

How to Kick Butt and Take Names

Your Guide to a Successful Campaign

Campaigns are the backbone to all of our work. They are the tools we use to get things done on campus and in the community. As grassroots organizations, we often are faced with huge challenges, small budgets, and even smaller public attention. However, Whether you want to eliminate the use of styrofoam on your campus or change the way your community makes decisions on how it develops farm land, you will need to think strategically and come up with a plan to gain support for your issue and make a difference.

Setting Goals

The most essential stage in planning any campaign is to set goals. Goals provide measures for your success and keep your group focused on the task at hand. So, before you set out gathering ideas about where to table and what kind of events to coordinate, your group should decide on the goals of the campaign. Goals need to be specific, quantitative (when possible), and realistic.

Long-term Goals

First, establish the long-term goals of the campaign. Long-term goals reflect what you want the campaign to accomplish and what the group considers a victory. Everything the group does on the campaign should be a vehicle to achieve the long-term goals.

Intermediate Goals

Intermediate goals serve as steps to help your group reach its stated long-term goals. After accomplishing one intermediate goal, choose another step to reach the long-term goals of the campaign. (Example: #1: Gain support from three key trustees: Jones, Smith, and Hanover. #2: Have key university departments pass resolutions in support of environmental center)

Short-term Goals

Short-term goals make the intermediate and long-term goals happen. They include the tasks delegated out to members in meetings. Short-term goals often change from week to week and from month to month. Setting and sticking to short-term goals fuels the campaign and maintains its energy. (Example: Hold meetings to line up key local and campus support, collect 2,000 petition signatures, create conceptual drawing of center)

Organizational Goals

Every campaign in which your group is involved or coordinates should serve to build a better stronger group by boosting membership, developing leadership, and increasing the group's power and credibility. Examine the ways that the campaign you are undertaking will serve to improve your group. Quantify your goals. For example, in a campaign to get energy efficient lighting throughout campus, one of your group's organizational goals may be to increase group membership by 50 students. Further, this organizational goal could include getting more minority

or graduate students involved in the group. Whatever the goals for the group are, be sure to quantify them so you can measure progress and realize your successes.

Don't let your goals just sit inside a notebook somewhere. Use your goals to help build and advance your campaign. Continually refer back to them and use them to evaluate your efforts in the campaign. If your group is not making progress toward the goals, rework the plan and change your efforts.

These rules for setting goals also make for successful events, fundraisers, and recruitment efforts. Goals are an essential part of any task on which your group is working.

Getting a Lay of the Land

Before you can get anything going for your group, you need to figure out where you stand. What resources does your group have? What skills do members bring to the group? What do you need to become a stronger organization? Who do you have on your side in terms of the issues on which you would like to work? Answering these questions will help your group understand what it needs to do to achieve its goals.

Figuring out your group's strengths and weaknesses

Brainstorm a list of the resources and skills the group has and the skills and resources it needs. What skills and special talents does each member possess? Can someone cook well? Draw? Which members have connections with people and businesses that can benefit your group? What physical resources does your group possess? Free meeting space? An office or access to a copier? Poster board or other supplies? Sit down with your group members and brainstorm your group's collective resources. Then, on index cards have each member write down 3 skills, contacts, and other resources they bring to the group. Have each member write their name and full address and contact information in a corner, have the group coordinator collect the cards, and store them in a safe place to refer to when the group is planning events, action, and creating plans.

Next, brainstorm a list of the skills and resources your group needs. Don't spend a lot of time thinking that because you don't possess certain skills or resources, you're doomed. It's important to be aware of what you need, so that when opportunities arise, your group can take advantage and obtain what it needs.

Allies, opponents, and undecideds

To go any further you need to know who's on your side, who opposes your efforts, and who remains undecided on the issues about which you care. To get a reading of your 'allies, opponents, and undecideds', begin by listing the people and organizations that already agree with you and your cause or issue. Examples might include other campus groups, student groups, well-known people, professors, etc. Next, among those on your allies list, which has your group already gotten commitments from to support your efforts or project? Now, brainstorm the list of groups and individuals who are against you and your group's efforts. Here, examples might include the CEO of the local company polluting the air, campus administration, etc. What do they have to lose by your victory? What kind of power do they have to oppose your efforts?

