base

From the first person who volunteers to help you hand out flyers, to the 1,000 who show up to a Campus Greens' organized direct action, you and the other members of your group must be vigilant in contacting and activating every single student who indicates a desire to join the group or work for a campaign. If you do not use the volunteers you have, you will lose them and will not recruit any new ones.

Have regular meetings at a regular location and regular time, each with a specific pre-planned agenda that ensures that at every meeting something solid is decided and some action is organized. Your group should always be in the process of researching, planning, carrying out, or wrapping up some campaign or event. **You cannot recruit people to an inactive organization, and you cannot improve your campus and community just by talking about it.**

At your first couple of meetings, you should strive to develop a recruitment strategy and to come to a consensus on what the group's mission is to be. Do not allow yourself to personally define the group.

When you see a new face at a meeting or event, make sure that person is immediately incorporated into whatever is happening. Talk to the new person as soon as you can and introduce her/him to the other people that are there. Make every effort to ensure that new volunteers feel welcomed and have a go-around of introductions at the start of every meeting. And don't forget a sign-up sheet!

Call new volunteers within 24 to 48 hours. If people want more information, get it to them within a similar time frame. Avoid the tendency to become too dependent on e-mail for outreach. While e-mail is an excellent way to maintain communication between already active group members, it is overused as an initial outreach tool. The effectiveness of a personal phone call to a potential new Campus Greens' member cannot be overly emphasized.

As soon as your group has two or more members, you should begin distributing responsibility. Everyone, including you, should have certain projects assigned to her, but no one should be overwhelmed. Each person should know her role, should be clear about its beginning and ending, and should know how it fits into the group's larger plans and goals. Find out what each volunteer's personal goals and talents are and how much she can do, and try to assign tasks accordingly. Never allow someone to think that she is not useful or not needed.

A good way of delegating tasks is to form several working groups led by members of your core group (i.e., coordinators). Coordinators will be responsible for running his or her working group and keeping track of all the members that want to help with that group. By creating more leadership roles within the organization, you create **more opportunities for leaders to develop--a primary goal of every successful campaign.** And remember, organize yourself out of a job - because then you win.

Once you have a small group of enthusiastic and empowered Campus Greens, you can much more effectively recruit others. What will draw the most attention, and the most people, are the actual campaigns that your group promotes. Your strategy for recruiting will use the same activities as your strategy for organizing and carrying out a campaign: tabling, canvassing, using the media, etc.

You want to immediately establish activities that will bring in people, use people, and not require a great deal of effort to organize.

C. Expanding your Outreach

Every student on your campus is a potential member of the Campus Greens. **We can't challenge corrupt politics by talking to the same people all the time.** Likewise, your campus organization cannot grow if you don't constantly reach out to non-members.

You should make sure your group is not excluding--intentionally or unintentionally--people of any particular gender, race, ethnicity, sexuality, age, income level, background, or physical ability from your outreach. Ideally, your Campus Greens group should resemble the make-up of your student body.

If your group does not resemble your student body, you should frequently examine your recruitment practices. What is the readership of the newspapers that you invite to cover your events? What is the listenership of the radio stations or programs that you ask to announce your meetings? Where are you placing informational tables--could you relocate them to a location that is more popular for women, minorities, or graduate students? Are your meeting times and locations accessible to everyone? Do the commitment levels of volunteer positions vary so that students with families or jobs can still actively participate?

D. Organizing your First Campus-Wide Meeting

Your first campus-wide meeting should be planned far enough in advance to wallpaper the school with flyers and send an announcement to all available campus media. Furthermore, the agenda should be planned out to the minute and the meeting should be well facilitated. (For suggestions on running effective meetings, see Appendix A of this manual.) You should pitch the Campus Greens; read a proposed mission statement or platform, then discuss, amend, and adopt a platform; and read over possible events or campaigns for the semester and either vote on one of them or set up committees to research them and propose other ideas. Kick-off meetings are also a great time to bring in a guest speaker - often a well-liked progressive professor will bring more people to an event as well as keeping it interesting.

It is very, very important that at your first meeting you quickly explain the role of the Greens on your campus, briefly discuss that role, and then accomplish something tangible. Do NOT spend your whole first meeting arguing politics or discussing small portions of a platform. If a discussion goes long, you should immediately create a committee to research the problem and report back, and move on.

Every attendee should leave the first meeting with a good understanding of what the group's purpose is, how they will fit into the group, and with confidence that the group is action-oriented. The organizers' should **ensure that every new member leaves with a specific assignment or task to work on** before the next meeting. Work assignments not only make new people feel like vital and needed members of the group, but people are also more likely to return for the future meetings when they feel that they have a responsibility to the group. Of course, you want to encourage individuals to willingly take on tasks rather than just autocratically assigning jobs to new people - remember, Greens are about democratic participation.

Some key things to do at the first meeting:

- Adopt a platform, or establish committees to research and draft a platform to be revised and ratified at the next meeting
- Establish Working Groups on key projects [e.g., further recruitment, fundraising, media stunt, campaign development, etc.]
- Set committee meeting times and times that they will check in with the main group

- Plan a media stunt to announce your presence on campus
- Set a date and time for your next meeting

Make your first meeting fun--provide food, play a game--but make sure that it is much more than a social event. Afterwards, have everyone go to a café or bar to keep talking and facilitate a chance for people to get to know each other. *A lot* of good potential activists will come back because of someone they met the first night who they would like to see again (for romantic or platonic reasons!).

Remember, organizing is about building relationships.

E. Becoming a Recognized Student Organization

Although you can run a chapter of Campus Greens without seeking official recognition from your school you will miss out on significant resources. By becoming a recognized student organization (RSO), you will gain access to campus rooms and resources for meetings and events and you may qualify for funding through campus activities funds.

In order to become an RSO, you will need to contact your school's Student Activities Coordinator. (This person is also often called the Student Life Coordinator or other similar name; she should not be difficult to locate.) Explain to her that you are forming a chapter of a nonprofit organization called Campus Greens. Ask her what you need to do to become an RSO. Most likely you will have to submit a constitution, a set of by-laws, a budget, or some combination of these things.

A constitution or set of by-laws should clearly lay out the name, purpose, and mission of your group. It should indicate how students become members of the group, how they can run for leadership positions within the group, and how those leadership roles operate. Talk to your school's Activities Coordinator before writing anything to make sure that you are covering all of the specific information that she is looking for.

If your school wants you to draft a budget because they are considering giving your group money, make sure that you are realistic, but ask for as much as you think you may need to spend. And, don't worry about including many different budgetary items as budget committees frequently strip items off requests anyway – it doesn't hurt to aim high!

Items that you may need to purchase include at least \$50 for dues to the national organization (to become a recognized chapter), copies for flyers and literature, materials for signs and banners, food and drinks for meetings and events, travel money for delegates to statewide and national conferences, and stipends and travel money to bring speakers and organizing trainers to campus.

F. Registering with the National Campus Greens

Whether your Greens group has been active for some time or is still planning its first campus-wide meeting, you should immediately take action to get recognized by Campus Greens! Your group will always have full authority regarding issues and campaigns specific to your campus community, but by gaining recognition from Campus Greens, you will gain access to all of the rights, privileges, and resources of the national organization's general membership.

Specifically, once you are a recognized chapter, each member of your group will be considered a General Member of Campus Greens. This means that your group will have access to all services and programs undertaken by the Steering Committee to help campus chapters and will be able to elect a voting member to serve as a delegate at the Campus Greens' annual convention. As a delegate, this voting member will be able to hear reports, amend by-laws, and make resolutions including, but not limited to, forming committees and electing officers.

To become a recognized chapter, your group just needs to do five easy things:

1. Register by phone, mail, or e-mail. Our e-mail is info@campusgreens.org, and our address is:

Campus Greens
P.O. Box 536
Lombard, IL 60148

2. Share the contact information of your group with the national organization by filling out the Affiliation Form (Appendix H of this manual), or by emailing us at info@campusgreens.org with the following information: University; City; State; Group email and website; Delegate's name, phone, and email. Campus Greens will use this information to send news and inquiries about events and activities that require national mobilization.

3. Select one representative to serve as the primary contact for your Campus Greens group. Include the name of this person in your initial registration. This person is usually the President (Chair) or Secretary.

4. Extend membership to all members of your campus community regardless of sex, race, ethnicity, religion, socioeconomic status or sexual orientation.

5. Work in support of the Green Party's "Ten Key Values" and the purposes of the Campus Greens (www.gp.org/tenkey.shtml).

If you have any questions, you should look over the Campus Greens' complete by-laws (available on the website).

Part III: Planning a Campaign

A. Campaign Planning Principles and Overview

As you start planning your campaign, keep in mind the three principles of effective organizing devised by the renowned community organizer, Saul Alinsky:

- **Win Real, Immediate, and Concrete Improvements in People's Lives**

Grassroots campaigns should be about more than just "educating" or "raising the consciousness" of your fellow students. Although education may be a critical component of your campaign, it should not be its primary goal. Instead, focus your efforts on winning tangible victories – forcing your university to divest from Exxon-Mobil, compelling the school cafeteria to buy fair trade coffee, or stopping university research on weapons technology for Lockheed-Martin. By running and winning campaigns with tangible goals, you will achieve real improvements on your campus and in the larger society while also educating the campus community about important societal issues.

