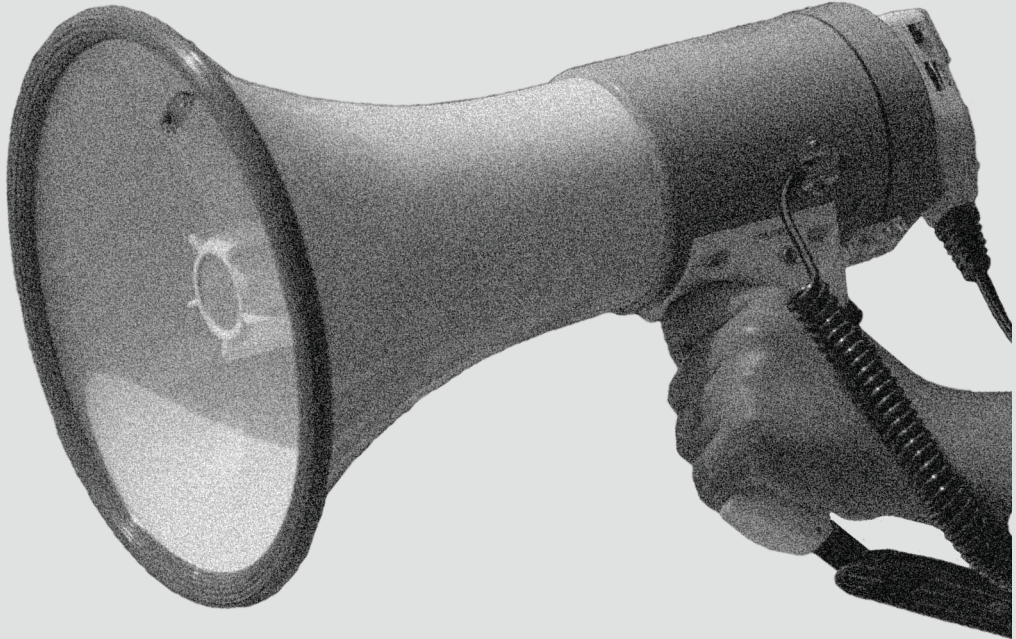


FIGHT THE FEES NATIONAL DAY OF ACTION

ORGANIZING GUIDE



cfsfcée | ONTARIO

2023 ANNUAL GENERAL MEETING

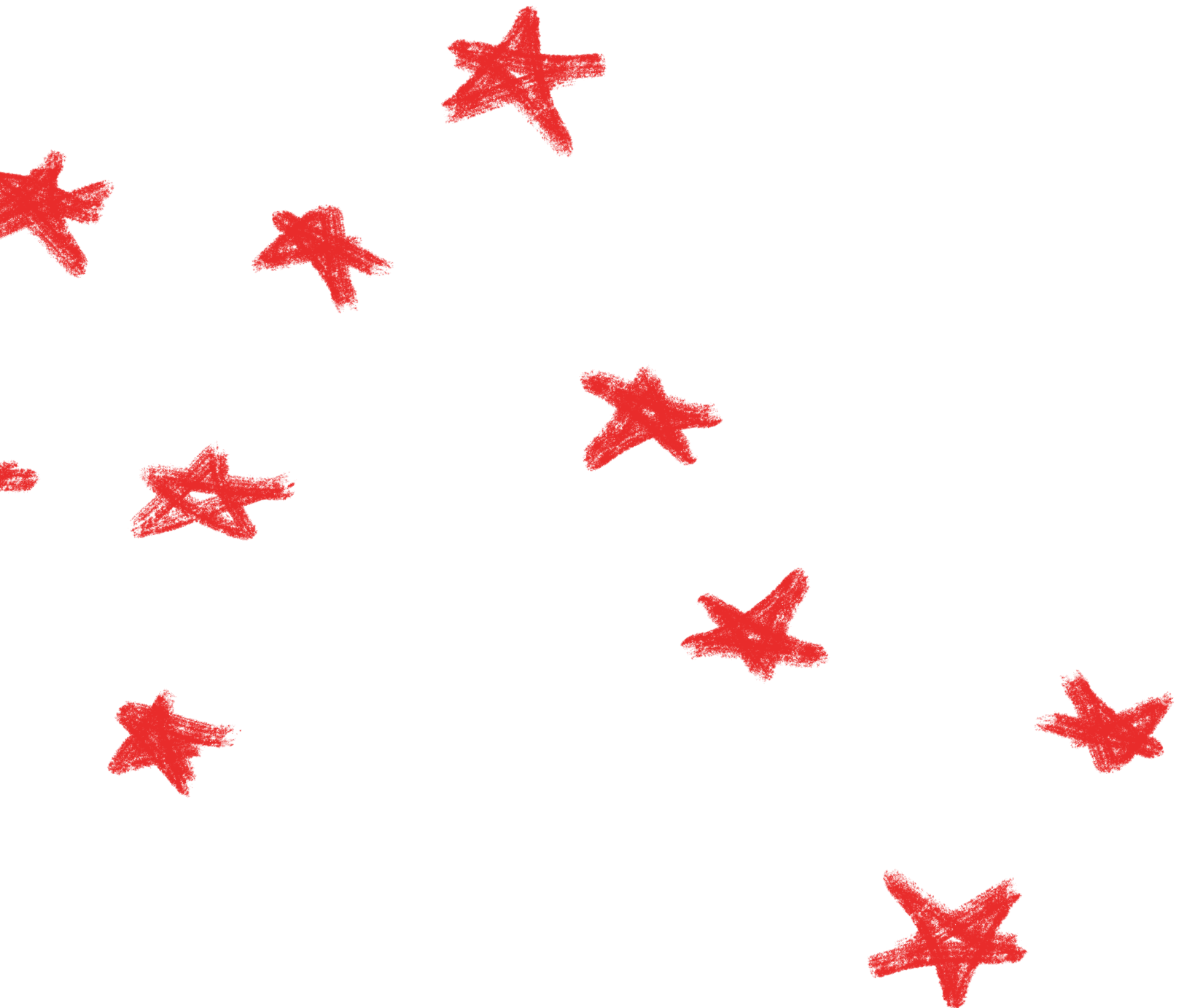
AUGUST 17-20



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INTRODUCTIONS



PURPOSE OF ORGANIZING GUIDE

Welcome to the Canadian Federation of Students-Ontario (CFS-Ontario) Fight the Fees - National Day of Action Organizing Guide! The primary purpose of the student movement is to bring students together to fight for a system of Post-Secondary Education that is free, of high quality and accessible to all. Through our students' unions, we have the power to pool resources, make decisions and use our strength in numbers to fight for change.

This organizing guide is designed to give you the tools to promote membership in your students' union and run effective campaigns and organize for actions on campus. Whether you are an experienced campus organizer or a newly elected representative with little campaign experience, this guide gives you the tools you'll need to develop and implement a successful action or campaign.

Recognizing that every plan must be tailored to meet local needs, this guide does not command a specific action plan. Rather, it includes a broad range of tips and resources that can be used no matter where you are in the organizing process. The only "correct" course is the one that works in your community.

With many challenges facing the post secondary education sector locally, provincially and nationally, there is only one way to effectively combat injustice, inequity and oppression: collective action.

We hope that you find the contents of this guide useful as you educate, agitate, and organize your members around the issues that matter most to them, while keeping in mind that all successful campaigns also include celebrating the victories we achieve through our organizing and mobilizing efforts.



WHAT IS THE CANADIAN FEDERATION OF STUDENTS?

CFS-Ontario was formed in 1981 and is your provincial and national students' union representing over 350,000 post-secondary education students across Ontario. The Federation represents domestic and International students, part-time and full-time students, college students and university undergraduate and graduate students at English, Francophone and Bilingual institutions.