Finally, make a list of those people who are not identified as allies or opponents. These people are the 'undecideds' and should truly be the focus of your campaigns. Don't spend too many resources trying to convince the opponents ~ they are unlikely to be swayed. Allies are already on your side and you should not focus many resources here except to work to maintain your allies (campaign updates, etc.).

Power

Our power is our ability to win and before we can figure out how we are going to reach victory, it's important to know what power is and from where your group's power comes.

In America, political power consists of having either a treasure chest of gold (to buy influence) or a hoard of people (to create influence). Unlike our opposition, social justice, environmental, and citizen organizations usually do not have treasure chests full of money and gold. What we *do* have are masses of people who support the idea of clean air, clean water, affordable housing, healthcare, and equal rights.

The power behind our group's ability to make change comes from these people. It's our job as leaders to organize them into an effective, powerful, and influential group for change.

Before you utilize the people behind your cause as a source of power, you need to know exactly who your group can count on as a source of power. Look at the issue on which you are working and what it means for the various members of your campus and community. The allies section of the Lay of the Land is the first step to analyzing your power.

Your homework before next week is to take a look at the other sources of power you can raise in the community. What other organizations and groups of people will you be able to draw from and pull in to build your power? Be as specific as possible about the groups and people on your list. Be realistic, too. Instead of trying to drum up all the parents in your community, look at the groupings of parents that already exist such as local elementary school parent associations or high schools booster clubs.

Using Your Power to Win

Your *strategy* is the overall design for building the power to compel someone to give your group what it wants (use tree-free paper on campus, stop selling old growth lumber). Whether your group is greening your campus cafeteria, working to implement a local recycling program, or stop paper companies from destroying old growth forests your strategy is at the heart of your group winning a victory.

Part of developing your strategy is choosing *how* your group will demonstrate its power to create change. Here are some of the ways groups can demonstrate their power and win victories for the environment.

- Passing Legislation. Your group could work to pass legislation through student government, the local city council, in the Illinois General Assembly, or even on Capitol Hill. Groups in Illinois have worked to pass rules banning styrofoam on their campus, passed laws banning the sale of mercury thermometers in communities, and passed zoning regulations through county boards promoting smart growth.
- Blocking Legislation. Often groups find themselves facing the prospects of environmentally destructive legislation proposed at local, state, and national levels. At these times, groups focus their efforts on preventing the passage of these environmentally harmful bills. For example, in 2001, environmental groups focused their efforts on preventing President Bush's environmentally destructive energy bill from passing the US House of Representatives. The Southern Utah Wilderness Alliance often has often fought bills introduced into Congress by opposing groups that make it easier for companies to develop public lands in Utah and destroy delicate ecosystems.
- Winning an Election. Work to elect candidates who support your issues to student government, city councils, county boards, and even to the Illinois General Assembly or Governor. Grassroots environmental groups often endorse pro-environment candidates, volunteer for political campaigns, and register voters to help them elect candidates who will work to protect sensitive habitats, make strides in smart growth, and promote energy efficiency. Ever thought about running a group member as a pro-environment candidate for student government, city council, or county board?
- Win a Lawsuit. Groups have also used the court system to win victories for the environment. By putting the law on their side, environmental groups have used the judicial system to strengthen environmental laws, prevent logging companies from destroying old growth forests, and prevented the destruction of vital habitat.
- Change Institutional Policy. To protect the planet, it's sometimes necessary to work to change the practices of corporations, universities, and other large institutions. Groups often work to make purchasing practices and waste disposal methods more environmentally friendly.

Groups rarely win because their issue is morally right, because they are telling the truth about an issue, or even because science is on their side. Victory comes from having a well-developed strategy and organizing the public around your issue.

The Importance of Strategy

Now that the campaign goals are set, you have to figure out how you're going to reach those goals. Goals might include moving your campus to 100% post consumer waste paper in copy machines, reducing the campus' CO2 emissions by 20% in the next 5 years, implementing a community wide or dorm recycling program, or developing a community garden project. But no matter what your goals are, your campaign can't really get started until you develop a solid strategy to accomplish those goals.

Unfortunately, many groups skip strategy and jump straight to developing their tactics. Why is this a problem, you ask? Strategy is how you accomplish the goal, and tactics are how you implement the strategy. If you're asking if that is about as clear as mud, don't worry I can explain. Check out the example of a possible campaign goal and strategy below.

Example: Nixing the Use of Styrofoam on Campus

Goal: Eliminating styrofoam from the campus cafeteria.