- **Re-align Power Relationships by Building a Strong and Effective Organization**

It is critically important that your Campus Greens chapter integrates organizational goals that are designed to strengthen your group into every campaign. When you determine what your primary campaign goal(s) will be, you should also lay out your primary organizational goals. Consider the goals of a student government take-over campaign to illustrate the distinction between these two types of goals.

- **Campaign Goal:** to elect a Green student government
- **Organizational Goals:** to recruit 25 new Campus Greens members, to move five members into leadership roles, to raise \$200, and to have three articles published in the paper about your election victory

With every new campaign, Campus Greens groups should increase their resources and political power on campus and in the community. By setting and meeting organizational goals, you will always come out of campaigns stronger than when you started them.

- **Empower People to Become Active and Effective in the Political Process, and in Their Communities**

As stated earlier in this manual, the central tenet of organizing is to organize yourself out of a job. Thus, the need to empower group members and to develop new leaders cannot be overemphasized. As an organizer, you need to provide the support that is necessary for new leaders to emerge. Organizing training, political and issue-oriented

education, and real-life experience are the essential components of leadership development – be sure to integrate all three elements into your group's activities.

B. Choosing a Campaign Focus

Once you have internalized these basic organizing principles, now it's time to choose an issue to focus on for your first campaign.

When choosing a campaign issue, keep in mind the following questions:

Will this issue:

- Result in a Real Improvement in People's Lives?
- Give People a Sense of Their Own Power?
- Alter the Relations of Power?
- Build Leadership?
- Be Winnable?
- Expand Your Membership Base?
- Have a Clear Target?
- Be Consistent with Your Values & Vision?
- Be Easy to Understand?

A good issue will match most of these criteria.

Often to accurately answer these questions, your group will need to research possible campaigns. Make sure you know all the facts before you plunge into your campaign. If your group is deliberating between several possible campaigns, have people split into small research teams and investigate the feasibility and appropriateness of a particular campaign given your unique campus situation. For example, fighting university-sponsored gentrification is not a strong campaign unless your school is considering or is in the process of expanding or developing the campus in such a manner as to contribute to neighborhood gentrification. Do your research and try to select a campaign that will match most of the criteria above. Review "Appendix B: Researching Possible Campaigns" to learn more.

The Campus Greens' National Network will also always be working on two or three critical and timely national campaigns that you are encouraged to work on. These campaigns will be easy for your group to take on since much of the background research will be done and sample materials will be available from the national office. National campaigns provide a unique opportunity for dozens or even hundreds of campuses to coalesce their groups' efforts around a common goal. When working collectively on a single campaign, the potential impact of the Campus Greens on that issue or election is immense.

Of course, each Campus Greens chapter needs to determine the relevancy of the national campaign to their campus and community. Running an Exxon-Mobil divestment campaign is clearly unwise if your university does not invest in Exxon-Mobil stock. Identifying the local angle of national campaigns will likely be a central determining factor of their success.

To learn about Campus Greens' national campaign(s), please visit the campaign section of our website (www.campusgreens.org).

As we proceed with this overview of campaign planning, we will use three sample campaigns to illustrate important components of the campaign planning process.

- Living Wage Campaign – A campaign for a living wage for all of the workers in your town.
- Student Government Campaign – A campaign to take over your student government with a slate of progressive student senators (see Appendix D for a full overview of this campaign).
- Clear Air Campaign – Your state’s part of a national campaign to win a key air quality initiative in Congress.

C. Establishing Campaign Goals

Once your group has chosen a new campaign, it's time to get down to the nitty-gritty details of campaign planning. You should choose a special meeting time – different than your normal meeting time – so that you won't be rushed for time. Have lots of butcher or flipchart paper and markers on hand. And, make sure to invite everyone in your group to participate in the planning process, but stress that those individuals who take part in it need to be committed to making the plan a reality.

After choosing your campaign focus, the second stage of campaign planning is setting campaign goals.

A goal is a concrete, measurable end that you want to reach.

As we mentioned in the above section, there are two kinds of goals – campaign goals and organizational goals.

The **Campaign Goals (i.e., the concrete victory you are seeking)** for our sample campaigns are as follows:

- Living Wage Campaign – Get the city council to pass a living wage ordinance
- Student Government Campaign – Win a majority of seats in your student government elections
- Clear Air Campaign – Have your Senators vote for an air quality initiative

The **Organizational Goals (i.e., the tangible ways you want to strengthen your organization as a result of this campaign)** of our sample campaigns could be very similar. Organizational goals tend to share the same general aims:

- Expanding the leadership or core group
- Increasing the experience of the existing leadership
- Expanding the organization to include new groups of people or constituencies
- Building the group's membership base
- Raising money

When setting goals, it is also worthwhile to recognize **the advantages of creating Long, Intermediate, and Short-Term Goals.**

- **Long-Term Goals:** These are far-reaching goals that you hope to achieve eventually. Your current campaign is a step towards reaching these goals. Long-term goals are important because they keep your group focused on the deeper and more systemic social change you seek while you are addressing immediate social and environmental crises.
- **Intermediate Goals:** These are the tangible goals that you intend to reach as a result of your current campaign. A common mistake of campaign planners is to only develop goals at this level.
- **Short-Term Goals:** These goals are steps towards your intermediate goals. Short-term goals are important because (1) small victories along the way to the larger goals keep members enthusiastic and optimistic about the possibility of eventual success and (2) groups often need go through a stage of organizational development or power building (i.e., increase in membership size, gain the support of other student organizations, etc.) before they can win intermediate or current campaign goals. Campaigns will frequently have several short-term goals that act much like benchmarks to track the group's progress.

To illustrate what long, intermediate, and short-term goals might look like for a real campaign, let's look at our sample living wage campaign to compel the city council to pass a living wage ordinance.

Imagine, in this case, the long-term goal is to get the legislature to pass a state-wide living wage ordinance. This aim is not the immediate goal of our current campaign. However, the passage of a city-wide living wage ordinance, particularly in a major city or a state capital, may help galvanize sufficient support around the initiative to make this long-term goal much more feasible.

The intermediate goal in this case, like in every campaign, is the primary goal of our current campaign (i.e., to get the city council to pass a living wage ordinance).

There could be various and multiple short-term goals for this campaign (e.g., collect 10,000 petition signatures in support of the initiative, produce a supportive editorial from the town newspaper, etc.). The specific short-term or tactical goals that you set are dependent on your strategy. The nature of these goals will become clearer after we discuss strategy and tactics in the following sections.

D. The Need for Self-Assessment

Once you have a clear sense of your goals, it is critical that your group does an assessment of its organizational strengths and weaknesses. What resources are currently available to your group? What resources are you lacking?

In this assessment, be certain to consider all types of resources – money, volunteers, facilities, skills, time, connections, and others

This is also the time to identify your friends and enemies – those allies you should reach out to assist with the campaign and those opponents who may attempt to hinder your campaign efforts.

To identify your allies, you need to answer the following questions:

- Who cares about this issue?
- Would they share your campaign goals?
- What are their strengths (e.g., credibility, part of a larger network, money, special skills, very newsworthy, special appeal, etc.)?
- What are their weaknesses?
- Who is most affected by this issue? Whose problem is it?
- What are the potential gains if they win?
- What risks are they taking to work on the issue?
- Are these people organized into groups? If so, which groups?
- How are these groups structured? What are their strengths and weaknesses?

To identify your opponents, you need to answer the following questions:

- What groups or individuals are likely to oppose your efforts?
- What will your campaign victory cost them?
- What are their strengths and weaknesses?
- What will they likely do or spend to oppose you?

Try not to limit yourself to "traditional" allies and opponents. For instance, on campus, traditional allies of progressive causes include the environmental club, the anti-sweatshop group, the LGBT organization, and others. Examine carefully how the issue you are working on may affect other groups of people and reach out to them (e.g., the African-American organization or the Latino/a group may be interested in working on poverty issues since those issues disproportionately affect their communities).

E. Devising Your Strategy

You have chosen your issue, defined your goals, and assessed your campaign environment, now it's time to devise your campaign strategy. It is critical that you **think strategically** about your campaign so that your work will actually succeed in reaching the goals you want to see fulfilled.

Strategy is a systematic set of tactics arranged to influence a specific target towards a specific goal.

Possible strategies to use during our sample campaigns include the following:

- Living Wage Campaign – Demonstrate overwhelming support for a living wage ordinance among citizen voters in your town.
- Student Government Campaign – Systematically lobby student social groups by doing a campus-wide visibility campaign: send speakers to student group meetings and get them to endorse your slate. Then use their power to influence the student body as a whole to vote for your candidates.
- Clean Air Campaign – Embarrass your state’s Senators and hold them accountable for air pollution problems in your state by systematically having press conferences covered on local news programs in cities across. Make sure that the coverage ties your state’s dirty air with the bill in Congress that could help solve the problem.

When mapping out campaign strategy, you need to start by answering the following questions:

- How will we win?
- In what political venue will we concentrate our efforts to accomplish our campaign goals (e.g., legislative, electoral, direct action, etc.)?

Next, you need to identify your campaign targets.

A target is the person(s) with the power to give you what you want.

You cannot simply pressure the “powers that be” - there must be a person that you are asking to do something concrete. Even if the power to give you what you want is an institution (e.g., the EPA or the city council), it is important to personalize the target. Identify who ultimately makes the decision within that institution or, at least, who has the most influence over it. That individual will be your target. By personalizing the target, you can take advantage of the human responses of decision makers during your campaign – ambition, guilt, fairness, fear, or vanity. These responses do not exist in institutions as a whole.