Need support in developing an action plan on your campus? Unsure how to start a campus coalition? Experiencing low turnout at volunteer meetings? We are here to support!

Contact us by email at federation@cfsontario.ca.

ORGANIZATIONAL MANDATE

The Canadian Federation of Students-Ontario believes in fighting for free, accessible and high-quality public Post-Secondary Education for all students. To achieve victories, students must be strategic.

Students must influence and put pressure on key decision makers, organize direct action, analyze policies and address decisions made at the national, provincial and local level.



In order to do so, the Federation will use the following tactics:

RESEARCH

Produce quality research and analysis to support any proposal, policy or campaign.

LOBBY

Develop working relationships with all levels of government to present student issues and concerns to decision makers.

MOBILIZE

Organize support for student issues through active participation by members and the public through actions such as petition drives, rallies, banner drops, walk-outs and media coverage.

CURRENT LANDSCAPE OF POST-SECONDARY EDUCATION

Post-Secondary Education in Ontario is precarious and falling down a steep hill towards privatization. Ontario colleges and universities are now referred to as “publicly assisted,” as less than 50% (and in most cases less than 30%) of their total funding is paid for by the Ontario government. Tuition fees are the highest they have ever been, placing the financial burden of the system upon students to foot the bill. Ontario has been relying on International students’ tuition fees as a revenue system, with International students paying 3 to 5 times more in tuition fees than domestic students. The administrations and the government see this as a way to fund the system and this is leading to an ever more precarious funding structure for Ontario’s colleges and universities that could collapse at any time. At the same time that the government is making cuts to funding, students are also experiencing cuts to programs, with ever increasing class sizes and the worst student to faculty ratio in the country. The quality of education is being tossed aside in the name of profits, and students, workers and faculty are feeling the pressure to do more with less funding.