Strategy: Pass a resolution through student government by getting 8 of the 15 votes on student government.

Tactics:

- Tabling in the Union or other campus buildings and collecting petition signatures to student government
- Having a call-in/email day to undecided, key members of student government
- Writing letters to targeted student government representatives

Why can't you just jump straight to tactics and skip the strategy? Let's look into what will happen if a group just starts planning tactics without first developing a strategy. Let's say that your group plans a garbage "dump" on the quad to demonstrate how much styrofoam is being sent to the landfill from your school cafeteria each day. This is a tactic. Notice, though, that this tactic is not focused on the people who can implement the change your group seeks or to the specific change your group is asking for ~ the goal.

That's where the strategy comes in. While dumping a mass of used styrofoam on the quad might be eye catching, and might even be a good tactic, if it is not connected to a specific strategy, it is unlikely to advance your cause and move the campus to action. Tactics will not work unless there is a demand, such as asking a member of student government to support a resolution eliminating styrofoam on campus ~ your strategy. Without a strategy, groups often come up with a myriad of tactics ~ garbage sculptures, petitions, demonstrations, boycotts, etc. ~ directed at no particular way to actually implement the goal.

Straight From the Horses Mouth:

James Carville (the person whose Strategy led to President Clinton's '92 win over incumbent President Bush) once said "Tactics without a strategy is nothing more than spitting in the wind." Take it from someone who spent his career teaching people how to win. If you don't have a strategy, your campaign will be over before it begins.

Targeting Decision Makers

Change only comes about when people make decisions. The Chief Executive Officer decides her company will stop selling products made from old growth wood. A governor decides to grant special protections to a band of wetlands in his state. The school president decides to adopt a campus energy efficiency plan. A city council votes to ban the sale of mercury thermometers in their community.

Whenever there is a problem, there are people who have the power to make that problem better. These people (school president, governor, CEO) are called targets and they have the power to give your group what it wants (a campus energy efficiency plan, wetlands protection bill, end old growth policy) and solve the problem your group has identified (energy inefficiency, wetlands destruction, old growth logging).

There are two basic types of targets: *primary* and *secondary*.

Primary Targets are the people who have the power to give you what you want. Unfortunately, your group may not always have power over the primary targets because they are not elected. In these cases you turn to the secondary targets.

Secondary Targets have influence over the primary targets and your group has power over them.

Here's an example: Prairie Rivers Network, a statewide river conservation group, was trying to block a coal mine locating near the banks of the Little Vermilion River in east central Illinois. In the Network's campaign there were many people who could ultimately stop the mine from being built, and there was the company owner who could ultimately decide not to build the mine. Prairie Rivers Network knew they didn't have much influence with the owner of the mine. However, an executive with the Illinois Environmental Protection Agency could prevent the placement of the mine by denying the company's water quality permit, necessary to open and Operate the mine. Here again, Prairie Rivers Network realized they didn't really have power over the government employee with the responsibility to make such decisions (this person is not elected, and in this case was poised to grant the mine's permit). However, Prairie Rivers Network *did* have power over Illinois' Governor, who could ultimately reject the mine's permit. Prairie Rivers Network opted to focus their efforts on Gov. Ryan who had both influence over the EPA permit decision maker and could himself block the mine's permit.

The most important thing to keep in mind about targets is that they are always individuals and never a group or institution. Corporations should never be a target, it should always be the corporation's CEO or president. Instead of targeting the city council in general, target each of the 4 undecided members. If you direct your efforts at a group (like an entire city council), individual people in that group tend not to feel the effects of your efforts, or nearly as much. Your efforts are diluted throughout the entire group, corporation, or institution. When you target a particular

person or a set of individual people, they feel all the pressure personally, making a much stronger and more lasting impression and increasing your chance of influencing them to decide to protect the planet.

Figuring out who has the power to grant you victory will likely take some research on your part. Take the time to find out ~ it will save you time and energy in the long run. And there's no need to jump the gun: getting to the root of how the decisions on campus and in the community are made will ensure that all of your group's efforts are directed to the right people who have the power to get your group what it wants.

The Web of Influence

Before you planning how to convince your targets (the decision makers - i.e., a congressman, the chancellor, a CEO) to make changes to protect the environment (or stop destroying it), your group needs to find out what influences each target and how your members might be able to use their influences to your advantage. Analyzing your targets helps your group examine the various ways your target might be influenced (pressures), see where your group's campaign resources overlap with these target pressures, and ultimately how best your group can exert these pressures on the targets to get them to do the right thing.