Let's look at our three sample campaigns to illustrate the concept of target:

- Living Wage Campaign – If your city council determines the wages of city workers, they will be your target. However, you need to be more specific and personalize your campaign. If there are seven members of your city council and you already know that Councilwoman Stanley and Councilman Higgins will vote against any living wage ordinance, and Councilwomen Jones and El-Wafi will vote for it, they **should not** be your targets. You should focus your attention on the other three Council members who are undecided and could swing either way. Determine which two members (i.e., the number you need to win the majority of the vote) are most likely to support you and direct your campaign effort at these two individuals.
- Student Government Campaign – Here your target is the student population that will be voting for the student government. A way to get more specific in this case is to target the leadership of powerful student organizations on your campus and convince them to endorse your slate of candidates.

- Clean Air Campaign – Obviously, here the target is the Senators from your state. If you already know one will vote for the bill, then the other Senator is your target.

When attempting to identify your target(s) when planning a campaign, start by asking the following questions:

- What individual or group of individuals has the power to give you what you want?
- If it is a group of individuals, which specific individuals will you target to achieve your victory?
- What power do you have over your target(s)?
- What reasons does the target(s) have to agree with you or oppose you?

Once you have identified your target, review your organizational resources and those of your allies and determine what influence you hold over this individual. You may be able to convince your target to support your position if you have sufficient influence over that target. Otherwise, you will need to determine how to mobilize the power of your members and allies against the vulnerabilities of the target and pressure him or her to give you what you want.

If your group does not have any power or influence over your primary target (i.e., the decision maker), you need to identify a secondary target. **A secondary target is a person who can influence or has power over the primary target.**

To identify secondary targets, ask yourself the following questions:

- Which individuals can help you influence your primary targets?
- What is the nature of the secondary targets power over the primary targets?
- Who in your group or among your allies has pressure over the secondary target and can convince them to pressure the primary target?

Finally, it is also worthwhile to analyze whom in the public or on your campus do you want to reach with your message. Generally, you will strive to get your message to those individuals or groups that are likely supporters of your cause. Supporters are much more likely to respond to calls for action towards a particular decision maker (i.e., letters, phone calls, personal visits, sit-ins, etc.) during a campaign. Consider the groups on your campus and in the community, the geography of your region, and the demographics of your campus and community, as you determine who in the community will likely help you to pressure the decision maker.

F. Developing Your Campaign Message

Now that you know what you want and who is going to give it to you, it is necessary to develop your campaign message. **A campaign message or slogan is a short (10 words or less), clear, and persuasive statement that is used in all campaign communications (verbal or written) to deliver a quick and consistent description of your campaign effort to the media, the public, potential allies, and others.** Campaign messages are very useful to ensure that the primary target of your campaign is receiving a clear and consistent demand regardless of the source of that communication. Keep in mind the old organizer's saying that when campaigners become physically ill at having to repeat the

campaign message for the umpteenth time, only then is it finally starting to seep into the public's consciousness.

G. Choosing Your Tactics

Tactics are steps in carrying out your campaign plan by putting pressure on your target(s) and making them get you what you want.

Acting out or implementing tactics are often people's favorite part of a campaign. Unfortunately, as a result, many people neglect the previous campaign planning steps and jump right to this point. Not surprisingly, these campaign efforts often end up becoming a disjointed collection of tactics lacking strategic coherency and a real sense of how they are working towards achieving the central goal.

When choosing campaign tactics, your group should answer the following questions:

- Will the tactic or action have the desired impact on your target (i.e., pressuring him or her to give you what you want)?
- How will you quantifiably assess if your tactical action was a success?
- Is the tactic within the experience of your membership? Will they be comfortable using all types of tactics including direct action approaches?
- Are you using a variety of different types of tactics to pressure your target?
- In what sequence will you implement your tactics?

If you develop a goal for each tactical action, it will be easier to assess your progress. For instance, rather than stating that you will generate phone calls to your university president to protest a socially irresponsible university investment; state that you will generate 300 phone calls to the president. Tactical goals are really a type of short-term campaign goal and, thus, can serve as benchmarks to measure the progress of your campaign effort and to generate excitement among your membership at achieving victories. Your group should celebrate these victories, however small they might be, to encourage optimism and enthusiasm within the organization.

In our sample campaigns, potential tactics and their associated tactical goal are as follows:

- Living Wage Campaign – Collect 5,000 petition signatures through tabling efforts to give to your city council
- Student Government Campaign – Build a coalition of twenty student groups who will support your progressive slate for student government by speaking at the meetings of other campus groups
- Clean Air Campaign – Getting five stories on the air in two cities by holding a press conference talking about how air pollution affects the health of a community

Be sure to map out your tactics on a timeline, and make it as down-to-the-day as possible. Plan backwards from the day of your event or action (e.g., the day you plan to give the city council 5,000 petition signatures) to be sure that you allocate yourself enough time to get everything prepared. Your plan is bound to change, so be flexible, but remember that the more detailed it is, the more you'll be able to monitor your progress and hold yourself accountable.

H. Managing Your Resources

The last component of action planning is to manage your resources. Money and volunteers will probably be your biggest concern. Quite simply, after you have determined what your goals, strategies, and tactics will be, calculate how much the campaign will cost your group and develop a campaign budget. Even if you currently have sufficient funds to run your campaign, fundraising should still be one of your organizational goals. Please refer to the "Part V: Fundraising" section of this manual for more information.

Lastly, just like with funds, you need to assess how many volunteers you need to help you run this campaign. Even if your current membership is large enough to run your campaign, make one of your organizational groups to increase your group by at least 20% (refer to "Expanding Your Outreach" in section C 3 to learn more about volunteer recruitment). Also, consider how you can use this campaign as a way to train volunteers in new skills and build group leadership.

Although campaign planning may seem a little daunting at first, don't worry - it can be among the most interesting and intellectually engaging parts of organizing. And, be willing to invest time at the beginning of your campaign to produce a detailed campaign plan. The thoughtfulness and consideration that goes into your campaign plan at the onset will likely be a major determining factor of the campaign's eventual success. Most importantly, have fun with it - campaign planning is a unique and exciting process that too few people ever experience.

Part IV: Executing a Campaign

Each campaign, like each student body, is unique, and requires a different arrangement of tactics. Following are tips on how to effectively execute specific tactics--tabling, canvassing, using the media, and building a coalition. These actions should be seen merely as tactics, though, to be used after being clearly laid out as a step toward your campaign's final goal(s). Furthermore, these are only a few very basic tactics; other tactics include creating a website, engaging in some sort of protest or civil disobedience, petitioning in community centers, directly lobbying decision-makers, and registering voters. The possibilities are essentially infinite--be creative, and don't be afraid to try new things!

A. Tabling

"To table" means to set up a table in a central location, sit there or stand in front of it, and try to entice people to come, look over your information, and hear what you have to say. Tabling can be used as a petition-signing or letter-writing station, as a tool to educate and recruit students unfamiliar with the group or campaign, or as a means to collect donations. It doesn't require a large number of volunteers, but as an ongoing activity it can use many volunteers. It is a great way to involve new volunteers and members--it is easy enough for anyone to pull off and they'll get excited about the group and learn a lot in the process.

Some helpful tips to remember when tabling include:

- There will probably be other tables around, and you will be competing with other groups for people's attention. You'll need to be active - stand **in front** of your table (if your SAO allows it) - don't slouch behind it. Clipboard in hand, go up to people and get them to sign a petition or give them a handout.
- Don't make the 8 ½ x11 mistake: having a tiny scrap of paper taped to the front of your table with 'Campus Greens' scrawled on it. If a passerby has to squint, you've already lost them. Stitch three sheets together and create a gigantic banner or use cardboard boxes to make a huge prop to attract attention.
- Location is key. Set up your tabling operation in a high traffic area like outside of cafeterias/snack bars, in the mailroom, or outside the gym.
- Table during times that you know people will pass by. You want to talk to as many people in as little amount of time as possible.
- Get the appropriate permission. The official(s) you need to talk to will vary by school and by location.
- Always have group sign-up sheets ready for anyone that expresses interest. And put one or two names at the top to start out--no one wants to be the first. (Follow this same tactic when collecting money--start out with a few dollars in a transparent jar.)
- Have informational material (e.g., flyers) out. Remember that a large colorful banner will help tell people why you're tabling.
- Work in teams. Arrange your tabling schedule so that you always have between two and three people at your table--ideally one experienced person, and one or two new volunteers. Another effective tabling method is to have one person catching the flow of people and directing them to the table, while another person talks to them in detail, and shows them how to write the letter, sign the petition, etc.

- Be interesting and inviting! Give out candy, condoms, or lemonade, play music, wear costumes relevant to your campaign, be creative.
- Do not pitch two petitions, letters, etc., at once--it may be confusing.
- Don't spend too much time talking to one person, but don't cut people off either. A minute or two should be the longest you talk to any one person. And, don't waste your time arguing politics with people that obviously disagree with you.

B. Canvassing

Canvassing means going door to door, either on campus or in your community (depending on your campaign and its goals) and pitching a campaign, passing out literature, offering a petition, raising money, or all of the above. If you want to ask for money, you should canvass off campus, and you need to get a permit; contact the town clerk. They have to give you one--canvassing is a form of free speech protected by the Supreme Court.