It might feel like this is normal and how education operates, but there is another way! Free education is the answer to the funding issues in Post-Secondary Education. A publicly-funded education system ensures that students would not be financially gouged in order to access education and it would also ensure a stable long term plan for decades to come. The student movement has a lot of work to do in order to win a free education system. Advocating for free tuition means advocating for a post-secondary system that is a public service, funded by tax dollars, similar to elementary and secondary schools.

By eliminating tuition fees, we can ensure that everyone has the opportunity to attend college or university regardless of their personal income or family situation.

With government funding for Post-Secondary Education decreasing for over a decade, institutions have been forced to increase tuition fees to balance their budgets. Other countries around the world have eliminated tuition fees or reduced them to nominal levels to create universal access to public Post-Secondary Education. It can also be achieved here.

FIGHT THE FEES

The Fight the Fees campaign is one of the longest-standing campaigns of the Federation and reflects the Federation's values and mandate to advocate for accessible, equitable, just and free Post-Secondary Education.

The consistent cuts and underfunding of public Post-Secondary Education in the province and country have led to increased precarious working conditions, the privatization of campus resources, program cuts and an increased reliance on tuition fees as a source of revenue, primarily from International students.



CAMPAIGN GOALS

- Educate, organize and mobilize students to fight for free, publicly-funded and accessible education for all, including domestic and International students.
- Demand the provincial government to increase the public funding for Post-Secondary Education at an institutional and individual level through non-repayable grants.
- Prevent future attacks on student organizing by introducing legislation protecting students' right to organize.
- Educate the public about the importance of a publicly funded Post-Secondary Education system and the benefits of universal access to education.
- Identify and work towards eliminating all barriers to accessing Post-Secondary Education.

CAMPAIGN DEMANDS:

1. Free and accessible education for all students
2. Increased grants, not loans
3. Legislation to defend students' right to organize

***The Fight the Fees campaign direct action:
National Day of Action - November 8, 2023.***

NATIONAL DAY OF ACTION - FIGHT THE FEES

At the National level, the Federation is activating the Fight the Fees campaign and mobilizing all provinces on a National Day of Action to demand the federal government prioritize post-secondary students.

The National Day of Action will take place on November 8, 2023, with students from coast to coast calling for free and accessible education.

The Fight the Fees campaign at the National level is based on the following principles:

- Free and Accessible Post-Secondary Education
- Education Justice
- Honouring Indigenous Learners' Right to Education
- Fairness for International Students
- Increased funding for Graduate Students

FOUNDATIONS



PRINCIPLES FOR ORGANIZING

The work of the Canadian Federation of Students-Ontario (CFS-Ontario) is rooted in campaigns that educate members and the general public about student issues and cost-saving services to make Post-Secondary Education accessible to all. The Federation strives to make education more equitable and accessible by acknowledging students' lived realities and empowering students to bring those realities to light.

THE FOUNDATIONS OF A STRONG STUDENT MOVEMENT:

- Equity and Accessibility
- An Effective Campaigns Cycle and Strategy
- Strong Media and Communication
- Consistent Base Building

EQUITY AND ACCESSIBILITY

Part of engaging in equity work is understanding the power of language.

It's important to remember that these definitions, concepts and approaches are constantly changing and shifting as analysis evolves and as we better understand different forms of oppression and resistance. No one is an expert in equity. To ensure that our movement is inclusive and reflective of all students, we must commit to equitable standards and the process of consistent learning and unlearning.

PRINCIPLES FOR COMMUNITY ORGANIZING

COMMUNITY ORGANIZING IS A MODEL GROUNDED IN A VISION FOR SOCIAL CHANGE THAT:

- Carries out work from an anti oppression perspective.
- Sees people as the experts in determining their own lives.
- Values having people affected by an issue being the ones figuring out how to change and transform their situation
- Strives for ongoing, active relationship building with the community of people affected by an issue.
- Works to get people involved in not only carrying out activities, but in making on-going decisions on plans, strategies and tactics.
- Builds collective power to disrupt dominant power.

EQUITY

When building a work environment and movement that is centered around the well-being of those affected by oppressive behaviours and structures, it is important to take time to assess the principles and core values that have inspired the work of each and every individual in your students' union.

The idea of equity is that we cannot all be equal until we recognize the differences that privilege some and disadvantage others.