The 'Web of Influence' is a tool your group can use to analyze your campaign targets and help your group use your connections to influence your target's decisions. Below are the directions for creating a **Web of Influence** for each target of your campaign.

- **Begin by writing down everything you know about each target of the campaign.** Find information in newspapers, checking the almanac of politics, reading newsletters, watching the news, requesting a biography or information from their office, doing a web search, and talking to others familiar with them. What kinds of projects have they worked on? What clubs are they in? Who do they hang out with? What kinds of things they are interested in? What do they do for a living? In their free time? What is their record on your issue or on related issues? Collect these and anything else you can find about who each target is.
- **Now, brainstorm all the influences on your target.** Brainstorm your target's influences and write them on the lines emanating from the circle. Influences might include women's groups, sporting groups, unions, places of worship, families, colleagues, friends, money, a boss, influential community members, politicians, local newspapers, respected environmental organizations, voters, etc. Who, or what, can potentially cause the target to feel pressured? List all that your group members can think of.

- **Next, rank all the influences: low, medium, or high.** All of the influences you have written down are important, but some can cause the target to feel more pressure than others. Rank them according to their relative importance to the person.
- **Last, evaluate each listed influence.** Look at the influences your group has brainstormed and think about where your group and its members have the power to take action. Brainstorm the connections your group has with the people and groups on the list. Analyze each influence/pressure and determine which ones your group has some control over. Use these to pressure your target into making pro-environment decisions.

The end result will look much like a spider web or a bicycle wheel, with each target in the center, and the spokes representing a potential influence.

Campaign Communications

Think about the goals of the campaign or event before writing any communication with the media. What are the goals of the campaign or event? Goals shape the selection of the media, the campaign message, the campaign slogan, and the timeline for the media coverage.

Develop the message and slogan before writing press releases and contacting the media. The message is fundamental to the entire communications plan and without it you can not set up a steady dialogue with the press.

The Message

What do you want to say to the public? How can you reach people and build active support for your issue? These are the things you should consider when formulating your campaign message. The message is what you want the audience to get out of every piece of media coverage and publicity your group gets.

Slogan

The slogan is the short version of your message. You can't have a slogan without a message. The slogan summarizes your message in 3 to 7 words. If it's too long to fit on a bumper sticker, it's too long to be a slogan.

Story

The story drives your message home. Stories get attention because they help the public understand your message. Campaign stories are similar to fairy tales. They are short, sweet, and to the point. The most effective stories have the following;

Victim: Someone, some place, or some species with a problem.

Villain: The person or persons (i.e., the target) causing the problem.

Hero: People working to fix the problem. Often, the Hero will be your group or the community working to fix the problem.

Plot: The plan or opportunity to fix the problem.

A campaign's story is like many other stories. Be creative and think about a clear way to explain what is happening.

Designing Effective Tactics

What Do Good Tactics Accomplish?

What exactly are tactics, you ask? Tactics are the tools you use to accomplish your strategy. They are the steps you take to achieve victory. Tactics range from collecting petition signatures to meeting with targets to organizing call-in days to generate calls to targets' offices.

A word of caution taken from the Midwest Academy's book *Organizing for Social Change*: tactics have no meaningful existence outside the strategy of which they are a part. Standing alone, it's impossible to say that a given tactic is right or wrong, good or bad, clever or dumb. Don't make the mistake of allowing the tactics portion of your campaign to take on a life of its own, and forego placing it in strategic context. You may feel like gravitating toward the clever or fun tactics, the outrageous or easy tactics. But remember: the worst mistake you can make in any campaign is acting tactically rather than strategically.

Solid tactics perform 3 essential functions in a campaign. They:

- 1) create demand,
- 2) demonstrate power, and
- 3) take delivery.

Here is the low down on how tactics work.

First, tactics create demand.