Canvassing is one of the most fun, active tactics you can use. It will bring a lot of volunteers into your group, but it can also turn some shy people off. Remember that it is essential that whoever is leading the volunteers is very friendly and enthusiastic about canvassing.

Dorm canvassing is a great tool, if used properly, to both recruit and retain volunteers. It gives new volunteers or those bored with tabling or passing out flyers the opportunity to have fun with a large group of enthusiastic people. And it gives those volunteers, properly trained and armed with a clipboard and good informational material, the opportunity to personally reach out to many new people and establish a basis for further contact.

Remember, also, to have other tactics available for volunteers who are nervous about talking to strangers.

In order to successfully canvass your school, your group should make a specific plan, set goals, and train and motivate all involved volunteers. Every canvasser should be courteous and respectful of others' privacy, and they should have a concise, informative, and upbeat canvassing rap prepared (i.e., a brief descriptive speech about your issue or candidate stressing what you want the listener to do – sign a petition, vote, give money, etc.). They should also be receptive to questions and suggestions.

- Gather together a large group of canvassers. With about 10 or 20 people you can cover a large area and have fun.
- Have all canvassers meet at a central location and pair up. Teams of two work best--like tabling, with one experienced member and one new volunteer.
- Create a detailed plan before setting out. Predetermine what dorm(s) you will be covering. Assign canvass "turf" to each team (i.e., the floors or rooms that they will cover).
- Set goals for how many rooms/floors you want each team to canvass. Remind everyone to keep this goal in mind when talking to people.
- Give sign-up sheets, flyers, and other informational material, on clipboards, to each team.
- Have everyone practice the canvassing rap with his or her partner to ensure that they are comfortable with it and that it flows naturally.

- Make sure everyone knows what they are expected to do and try to motivate everyone before sending them off!
- Spend time talking to people who seem interested in your campaign. Avoid wasting time arguing with people that just want to argue - you're probably not going to convince them and you could be using that time more productively talking to someone that is interested.
- If running an electoral campaign, take down the names, dorm rooms, phone numbers, registration status, and e-mail addresses of those individuals supporting, leaning supporting, and undecided on your candidate.
- While you are talking to them, personally invite all interested students to the next meeting, and try to get their name and e-mail address, so you can remind them again later.
- Leave information under the door for people who aren't home--be sure that your flyers include information about your next meeting and a contact name and number where they can call for more information.
- Have everyone meet at a designated time at your central location to wrap up the canvassing effort. Find out what worked and what didn't and pick up extra flyers and sign-up sheets.
- Plan to hold a social event after a full day or evening of canvassing so everyone can relax, socialize, and celebrate his or her canvassing success.

C. Using the media

As we all witnessed during the 2000 and 2004 elections, using the media is integral to getting your message out and your voice heard. In short, the bulk of American citizens get their information from the mainstream media, and we must get covered there in order to be taken seriously. We must actively pursue media coverage when holding events, executing issue campaigns and running candidates. By communicating consistently with available media outlets, we will gain exposure, increase awareness about Green issues and win campaigns.

Your Campus Greens group should create a plan for using the media to make announcements, educate the public and recruit new volunteers, that is tailored to your group and your current semester's campaigns . Whether your campaign is community-centered or campus-centered, you should always contact both your community and campus media outlets with all news.

- Gather contact information for your campus and community newspapers, radio stations, and TV stations, and keep this in some sort of database for easy reference.
- All group members should consistently write letters to the editor, opinion-editorial pieces (op-eds), and guest columnist pieces for campus or community newspapers, in order to respond to events or negative articles and to pro-actively promote your group and its campaigns. When articles appear that highlight only the Democrat and Republican positions on a particular issue, write a letter to the editor detailed the Green stance on the issue and demanding that the editors provide more balance coverage reflecting all political perspectives.
- In order to get printed, these pieces should be timely, locally focused, and carefully written and edited. All arguments should be supported with details and hard evidence, and all pieces should contain your group's contact information. Make sure that different group members are submitting letters and articles so the Green point of view doesn't become associated with one or two people.

- Contact your newspaper's editors and your radio/TV station's producers at least one week in advance of an event and ask them to assign someone to write a story about it (see a sample press advisory in Appendix F and a sample press release in Appendix G).
- Many media outlets provide free announcements listings. Find out what you have to do to get all of your events listed and do it!
- If you are not planning any events that can be covered in a traditional story, make sure that your campus newspaper editors know that a new Campus Greens organization is thriving at your school. They may want to run a feature on the group.
- If your campaign gets little or no coverage, use this to your advantage. Raise awareness among students about your biased campus media.
- Everyone that talks to the media should be well versed on the issues involved with your campaign. If a member of your group is asked a question that she/he cannot answer, she/he should simply say "I don't know."
- Develop short statements with quotable lines that plug your group. Don't let your speeches degenerate into sound bites, but be aware of the kind of statements that reporters are looking for.
- Prepare events to suit photographing and videotaping. Have signs and banners with the name Campus Greens (or [your school] Greens, however you refer to yourselves) and/or the name of your current campaign or event prominently displayed. Let editors/producers know beforehand that there will be photo opportunities so that they can have a photographer present.
- A press liaison should be present at all of your events to seek out the reporters and ask them to sign attendance sheets, distribute press releases, make statements, and direct them to other spokespeople in your organization. You don't want to let a reporter get away without a pocket full of good quotes!
- Fax or email your press report to any media outlet or reporter who did not attend your event or press conference. Follow-up your fax or email with a phone call to make sure he or she received it. Ask if they would like more information and if they intent to pick up the story.
- If TV or radio interviews you, mention your contact information several times throughout the interview. If you are interviewed by print media, ask the reporter if your contact information can be listed at the end of the article. They may say "no," but it doesn't hurt to ask.
- Along with securing great coverage in all local and campus media, be sure to also become the media. Offer to write a weekly column for the campus and/or community newspaper. Use the column as a forum to inform other students and the public about your campaign(s) and about Green Party issues and politics.

D. Building a coalition

A coalition is an organization of organizations formed to execute a particular campaign. In nearly every campaign that you undertake, your Campus Greens chapter will need to develop informal relationships with sympathetic groups. You will want to form a more formal coalition, however, when undertaking a major campaign that will require resources and volunteer numbers that the Campus Greens can not possible produce or manage alone.

The biggest potential drawback to forming a coalition is the time, energy, and dedication that it will demand. Once you form a coalition to run a campaign, you surrender control of that

campaign and turn it over to the coalition; the coalition leadership should be made up of leaders from each member organization. Coalition meetings may run much longer than your Campus Greens meetings and will require that you compromise with other coalition members. This can be frustrating, but it can also be a great growing and learning experience for your group.

- Find out what organizations are out there. And don't immediately rule out unlikely allies. A conservative group may want to join a coalition to protest the Free Trade Area of the Americas. An organization of law students may want to join a coalition to protect affirmative action on your campus. A Catholic pro-life group may want to join a coalition to halt a scheduled execution.
- Determine which groups you do not know very much about and research them. Find out whether they have specific leaders; if they do, find out who those people are. Also, find out how active an individual group has been on campus. What previous activities has the group been involved with?
- Do not assume that Native American, Chicano, or women's groups are only interested in Native American, Chicano, or women's issues. Most members of progressive identity organizations have a broad progressive platform.
- Get in touch with a group leader or member and ask if the Campus Greens can have a representative at their next meeting. Prepare some literature to pass out at the meeting and give a short, enthusiastic pitch about the campaign and the potential coalition. And bring visual aids, and food!
- Do not allow any one organization (including yours) to dominate your coalition. One good way to prevent this is to arrange an executive board comprised of a representative from each of member organization.
- Meet weekly as a coalition, and develop working groups independent of member organizations' working groups. Your Campus Greens chapter should, of course, continue to meet weekly in addition to the coalition meeting.

If, in the end, your group decides not to form a coalition, your campaign can still benefit from endorsements and loose alliances with other clubs. You should ask organization leaders if you can table or speak at their meetings, and work to enlist their memberships to support your campaign effort.

Part V: Fundraising

Fundraising is everyone's least favorite part of working for social and economic change. You don't want to beg; you don't want to offend anyone. You don't want to seem too interested in money. However, the fact is that the Campus Greens--the national organization and every single chapter--requires a lot of money. Flyers, posters, food, technical support, long distance calls--these things are all very important and can not be purchased with our enthusiasm. Unless, of course, we use that enthusiasm to raise money!

We strongly encourage every chapter to designate some portion of funds raised--20%, 30%, etc., depending on your own chapters' needs--to go to the national organization. Because we are new, we are short on money with which to set up a national office, hire a staff person to manage our membership, pay for our founding convention, develop a speakers' bureau, help send trainers and organizers to areas that need them, and prepare materials (like this organizing manual!) to assist your organizing efforts.

There are a virtually infinite number of ways to raise money. However, some fundraising strategies are more effective for students than others. When you begin to develop a fundraising plan, consider what personal connections, resources, and skills are available within your group's membership. For example, does your group have connections to many small business owners, who might be interested in sponsoring your campaign? Is someone in your group a member of a popular local band who she could convince to do a benefit concert? Does the group have any ties to the budget or appropriations committee of the student government that you could lobby for support?