Equity recognizes that not everyone has the same advantages and attempts to close those gaps. By using an anti-oppressive framework, we can challenge the systemic issues and systems of oppression that impact students across the province.

ACCESSIBILITY

Your goal should be to ensure that your events are inclusive for every member of the community.

Often accessibility is forgotten when planning an event, which means people are left out from participating. Plan ahead and make accessibility a priority from the start. Below we have some tips to follow and a helpful checklist to use when planning an event.

BE PROACTIVE

Change activities so that all students, including those with disabilities, can participate. No disability is the same but think of some broad things you can do proactively to make your event accessible.

ASK QUESTIONS

You're not an expert. Act as an ally. Ask the questions you need to ask to ensure that your members are properly accommodated. Reach out to students with disabilities, ask for their input on events and encourage participants to provide feedback.

ASSIGN A POINT-PERSON(S) FOR ACCOMMODATION REQUESTS

By making one or two people responsible for overseeing accommodation requests, you ensure that as many requests are met as accurately as possible. Encourage students to identify accommodation requirements ahead of time so that you can plan ahead.

CONFIRM ACCESSIBLE TRANSPORTATION

Making any transportation accessible for students with disabilities allows them to get to and from the event easily. Also, ensure that students will not have to absorb significant transportation costs.

PROVIDE INTERPRETATION UPON REQUEST

When a deaf or hard-of-hearing person is participating in an activity, it is necessary to provide interpretation. This can be done by way of sign language (ASL) or oral interpreters. The costs of these services vary. Check with the participant prior to making arrangements in order to provide the correct type of interpretation. It is best to book this at least a month in advance as resources may be limited.

CHOOSE ACCESSIBLE VENUES

Ensure that venues are accessible and easy to navigate. Check before you book spaces to see if there is an accessible ramp to get into the venue, that venues are large enough to accommodate mobility devices and that outdoor venues have surfaces that are navigable.

ACCESSIBLE AND GENDER-NEUTRAL WASHROOMS

It is important that students have easy access to accessible washrooms. Venues should also have gender-neutral washrooms available.

CAMPAIGNS CYCLE

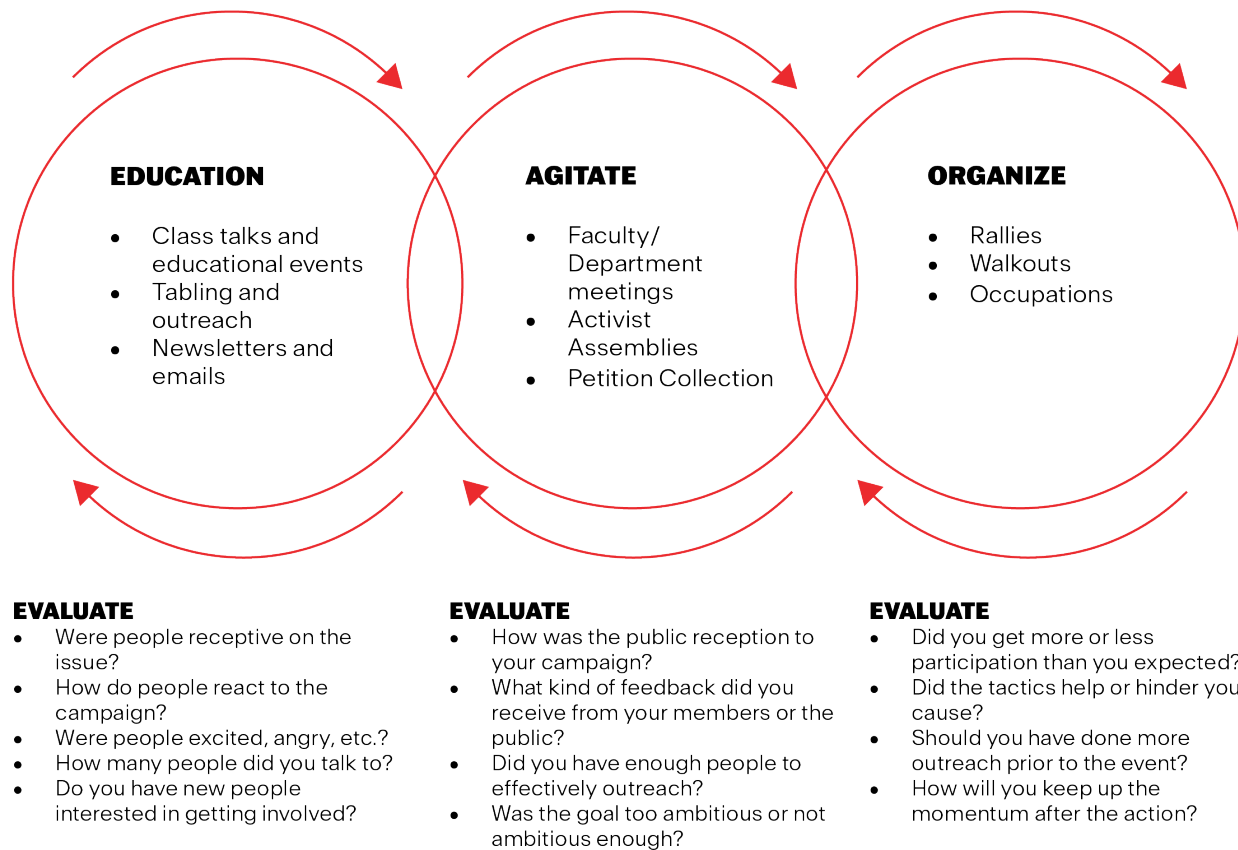
EDUCATE, AGITATE, ORGANIZE AND CELEBRATE!