Did you know that 70% of Americans consider themselves 'environmentalists'? Unfortunately, this usually means they care about clean air and clean water and generally recycle, but that's about it. Few would list environment on the top of their list of priority issues at the polls, many don't contribute financially to environmental causes, and most don't communicate with elected officials relating to the environmental issues about which they care. For example: a majority of Americans don't approve of drilling for oil in the Arctic National Wildlife Refuge, but most people don't take action on the issue by communicating to US Senators and Representatives, talking to their neighbors about the issue, or signing a petition to voice their opposition. In other words, their *caring* is not translated into *action*. Your job as an organizer, then, is to empower them and move them from passively caring about environmental issues to taking action to protect the planet. Think about it ~ if all 70% of Americans who opposed oil drilling in the Arctic suddenly moved to action and picked up the phone and acted on their concern, imagine the impact this would have on our elected officials in Washington, DC! So, how do you do this? Creating demand is the first

step in moving folks from simple caring to action. To create demand, your group must design tactics that educate the public on your issue, recruit members to join your efforts, and generate visibility for your group and the issue on which your group is working.

Tactics also demonstrate power.

The power behind any effective grassroots group is *people*. People = power. So in addition to creating demand by educating people on the issues, tactics demonstrate power by organizing throngs of people to action. The more people = the more power. To demonstrate your group's power, purposely design tactics that involve large numbers of the public to put pressure on decision-makers to meet the demands of your group ~ essentially, plan to make their phones ring off the hook. You need to give your targets the impression that your group is a force to be reckoned with. "Jeez", they're saying to themselves and their secretaries, "My phone's been ringing off the hook non-stop today. I must have gotten 300 calls this morning alone from those ECO people." Your group has demonstrated power. You handed out flyers on campus asking students and professors to call them, you sent emails requesting they pick up the phone and lobby, and you personally appealed your closest ring of friends to make calls, too. And it paid off ~ the phone's ringing off the hook and you got their attention. Your people have helped your group demonstrate its power.

Tactics that demonstrate power can include organizing call-in days, holding rallies outside targets' offices, and meeting with targets to lobby for pro-environment decisions. (Please keep in mind what's written in paragraph two above.)

Finally, tactics 'take delivery'.

'Taking delivery' means achieving your campaign's goals ~ in short, victory. When you create demand and demonstrate your power, you're building your group as a force with which to be reckoned. The tactics any campaign needs in order to 'take delivery' will vary campaign to campaign and depend on what the campaign aims to achieve (its goals). Tactics used to get a candidate elected will be different than those to convince a board of appointed trustees to enact a policy change on campus. In this final stage of a campaign, tactics escalate and continue to put pressure on your targets. As you move toward taking delivery (winning), your tactics should continue to increase the heat your targets feel until finally they are pressured to do the right thing. Taking delivery means increasing the engagement of the media in your efforts and pushing your tactics to new levels. Instead of getting folks to just sign petitions, you now organize a call-in day to turn up the heat. It could also mean that instead of mere phone calls to targets, you now opt to march to the targets' offices, hold demonstrations, or organize sit-ins. Taking delivery is doing what you need to push the campaign ahead over the last hurdle and finally win a victory for the environment.

Each tactic you execute will usually accomplish more than one thing for your group. Tactics can create demand while they also demonstrate power. Often they can help your group take delivery as well.

What Makes a *Good* Tactic?

Before you brainstorm your list of tactics, take a look at the five things all good tactics have in common.

5 principles of effective tactics.

- **Direct tactics at your target's self interest.** Focus every single tactic at one or more of your campaign targets. If the tactic has no focal point, your efforts have no effect. The goal behind your tactics is to force the target to act in a pro environmental manner, because they want you to stop focusing your energy making their lives difficult. Use the information you uncovered through the “web of influence” to plan tactics that center around your target's life and will make them want to make the right decision.
- **Put power behind a specific demand.** The tactic needs to express exactly what you want from the target. The most effective tactics are those that tell the target precisely what you want from them and demonstrate a group's strength.
- **The tactic should meet your group's organizational goals as well as the issue goals.** What would be the point of planning and executing a tactic that doesn't move your campaign toward victory? Each tactic should increase the awareness about your issue and bring more people into the group, thus building the group's base of power for both this campaign and future campaigns.
- **Design the tactic to be outside the experience of the target.** Get the target out of their element and force them into yours. If you can catch your target off guard, they are more likely to support your efforts. Think about the difference between the life of your members and the life of your target. For example, the Graduate Employees Organization (GEO) at the University of Illinois ran a campaign to become a recognized union of teaching assistants and research assistants. The university claimed the teaching and research assistants could not be considered employees because teaching and research are considered parts of a graduate education. To prove their status as employees the group planned a series of work-ins. In certain targeted buildings on campus, teaching assistants and research assistants taught classes, held office hours, graded papers, and did research in the halls and on grounds of each building. They made their work public and obvious. The tactic threw university administrators opposed to the unionization off guard (who's ever heard of a work-in?). What increased the tactic's effectiveness was that the tactic was completely within the experience of the GEO's members ~ they were simply performing their day-to-day tasks in another highly visible locale. The university and the GEO are currently negotiating terms of union representation on campus. Victory!
- **Build tactics around the experience of your members.** Your group's leaders and members must be experienced enough to organize and execute each tactic. Just because the group lacks the experience to carry out the tactic now doesn't mean after a few months of campaigning you won't have the experience. Put these tactics on hold for a later date and choose one for use