When devising a fundraising plan, use your imagination to create fundraising initiatives that will be lucrative, fun, and will take advantage of the varied talents and skills that your membership has to offer. Also, if you intend to use multiple approaches to raise money, try to reach out to many different kinds of people in many different ways. Even low-income people will donate money to an organization that they care about. Even students.

The following sections lay out several fundraising strategies commonly used by students. Use these ideas to help you get started, but don't limit yourself – assess your own group's possibilities and let your creativity flow!

A. Applying for Campus Money

Applying for organizational funding from your student government is often one of the easiest ways to raise money. The willingness and the ability of student governments to provide financial support to student organizations, of course, varies immensely depending on the type of institution. Some student governments are awash in money to distribute, whereas others can only afford to sponsor "all-campus" events and not individual organizations.

The first step towards receiving campus funding is to visit your student government and to find out their application procedures. Frequently, organizations need to submit a proposed budget outlining how they intend to use the requested funds. Try to anticipate all the financial needs you may encounter over the course of the school year. Be sure to include such expenses as copies for flyers

and literature, materials for signs and banners, food and drinks for meetings and events, travel money for delegates to statewide and national conferences, and stipends and travel money to bring speakers and organizing trainers to campus. Aim high in your estimates because budgetary committees often scale back funding requests. Remember that most schools will only give money to officially recognized clubs (if your Campus Greens chapter is not an officially recognized organization, see "Becoming an Recognized Student Organization" in Part I: Getting Started.)

B. Collecting Member Dues

Collect dues! Even if your school gives you \$100,000 to use, collect dues! Any organizer can tell you that people are far more likely to invest their time and energy into an organization to which they have given money. Once a student gives \$5, or \$10 to your Campus Greens chapter, they are far less likely to drop out of the group later in the semester. **When someone feels like they've invested money in something, they'll stick with it.**

This is not to say that you shouldn't seriously consider the financial limitations of your student members or create a sliding scale for dues. Asking for a minimum of \$5 is always a good idea--it allows people to give a small amount without feeling bad, but it encourages those with resources to give more. Or you may want to charge a flat \$10 or \$15, but let students know that if they are seriously incapable of giving that amount, the group is flexible.

Another idea is to simply allow the group to decide what the due amount should be. If you set aside a couple of minutes to discuss this at your first meeting, then everyone should feel comfortable with the amount they are finally asked to give.

After collecting the initial dues, it is a good idea to ask the members of your group to voluntarily give donations during campaigns when money gets tight. It is not rude to ask people who are giving a lot of their time to also give money. Rather, these people are the most likely to give because they know the group's financial situation and they know where their money is being spent.

C. Hosting a Benefit Event

Benefit events are a great source of money because they are fun to plan and attend, can raise quite a bit of money, and can raise awareness of your campaign as well. When organizing any benefit event, be sure to lay out your goals. Obviously, you'll want to set a fundraising goal (\$100, \$500, \$1,000); you should set awareness raising goals, too, and recruiting goals. And try your best to mix different types of music and activities so that your benefit appeals to people of all races and genders.

A benefit event does not need to be complicated or huge in order to be successful. It can be as grand or as simple as you want it to be. One very easy idea is simply to throw a "Green Party," a big party in the dorm room or apartment of one of your members. Charge \$5 or \$10 at the door (always ask for a "minimum donation" to encourage larger amounts) and let people know where their money is going. Play some good music, provide food and drinks, decorate the house green, place flyers next to the bar, and get as wild as you want!

Another super easy event idea is to just attach yourself to an event that is already being planned. If you know members of a band or hip-hop group that has a scheduled show, ask them if they would

donate the proceeds to the Campus Greens. Essentially, they are donating their own money, but they probably won't think of it that way. Or simply ask if they would mind you making a quick pitch in the middle of their set and passing a box or two around the crowd. Or, if you have a friend who is throwing a party, ask them if they'd mind you passing a box around there!

If you have the time and resources to actually plan and execute a benefit concert or event, by all means, go for it! You will have creative control; you can set it up to include short speeches as well as musical groups, you can decorate the event location however you like and you can organize the event as cheaply as possible to make the largest possible profit. A comprehensive how-to guide for organizing a benefit concert can be found in this manual under Appendix C: Setting Up a Benefit Show.

D. Going Door-to-Door

If you are going to fundraise by knocking on doors, you'll be much more successful if you go off-campus. However, every college is unique and canvassing dorm rooms is more convenient, so if your group wants to try to collect money on-campus, go for it. If it works, great! If it doesn't, you'll know better next time.

If you do decide to raise money off-campus by door-to-door canvassing, just remember to get a permit to do so from your town clerk.

First, carefully target neighborhoods that are likely to give you money. This does not necessarily mean that you should target your town's wealthiest neighborhoods. Rather, it means that you should target neighborhoods where residents are known to be progressive-leaning, where they have a good relationship with students on your campus, where they have been particularly affected by corporate abuses, or--best of all--where they will directly benefit from a campaign your group has undertaken or plans to undertake.

One easy way to target neighborhoods is simply to call your county's Supervisor of Elections (or check out her website) and find out which precincts had the highest Nader vote in 2000 or, if Nader wasn't on the ballot in your state, which precincts had the highest Independent vote.

Once your group has chosen which neighborhoods to target, make a plan! Read the general tips in the "Canvassing" section of Part III: Executing a Campaign. Your fundraising canvas will involve most of the same elements--meeting before and after the canvas, building teams, tracking donors, handing out literature, etc.--but will add a fundraising pitch.

Being able to give a good canvas fundraising pitch is a real skill; practice makes perfect. You should make sure to make your pitch a dialogue, rather than a speech. When talking to prospects, introduce yourself and ask for their names. Ask them if they have heard of the Campus Greens. Ask them what issues they are particularly concerned with, and tailor your pitch to their concerns. Do not mislead them, but emphasize the parts of your group's platform or campaigns that will affect them the most. And really listen--you'll learn something.

When collecting money door to door, don't waste your time on lost causes. Immediately after you begin your pitch, assess whether the person seems at all interested. If they are not, keep it short, thank them for their time, and move on to the next house.

E. Getting Creative

Your group's fundraising potential is limited only by your collective creativity. Spend a little time at a meeting with some butcher paper and markers and brainstorm. Design tee-shirts, buttons, or other propaganda for your organization or current campaign, produce them cheaply (but make sure your materials don't come from sweatshops!), and sell them for \$10. Sell services like raking or lawn mowing (Greens--get it?) or car washing. Have a bake sale--get every member to donate a dessert.

One final fundraising idea (although there are infinitely more possibilities) is simply to have every member call 10 friends or family members with a request for a specific amount of money that will go toward an important campaign. You'll be surprised how well this works!

Appendix A: Running an Effective Meeting

Developed by the Green Party of Texas

Facilitated group meetings are the backbone of the social change movement. It would be nearly impossible to challenge oppression if our individual groups' processes were conducted in an authoritarian manner. Form and content are intimately linked.

The consensus facilitation process was developed by feminist and peace groups oriented toward action, but the format can be used whether or not consensus is required or for discussion groups where no action is planned.

The main goals of the process are **1)** allow everyone to participate in discussion and decisions, **2)** keep discussions focused, **3)** prevent individuals from dominating the process, the group, and its actions, **4)** keeping the agenda to a time schedule and **5)** making sure actions decided upon have a mechanism for being carried out.

When groups adhere to good process, they find that people keep coming back to meetings, leadership is developed and distributed, gender ratios stabilize close to 50/50 and the group's work is distributed well among its members.

The Circle

Facilitated meetings are arranged with participants sitting in a circle. This is very important both practically and symbolically. Sitting in a circle allows everyone to see and hear each other and it visually demonstrates equality and promotes democracy.

Beginning The Meeting

Beginning on time is a sign of respect to each member of the group. Late arrival says to people, "I am too busy and important to give this group my time"

If there is just one new person at the meeting, introductions are in order. Go around the circle and have everyone say their name and maybe a sentence or two about why they are there. This establishes to new people that they will be heard and allowed to participate.

Facilitator

After introductions, the group must choose a facilitator. The facilitator should know how the process works, and not be a person who has a lot to say about topics discussed. Though some people are better facilitators than others, the facilitation role should be rotated from meeting to meeting to demonstrate that no person or Junta controls the group. In small meetings of five to ten people, the facilitator can also act as timekeeper (who makes sure agenda items are completed in time allotted), stack-keeper (who takes the names of people who want to speak to a topic and calls on them in order), and even notetaker. In larger meetings, it is best to delegate these tasks to others.

Participants

Meeting participants should be prepared to speak clearly and concisely. They need to listen actively and avoid whispering to their neighbors. Personal attacks, no matter how veiled, have no place in facilitated meetings. It should be made clear at the beginning that interruptions, speaking out of turn, off-subject, too loud, too often, or too long, are not acceptable. Participants are most effective if they have pen and paper to outline their thoughts before speaking, and a calendar to refer to.

Agenda

The facilitator helps the group develop an agenda for the meeting by asking for items for discussion. With the help of the group, the items are prioritized and given time allotments. It is best if the agenda can be written on a chalk board or flip sheet so everyone can see it. A typical agenda might look like:

- Introductions
- Announcements (Quick notices that don't require discussion)
- Review of last meeting and unfinished business
- Quick and easy discussion items, or subcommittee reports
- Time critical discussion/action item needing immediate attention
- Discussion/action item that may take a lot of time, be complex, or controversial
- New issue for discussion and planning
- Evaluation of meeting (optional)
- Announcements
- Closing - set time for next meeting, make a proposed agenda

Meetings should last no more than two hours, so the group should set reasonable time limits for each item.

The Process

Often, the facilitator will open a discussion item by asking for an introduction to the issue, especially if new people are present. From there, discussion proceeds. If many people want to speak, or especially if people begin to speak at the same time, the facilitator or the stack-keeper will ask people to raise their hands to be called on to speak. A "stack" or list of names will be kept, and each person will be called on in order. It is the responsibility of the facilitator to make sure people are staying on topic. S/He will also stop people from speaking out of turn, being repetitive, or from engaging in a two-person dialogue.

As the discussion proceeds, a skilled facilitator will also attempt to reach universal agreement with comments such as, "What I'm hearing is this, that and the other, is there anything else we need to know?"

The stack-keeper and time-keeper are the only people who can interrupt other speakers, and then ONLY for the purposes of keeping the meeting on topic and time. A stack or time-keeper might interrupt, for instance, to let the group know there are 12 speakers but only five minutes left for the topic.

Other than that, there are two ways to break the stack. Holding up an index finger indicates a "point of information" that will clarify an issue, and save time in the discussion. Raising both hands with the fingers touching (^), the indicates a "process breakdown" that needs to be addressed immediately. Breakdowns occur when discussion goes off topic, when others aren't being called on to speak or when speakers address an individual rather than the group. Silent applause or "twinkling" - holding hands up and wiggling fingers is a non-interruptive way to show support for what is being said.

The facilitator should ask the group for a proposal when all concerns have been aired. After a proposal is made, the facilitator should first ask the people on the stack if they need to speak before the proposal is developed. Usually people are ready to move on an issue by this time. The facilitator asks for concerns or friendly amendments to the proposal. The note-taker is often called upon to read back the proposal with amendments, so people can keep track of its development. After amendments are made, the facilitator checks for consensus. If everyone gives the "thumbs up", then consensus has been reached, and the meeting goes on to iron out the details such as who is going to write the press release or provide transportation.

Make sure somebody can coordinate the event and remind people of what they volunteered for.

If someone gives a "thumbs down", they are signaling a "block" to the proposed action. A block is a serious, often ethical objection to the proposal, out of concern for the group's reputation, legal or safety issues, the bigger strategy in the community, or something of that scale. Unless amendments can be made that will convince the person to either remove the block or "stand aside" (signaling that the person removes him/herself from the group for the purposes of this issue), a block means that the group cannot approve the proposal. This is a situation to avoid, obviously. A person who blocks proposals very often will eventually be asked if they really want to be in the group.

Some groups have amended the facilitation process to include for "consensus minus one" or even by using majority votes for certain types of actions. The best voting method depends on the size, diversity and patience of your group. The voting method needs to be decided before groups move to action items. Even if consensus is not required, it should be the goal. Consensus decisions strengthen the group and inspire more commitment.

Next Up

As the group proceeds down the agenda, the facilitator note if the group is getting fidgety and needs a stretching or restroom break. Breaks, however, can interrupt the flow of the meeting and should be used sparingly. Other ways to maintain interest include allowing a little chaos to break out, changing the discussion format or rearranging the agenda.

Evaluation

Although this step is often skipped, it is called for especially if it has been a stressful meeting. A go-around in the circle can ask and answer questions that can be very helpful to facilitators: how did the process work? what could we do better? when this happened was it OK?

Announcements

Announcements are often done at the beginning of a meeting; often announcements will be shorter if given at the end of a meeting. Putting fliers or an announcement sheet on the wall can be time-saving alternatives to verbal announcements.

Close

Almost done! The meeting close is when the next meeting time and place are set, and if possible, a preliminary agenda is sketched out.

The Future

Facilitated meetings can at first seem slow and stilted because we are culturally conditioned towards hierarchical decision making. All our lives, in the family, at school, and on the job, we are taught that the loudest voice gets the attention, the toys, the promotion, the glory. Less aggressive people are conditioned to stay out of the way, and to gripe in private if they don't like what is going on. Democracy and equality need to be re-learned (remembered?) and practiced. Once a group has mastered this way of making decisions it will never go back to "Roberts Rules of Order" because it will seem too inefficient and uncreative!

Obviously, each group will adopt its own form of facilitated meeting. That's fine as long as the group does not become sloppy or lazy with the facilitation process. If disgruntlement, hurtful gossip, lack of enthusiasm, or flaking out start to become a problem for your group, a return to more formal meeting process will often go a long way to remedy the situation. Also notice that there are no rules in consensus-style facilitation against fun, laughter and personal growth.

Although this process is meant for no more than fifty people, adaptations like the "fishbowl" and the "spokeswheel" (where affinity or focus groups have a representative at the circle) make this consensus process theoretically available to groups of thousands. Now THAT would be a worthwhile experiment in democracy.

Appendix B: Researching Possible Campaigns

By Shelley Fite, New College Greens

Many of your campaigns will be local--dealing with a campus or community problem or election. Thus, after checking out our website and speaking with other Campus Greens, your group will have to think about and research your community. You should check with your local Green Party chapter (or the local chapter of another progressive party such as the United Citizens Party in South Carolina or the Progressive Party in Vermont) to find out if they are running any electoral campaigns that could use a student boost. You should talk with other progressive organizations in your city to find out if they are doing something locally that you would like to be involved with, or if they are conspicuously ignoring a problem that your group could tackle. You should listen closely to the concerns of students and faculty on your campus to find out what could be done there.

Always make sure that you have all the facts before embarking on any new campaign! The Center for Campus Organizing, at www.cco.org, has great tips on how to research a possible campus campaign. Among other things, they list sources that you will probably need to use:

Source of information about your school

What information you can find

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

Grants and Contracts office

Listing of research contracts on campus

Neighborhood Groups

Activists with long history in 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 administrators & professors

Choosing a campaign

The national Campus Greens will usually be working on one or two critical, timely national campaigns that you are encouraged to work on. These campaigns will be easier to take on than one of your own conception since a lot of the background research will be done for you by the National

Network. But, of course, you need to determine the local angle or the relevance of the campaign to your campus.

Additionally, campaigns that are specific to your campus, town, or state are sometimes even more exciting because you can see results and connections more quickly - whether it's a campaign to get organic food in your cafeteria, a living wage in your town, or better water pollution regulations from your state government.

You should think of every campaign as an opportunity to expand membership, develop your organization, build awareness about the Greens, and gain momentum for your next campaign. Before making the final decision to go with one campaign over another, ask yourself the following questions:

1. Does this campaign have a clear goal that is attainable in a reasonable amount of time?

If group members do not feel like they are getting closer and closer to a defined goal, they may tire of the whole campaign. Furthermore, if group members sense that a campaign is fruitless, they will start to feel like they are wasting their time and energy.

For example: consider a campaign to get students to send postcards to a state legislator condemning her poor environmental record after she has already voted - the decisions have been made and your group will have no impact over the decision maker.

A better example: getting students to send postcards to school board members, telling them to vote "No" on a new proposed zoning system in your college town that would isolate minorities in substandard schools.

2. Does this campaign impact students on my campus and/or citizens of my community?

Although you will want to take part in national or statewide campaigns, you should aim to make success measurable in your own community. If group members and volunteers cannot see the results of their hard work, they will not be as inclined to work hard - or at all - in the future.

3. Will this campaign broaden my organization's natural base or narrow it?

You should think about the composition of your group and seek a campaign that will help make it as broad as possible. So, if your Campus Greens group is made up entirely of white upper middle class environmentally-conscious students, and is having a difficult time reaching out to other students, maybe you should put off an environmental campaign and instead help to organize the workers on your campus, or elect your city's first black mayor, or fight for a Latino/a Studies Program at your school. If your original group will not temporarily abandon environmental work, you could look into local instances of environmental racism. Do not let yourselves be pigeonholed.

One example of a great possible first campaign that is local, goal-oriented, potentially very popular, and a good learning experience is a campaign to “take over the student government.” (Appendix D of this manual outlines how to go about doing this.) By helping to elect student government officials who are interested in making your student government more democratic and who are sympathetic to progressive political groups on campus, you will make your future campaigns, as well as those of many other organizations, infinitely more effective.

Appendix C: Setting up a Benefit Show

By Andy Goldman, The Center for Media and Education

Maybe you, like me, enjoy rockin' and rollin'. Maybe you like the whole soul of the independent music community, with its implicit rejection of mainstream culture, and with the entire spirit of rebellion that is so intrinsic to its essence. And maybe you want to mobilize that community, to tie it to the explosion of the progressive movement, and to growth of student Green activism.

So you want to set up a benefit show for the Campus Greens? Bravo. Here's how you can speak up, act up, and lend a hand.

Know Your Budget

The easiest way to do it is to work backwards. How much money do you hope to raise? How much money do you have as a budget? What are the expenses? Add up all the expenses and then project a conservative number of people you expect to attend. For example: if expenses total \$500 and you hope to attract 100 people, then you need to charge at least \$5 per ticket in order to break even. But you don't want to break even. This is a benefit, remember? The whole idea is to make some noise and raise some money. So how much money do you hope to raise? If you wanted to raise \$500, then charge \$10 per ticket. Or try and attract more than 100 people. Duh. For normal shows, people tend to settle around \$7 as a reasonable price to pay for an independent show.