currently that are within the scope of your group's membership. Eventually you can gain the skills necessary to take on the larger, more difficult tactics.

The Midwest Academy sums up tactics wonderfully: For every tactic, there must be:

- *Someone who does it.*
- *Someone to whom it is done.*
- *Some reason why the person to whom it is done doesn't want it done and will make a concession to you if you stop doing it.*

Creating a Tactical Plan

Step 1: Brainstorm possible tactics for the campaign.

This is the time when you can get your creative juices flowing. Collect all the ideas you can about possible tactics for the campaign. In this initial stage don't evaluate the tactics, which will end up hindering ideas from group members. At first, what might seem to be a crazy idea just might spawn better or more feasible ideas, or later might actually be a great tactic. So hold off evaluating ideas until the end of the brainstorming session. Have one person write ideas on big pieces of paper, a chalkboard, or large white board where everyone can see them. When no more ideas flow, have a designated member write all the ideas in a notebook. Keep all the ideas. Even if you decide later through the evaluation process some are not right for your campaign currently, they may be a great ideas for another campaign, or further down the road of your current campaign.

Step 2: Evaluate the ideas.

Your brainstorming session should generate tons of ideas for kick-butt tactics. But, not every tactic you came up with will work for your campaign. For this reason, you must evaluate the ideas to find out which tactics will be most effective in your campaign. Below is a checklist your group can use to help evaluate tactics.

Tactics Checklist

- Is the tactic directed at your target's self interest?
- Does the tactic put power behind your demand?
- Does the tactic help your group accomplish your organizational as well as campaign goals?
- Is the tactic outside the experience of your target?
- Is the tactic within the experience of your members?
- Do you have the skills and resources to pull off the tactic
- Does the tactic spread the campaign's message?
- Will group members enjoy planning and participating in the tactic?
- Is the tactic consistent with your group's values and vision?

Certainly this is not an exhaustive list of evaluation questions. Before you jump in to evaluate the tactics, first write the list above on a big piece of paper and brainstorm other questions to evaluate

your tactics. Questions might address issues such as funding, time, space, and campus rules constraining your group's activities.

Use the checklist for each tactic to determine if each will work for your campaign. Remember not to discard the other tactics. They'll come in handy later in your campaign or for other issues you tackle down the road.

Step 3: Tactics and Timeline

Now, fit the tactics together into a plan. It's important to note here that tactics continue to escalate into a campaign. Tactics create demand, demonstrate your power, and take delivery, and they do it in that order. Your campaign plan should start with the tactics that are designed specifically to create demand and that are the easiest to pull off. As your campaign progresses and you build the group's power, skills, and resources, you'll be able to pull off bigger, more elaborate tactics.

Outline of a Tactics Plan

- The possible progression of a campaign targeting 4 members of a 7-member student faculty senate to vote for an energy efficiency program.
- Media hits about the issue and your group, including letters to the editor and talking to reporters.
- Tactics to show the waste of energy on campus.
- Get the issue on to the student-faculty senate's agenda.
- Show the public and targets the money savings from the energy efficiency plan.
- Meet with each of the 4 members to ask for a yes vote.
- Circulate petitions showing student support for the issue.
- Publicly thank members of the senate already in favor of the plan.
- Encourage pro-efficiency senators to speak up about the issue and lobby other members.
- Organize a call-in day to generate phone calls to targets in support of the energy efficiency plan.
- Have influential members of the campus, community, and state write letters to targets supporting the plan.
- Rally outside the senate the day of the vote to show support.
- Follow through with the administration to make sure the plan is adopted.

This list is just to give you an idea of how a campaign might progress. Don't make the mistake of using this plan for your group's campaign. Your campus might not have a student-faculty senate, and even if it does, it might not be the right entity to make the decision of whether or not to adopt such a plan. Create your strategy first, then plan the tactics you'll use to win. Remember: tactics without a strategy is like spitting in the wind.