Pick a Hot Date

When do you want to do the show? Gotta know that before you can set anything else in stone. Although, what you can do to accelerate the process is to talk to bands to get a feeling for loose interest in putting on a benefit show. Pick your date strategically, considering your availability and the availability of your staff (more on that later), what nights more people are likely to come, and the any deadlines you are facing.

Gotta Have a Venue

If you don't have a venue, you don't have a show. Fortunately for you, there are more places to play than most people would think. If you don't have the resources to book a show at an established club, try churches or youth centers, or random rooms or halls at college campuses. You'd be surprised how willing most places are to help out pro-active, self-realized kids who want to do something that does not revolve around alcohol. Just tell them what you want to do, that it will be alcohol and drug free, and that you'll take care of the place. Don't forget to ask them if there is a curfew or anything

particular you should know, as you don't want to be finding that out for the first time during the night of the show.

Rockin' Like Dokken (or: choosing the band)

If you are not aware of the near infinite number of great bands who would be willing to play for the proverbial peanuts, you might not be the right person to be setting up a show. This is not to say that you need to know them personally. Of course you don't. But the less aware you are of the ocean of music that exists, the more difficult the whole process will be for you. That said, come up with a list of bands that you'd like to see play, and then start digging. Phone numbers and email addresses are not terribly hard to find, if you try hard enough. And what with the whole information superhighway, the wonderful labels that release all the wonderful music of these bands should have their contact info available on their shiny, happy web sites. Most of these independent labels will be very happy to put you in touch with whomever you want to be in touch with. One thing to consider, though, is the drawing size of the band that you want to book. For example, Brittany Spears could not play at the local community center for \$6. The building would fall down. Keep the capacity of the venue in the back of your mind, and try to fit a band to it accordingly.

Hey, Mr. Soundman

So you've got your hot date, you've got your venue, and you've got your band(s). Don't forget to hire somebody to do sound for the show! If it's a small show in a small place, you probably only need a small PA that you can rent from various places that can be found in the phone book. General rule of thumb: the larger the show, the larger the sound system that needs to be ready to go. After all, people show up because they want to actually hear the band, rather than just watch them. So go ahead, ask around, and find somebody who can come over and work the show at a reasonable fee that will fit your budget. Or, use your connections to find someone who will donate their equipment and expertise for the show.

Stages are for You and Me

Stages are only essential for really large shows. If you're booking a show that you expect to draw more than a couple hundred people, nobody past the first several rows will be able to see anything if there isn't a stage. And that's no good. Get yourself a stage and spare yourself the beating that you might take after the show from angry fans who paid to watch the back of someone's head. You could either call around, ask the sound guy who he's worked with before (often times sound and stage work together), or, if you are short on funds, build or borrow one yourself.

Volunteers: Get by with a little help from your friends

You definitely don't want to be the only person working at the show, as you'll be stretched all over the place and too stressed to enjoy what you worked hard to put together. So make sure you have enough people there to help you do everything that needs to be done: watch the front door and take money, crowd monitoring, trash pickup, and to generally be on the prowl, paying attention to the show to make sure it goes smoothly.

Fly, Fly, Flier Away

Almost all of the technical points should have been covered, so now all you have to do is talk it up! Publicize until your arms fall off. Put fliers everywhere. Take out an ad in the city paper. Post about the show on web boards. Send notice out to email lists.

Tonight's the Night

The night of your hot date arrives, and you're a little jittery. But don't worry, all will go fine. Just get there early and stay on your toes. Tell your volunteers exactly what you need them to be doing, and just make sure all the bases are covered. Make sure someone is at the door collecting the dough at all times, make sure there are enough people roaming through the crowd to ensure that everything is safe, and make sure to introduce yourself to the sound, stage, and band folk at the very beginning so that they know who to go to if there are any questions/problems/etc....

There you have it. Be prepared to stay late cleaning up (you'll probably find some rather gross things, but all in the name of democracy, right?), and in general just try to keep cool and have fun.

Appendix D: Taking Over Your Student Government

By Bernard Pollack and the George Washington Greens

You're dissatisfied. Tuition is too high, part-time teachers are not being paid enough, employees are forced to work too many hours, the school lacks a decent recycling program, progressive groups don't get enough funding, the administration doesn't listen to you, the school store uses sweatshop labor, the meal plan is too expensive, its hard to book space for events, the money given to student events is largely wasted, and the current government has no interested in anything but their resumes! Any of these things sound familiar?

At George Washington University we face many of these problems above and last semester we decided that we wouldn't stand for it anymore. We are not going to let them turn our school into a corporation, not without student struggle!

What does Student Government have to do with Campus Greens?

Why is this a project for Campus Green groups? Greens stand for a deep democracy! We want to get the bad and lazy people out, and run our own candidates and give the student government real purpose, and evoke real change. The administration gets away with murder - well not anymore; you can become the administrative watchdogs!

Hold administrators accountable to their rhetoric and give progressive and multi-cultural groups the funding that they deserve but are often denied. Its time that a real progressive agenda takes over student governments all over the country - you can do it - we can all help each other!

The fact is that many students are apathetic about politics. Student governments are often merely popularity contests and beauty pageants. No more! It's time that Campus Greens set an example. Show that Student Government can mean more than making sure the bathrooms have toilet paper. Not only will getting into office forge the opportunity for change, but it will give experience to people in running for office, and offer inspiration to students unsure of the power of their voice!

Build A Coalition

The first step to building a lasting progressive political group to run candidates for student government is to build a coalition. Contact all groups that might share common interests (feminist groups, Students for a Free Tibet, Amnesty International, Black Student Union, NAACP, Muslim Student Association, STARC, United Students Against Sweatshops, etc.) and include them in your organizing.

Build a progressive ticket, and support each other's candidates from your respective groups. This way you will have student organizations behind your campaigns, making it easier to get volunteers and get your message out. And this coalition will bring your groups together and that relationship will foster many more common projects in the future.

The amazing thing about the Nader/LaDuke 2000 campaign is that it brought so many different types of organizers together for the first time. A take over your student government campaign is

similar in that you can unite all like-minded campus groups under an inclusive progressive platform and give everyone a common project to focus on.

Building a Platform, a deep democracy!

Once you have contacted all the respective groups, organize a meeting. Set goals for yourself: what do you want to accomplish if elected? What issues are most important to focus on? Put together a platform that all your groups can agree on and have all the groups present that platform to their respective meetings.

Then, everyone should come back for a second meeting to discuss what revisions members wanted to make. Remember that you want as many people as possible to participate and the best way to ensure that is to democratically involve everyone in the decision making. How can we promote a deep democracy for our school, if we use anything less in our campaign? Once you have your platform its time to ORGANIZE, ORGANIZE, ORGANIZE!

Spreading the word, cheaply

Most of us don't have a lot of money, but you would be amazed how helpful people can be if they realize how honorable your intentions are. You are at the front of the battlefield for campus democracy, and many people will probably admire your work and want to help.

To avoid meeting costs, have a campus group in your coalition sponsor space for your election organizing. At GW we created a group whose sole purpose was to book space for progressive events. Host fundraisers that offer great food, and have local pizza places and restaurants donate food for the event. Also, your local photocopy center might help you out if they knew why you needed free or cheap flyers printed. Find out what services the school offers for free to advertise fundraisers or informational events.

Hold debates with other candidates. Once people see how much wider and inclusive your platform is, many students will want to help you. Use emails to disseminate information and build a website (many schools give free web-space) so that other students can ask questions directly from your site. Go to other groups' meetings to present your platform and answer questions--be prepared and understand the issues important to these groups before you go! Sponsor panels that address issues specific to each individual groups.

Chalk to advertise your meetings in front of the main quad or cafeteria. Appoint dorm-room reps to tell all the other people in the dorm about your Campus Greens' slate of candidates and organize dorm meetings where dorm residents can ask you questions. Call your school newspaper and ask them to write about your coalition, or write an editorial about why you are running.

Creating a diverse ticket

At the first coalition meeting you can decide if you want to run a full slate of candidates or just for specific positions. Ideally, you would like to have volunteers to run for a position, possibly one from every student group in the coalition. If there are no volunteers then perhaps you should reconsider whether this is a worthy endeavor for your group.

It's important that the volunteers aren't from one group in the coalition but from as many as possible. If there are two volunteers for the same position, allow the volunteer of a group without a candidate to run to avoid having more than one person running from the same group. The volunteers must be included in the platform decision making because once elected, they will represent the coalition. Once elected they will be expected to keep in contact with the coalition, in order for the coalition to further the platform.

Creating a New Political Culture!

Hold a free speech day once a week. At GWU we call it "Everybody's Box." We are not the original creators of this idea, but since I don't know who is, we will help spread it. "Everybody's Box" is a box that belongs to everyone. Place this box in a crowded public place and be amazed by the things that you hear. People are dying for an outlet to break free of the chains our society puts on us!

Once a week progressive George Washington University Students place a box outside the Marvin Center in front of our cafeteria. People stand on it. On top of the box they are free to say anything. Some may read poetry, some talk about their day, about love, about their frustrations, some sing, some dance, many talk about political issues, cultural issues, some people are funny and some are heartwarming, some are angry at the world, some filled with hope but over the course of the day tons of people get to express themselves to others in a way that is completely free and completely open. It takes no money and involves no leaders. Just one box with a sign "everyone's box: your right to speech."

"Everybody's Box" is great place for candidates to talk about what they want to do for the school in a fun and exciting way. Make sure you have fun, its all part of creating a political culture and an atmosphere where people are able to express themselves freely.