Step 4: Move to Action

Finally, don't just leave your ideas sitting in a notebook or on pieces of paper ~ put them in motion! Take your tactics, list them out in a calendar, and delegate responsibility. Start with the tactics coming up first and get planning. List the tasks needed for each tactic and delegate the tasks

to group members. If your group needs help delegating, contact us. We'll send you information on delegating and can come to your campus to train your group to be more effective leaders.

Resource Management

Every campaign plan must consider how the group will manage both the money and people needed to achieve victory. Here is a brief outline of the areas you need to include in your campaign plan.

Campaign Budget

Sit down and figure out what you will need to implement your tactics and run your campaign. Include the resources already available to the organization.

Fundraising Plan

Chances are the campaign is going to cost you more than the resources you already have. You're going to need to do some fundraising. Try to get things donated, loaned, and discounted.

Volunteer Recruitment

Believe it or not, volunteers are a resource. Look at your tactics and figure out how many people you will need to succeed. Make a recruitment plan. Then, think about how you will train, delegate, and coordinate your volunteers.

The Importance of a Plan

It's not enough to know how a campaign is run: without a plan your campaign is destined to fail. Having a plan doesn't mean you simply have a general idea about how your campaign will work. A plan is a written document the group can look at, use, and change.

Why Plan?

First, plans keep your group and its members accountable. Your plan should include a list of tasks, the names of the people working on each, and dates set for completion. Without a plan that includes deadlines, tasks are often not accomplished in a timely manner.

Plans also make setbacks and road blocks ~ inevitable in any campaign ~ much easier to handle. A plan helps your group anticipate problems in the campaign and build solutions into the plan before any even arise. For example, if your intermediate goal is getting the local city council to pass a resolution in support of energy efficiency, you can have a plan for what you will do if you win and begin preparing for the next stage of your campaign. On the other hand, if you lose, your group will be prepared to put additional pressure on the city council targets or decide on a different strategy to move your issue forward. Instead of losing momentum, your group can quickly bounce back and move on to the next stage of your campaign.

Finally, a plan helps measure the progress of your campaign and helps your group evaluate your tactics. When your goals, strategy, and tactics are written down, it's easy to look at how well your goals are being met. For example, a great organizational goal is recruiting more members into your group as your campaign develops and progresses. More specifically, a goal could be to acquire 5

new core members and add another 60 students to your group email and phone list. After executing each tactic, you'll be able to evaluate if you are making progress toward these goals. If you are not, review your tactics and brainstorm additional tactics or build more recruitment into your existing tactics.

There is an excellent quote from the Sierra Club about the value of plans: *If you don't plan, you plan to fail.* Take it from an organization that's been planning and winning victories for the environment for over 100 years ~ plans are essential to any winning campaign. Always remember though: if it ain't written, it ain't a plan. Your plan is not really a plan unless it's written down. It's easy to have a concept in your head about what you'd like to accomplish. But until it's written down, analyzed with your group's members, and developed with a lot of thought and strategy, you're not really going to get anywhere. Planning takes time, but it will pay off for your group in terms of increased strength, heightened credibility, more members, and, of course, more assured victories. Your group can't afford not to plan.

Follow Up

No strategic plan is complete without an end plan. What will you do if you win and what will you do if you lose? If you have the next steps of the campaign lined up you will be prepared for whatever comes your way. If you lose the first round you will be able to get back up and take your opponents in the second and third.

Devising Your Strategic Plan

First have each member of your group read through this section and Grab an easel pad or chalkboard and sit down with the most committed members of the group. (If too many people are involved in this process, you will never reach an agreement on anything and it will take more time than anyone has to give).

Remember to make everyone feel that their ideas are important even if they are not used. Do not mock ideas – let everyone get their ideas out and on paper for the group to discuss. More often than not, the best ideas are comprised of several members' input rolled into one excellent plan. Give yourselves plenty of time to work on your strategic plan.

Be prepared to set aside 4 to 6 hours with the group. Find a comfortable location that will have little distractions. Get together and have food and plenty to drink. Low blood sugar is the enemy to any successful Strategic Planning Session.

Have a facilitator for the session. It could either be a member of the group or someone not affiliated. A facilitator will make the session much smoother, and will insure everyone's voice is heard.