Theater/Music/Art can be Political!

Use political theater as a way to highlight issues important to students and to promote your group. Many activists are/were actors and actresses in high school and you will be amazed how much theatrical talent you have in your group without even knowing it. Perform outside in your quad when many students are around.

You can also create music circles to advertise your campaign. Get a drum, a pot to bang on, sticks and all of a sudden you are making music. Invite others to join in. Promote free expression. It's a great way to draw attention to your groups and candidates because you will be including other students in your events.

Poetry/art nights are a great place to meet people who aren't necessarily activists but might want to help with your campaigns. The point is the more fun you have, the more people will want to get involved, and the easier it will be to win offices.

Don't Ignore, Include!

The fact is that many of the people elected in student governments were elected by the help of their frats and sororities. It is very important that you try and outreach to these groups as well as campus

sports teams whose athletes often carry a lot of influence. Many members of these groups might have genuine concerns about tuition hikes and lack of school funding for important events. Outreach to them, but don't get discouraged if you don't have their enthusiastic support.

Make sure you outreach to all cultural/minority groups as well (for example: the Chinese Student Association, Arab Student Association, Hillel, Indian student groups etc.) Don't be shy or exclusive, listen to their concerns, in the end you want not only as many votes and support as possible - but to build connections for projects in the future!

It's the passion, stupid!

Get all the groups behind this project to put their efforts behind it with as much energy and passion as possible. Most student government campaigns aren't run seriously and this leaves a wide gap to allow you to get elected. People want candidates that will change things, get back the student voice. Don't make running for election a chore. It will give you the chance to meet new people, hear new perspectives, and open new doors to your coalition and build a progressive alternative on campus.

It's Not Easy Being GREEN

For many campus activists, you will be the first to establish a Campus Greens chapter at your school. This is an enormous challenge in its own right but PROJECT TAKEOVER STUDENT GOVERNMENT is a great way to get your group out there and let others know that this GREEN voice is not going away, and is never selling out!

Appendix E: Hosting a Speaker

By Leah Stapleton, U Mass Greens

A valuable way to increase awareness, initiate activism, and invigorate attitudes on your campus is to invite speakers and experienced organizers to give a motivational speech or run a teach-in. The. Keep communication between your Campus Greens chapter and your community's Green Party open and frequent and always inquire about contacts they may have with progressive speakers.

The Campus Greens are currently working on putting together a speakers bureau for our chapters to use. If you are interested in hosting a speaker at your school and would like to know how to contact them or have any other questions about speakers, contact us at info@campusgreens.org. As soon as you contact a speaker and they accept your invitation, you must begin planning.

The logistics of hosting a speaker--the rules and regulations--vary from campus to campus. Some may require security and others may simply say "good luck" and send you on your way. One thing that is universal, however, is that advertising for your event is the key to its success. Flyer, call your campus TV and radio stations and ask them to make announcements, post the event information on our website, and let your local Green Party and other progressive groups know who is coming and when so they can help spread the word. Send press releases to the local media and get the community involved! (You can find a sample press release and a sample media advisory in Appendix F and G of this manual.)

Appendix F: Sample Media Advisory

Sample Media Advisory:

Date [ex. 13 Oct. 2001]
For Immediate Release-
(or the date you want it released)

Contacts: Jane Green
Your Campus Greens
Phone number, email
Contact 2- Onsite Contact

NEWS ADVISORY

HOMETOWN CAMPUS GREENS RALLY TO...- **The title should be catchy, be short, and say your message**

Hometown, State- On [Date] at [time] students and concerned citizens from across the state will gather at [place] to [what you are doing]. The rally, led by [your] chapter of Campus Greens USA (a student coalition working on the issues of the Green Party,) will include a press-briefing. Additionally, there will be street theatre and other great visuals. **[or whatever you are planning to do- this paragraph is a BRIEF description of the event that should include all the necessary details-]**

EVENT: [What you are doing-]
GREAT VISUALS!!! -[a great way to get press attn.]

DATE: [when it is]

LOCATION: [where it is- include directions if need be]

TIME: [the time of your event]

-end advisory-
###

Appendix G: Sample Press Release

SAMPLE PRESS RELEASE

[Date you write the release]
For Release: [Date you want it released]

Contact: Offsite Contact
Your Campus Greens
Phone, email
Onsite: Contact #2
Cell phone number

Your Campus Greens Rally For Democracy

[The title should be exactly what you would want printed as the headline in a newspaper]

[Where, date, time]: This paragraph includes the who, what, when, where part of the release- basically the whole story. Press releases follow an upside triangle method- the most info. goes in the first paragraph- then work down to the smaller details.

Second paragraph: Include a little more background on why your event is important, and have a catchy quote, for instance: “Clearly, Iowans want a choice in the upcoming election and we feel that it is imperative to hold the two major parties accountable to the principles of democracy, a process in which all voices and issues are included,” said John Green, coordinator for the Nader campaign in Hometown, IA.

Third Paragraph: Get to the nitty-gritty on why you are holding your event- have another quote, for instance: “We are protesting today because the Commission on Presidential Debates is allowed to dictate the criteria for candidate participation, and has abused that power by inhibiting democratic participation. Nationwide polls confirm that over 64% of Americans want to see Ralph Nader and Pat Buchanan in the debates,” stated Jane Green, Campus Students for Nader coordinator. “We feel that without Nader in the debates, the American public will never have a chance to consider proposals such as true campaign finance reform, universal health care, and a moratorium on capital punishment, all of which the Green Party candidate supports.”

The next paragraphs can include some background material or other information you think the press should know. This is the small detail portion of the release, for instance: For the last few weeks Ralph Nader has held super-rallies across the country to bring attention to his exclusion from the debate process. Today’s rally in Hometown, IA was part of a nationwide protest scheduled to take place throughout the country by Ralph Nader supporters.

-end release-
###

[More advice: include phrases like “Excellent Visuals” when appropriate- and you may want to bring a cell phone w/you to the event so press can get a hold of you there and a digital camera so you can e-mail pictures w/your release in follow-ups the next day.]

Appendix H: Chapter Affiliation Form

Please send in the following form to affiliate your chapter with the national Campus Greens, or email the information to info@campusgreens.org. You'll receive a letter confirming your affiliation after the form is processed.

School: _____ Date: _____

Campus Address: _____
City/State/Zip _____

Delegate's Name: _____ Phone: _____ Email: _____

Chapter Website: _____

Chapter Email: _____

Comments: _____

Please send to P.O. Box 536, Lombard, IL 60148
Thanks for supporting Campus Greens!

Please send in the following form to affiliate your chapter with the national Campus Greens, or email the information to info@campusgreens.org. You'll receive a letter confirming your affiliation after the form is processed.

School: _____ Date: _____

Campus Address: _____
City/State/Zip _____

Delegate's Name: _____ Phone: _____ Email: _____

Chapter Website: _____

Chapter Email: _____

Comments: _____

Appendix I: Sample Chapter Constitution

Preamble

Campus Greens is a national student-based, non-profit organization dedicated to building a broad-based movement for radical democracy on America's high school and college campuses. We work in solidarity with the Ten Key Values of the [Green Party](#) and have membership from all sectors of the campus community and all levels of education. We provide our members with the support and resources they need to become effective agents of social change, empowering them to overcome our world's gravest problems and build a society based on grassroots democracy, ecology, and non-violence.

Article I

The name of the group shall be (your high school / college name) Campus Greens, hereafter referred to as Campus Greens.

Article II

Membership shall be open to any student, faculty member, administrator or staff person regardless of race, sex, creed, national origin, disability, or other status protected under international human rights law.

Article III

Section 1. The offices of the group shall be:

- a. President (or other title)
- b. Vice-President (or other title)
- c. Secretary
- d. Treasurer
- e. Faculty Advisor

Section 2. All student voting members shall be eligible to hold office.

Section 3. The term of group officers shall be from fall semester of the regular academic year to the fall semester of the following year. Elections for new officers shall be held in the spring.

Section 4. Officers shall be elected by a majority of the voting members of the campus group during the last month of the spring semester.

Section 5. Vacancies of officers shall be appointed by the President or faculty sponsor.

Article IV

Section 1. The duties of the President shall be to:

- a. Preside over all group meetings.
- b. Call any additional meetings.

- c. Disseminate information received from Campus Greens offices.
- d. Represent the group at all coordinating meetings with the Student Services Office, Student Government Association, etc.
- e. Keep the faculty advisor informed of all activities.

Section 2. The duties of the Vice-President shall be to:

- a. Fill in for the President if he or she for any reason be unable to carry out his or her duties at any given event or meeting.
- b. Assist the President in administering the business of the group.

Section 3. The duties of the secretary and treasurer shall be to:

- a. Take brief minutes of each meeting and take care of any major correspondence concerning the group as a whole.
- b. Keep a record of all financial documents and submit all financial records to the Financial Affairs Office when required for audit.
- c. Sign all financial documents.
- d. Turn in all financial records for re-issue to the new secretary or treasurer when required or appropriate.
- e. Pay the group's annual affiliation dues to Campus Greens (if applicable).

Article V

Section 1. Dues will be paid by members of the organization as set by half the voting members.

Section 2. All finances shall be handled in accordance with the established fiscal procedures in effect for the school in the Financial Affairs Office Procedures Manual/Honor Code, etc.