The campaigns cycle is a useful tool that helps explain and outline what happens through the course of a campaign. The cycle can also be used to keep you on track and help you remain consistent throughout the stages of a campaign.

The campaign cycle is not linear; it is cyclical. It involves educating members on the issues and demands, agitating people to get involved and escalate the issue to those in power, and organizing mass mobilization and public actions to pressure decision makers into making changes.

During campaigning we make decisions with the end result of achieving maximum impact. While moving through the stages of educating, agitating and organizing you must be constantly and consistently evaluating and reflecting on where your membership is and if the campaign is resonating with your members and the larger community.

Typically, a campaign starts with educating members, but there might not always be time for prolonged education work especially if an issue arises quickly and requires immediate engagement and participation. It is important to note that education should occur throughout every stage of the campaign cycle. By continuing to revisit the cycle you will engage more and more members to do great campaigns work and collectively mobilize towards the same goal!



GOALS, STRATEGIES, AND TACTICS

To campaign effectively, it is important to understand the differences between goals, strategies and tactics. Being able to strategically identify what to use and when, will allow you to channel your resources more effectively and help you to accomplish your goals faster.

GOALS

The most important part of a campaign is the goal. If your campaign is a map, the goal is your final destination. Goals can be of any size and take a wide range of resources. The first step of any campaign or organizing should be to clearly identify your goal(s).

STRATEGIES

If the goal is your destination, the strategy is the route you choose to take to get there. Strategies focus on how to reach your target (those who have the power or influence to make the changes you want to see) and your audience (those who you want your campaign to reach). Once you have identified your targets and your audience (they may be the same), your strategy should focus on how to best reach these individuals. You can have multiple strategies within a campaign, but make sure they have defined targets and audiences.

TACTICS

If the goal is your destination, and the strategy is your route, then a tactic is your method of transportation. Tactics are actions that fall within your strategy. You can have multiple

tactics within a campaign, but they should always be directed toward the target and audience that you identified in the strategy and take the tone that would best appeal to these groups. Remember, do not make your tactic your goal!

EXAMPLE

The student movement has established a clear, collective goal: universally accessible, high quality Post-Secondary Education. With our upcoming National Day of Action, our strategy is targeting decision makers and influencers who can make our goal a reality, and our tactic is mobilizing our members and using direct action moving towards this goal.



MEDIA AND COMMUNICATIONS

Generating media and communications about student issues is important because student issues like tuition fees, food, housing security, and transit affect everyone.

Media coverage also adds legitimacy to our issues and helps inform and shape public opinion. Whether it's in the newspaper or on television, we are able to build public support for student issues and influence decision-makers because political parties respond to what their constituents want.

BUILDING A MESSAGE BOX

Whatever you are talking to the media about, you need to make sure that you take time to figure out the best way to communicate students' perspectives clearly and concisely so that it resonates with the audience.

You should draft a message box anytime you are engaging with the media. Your message box should reflect the impression that you want to leave the media and the public with. All of the ideas that you want to see represented in the media interview should be reflected in your message box. The questions below are a great way to build a message box.

<p>US ON US</p> <ul style="list-style-type: none">• What do you want to say about the issue?• What are your strongest points?• Who is your audience?	<p>US ON THEM</p> <ul style="list-style-type: none">• What do you want to say about your opponent's position?• Identify the weakness in their main argument• Do not be afraid to call them out on misleading information, but be careful of coming across as overly aggressive or petty.
<p>THEM ON US</p> <ul style="list-style-type: none">• What will your opponents say about the issue?• What are weaknesses in your argument they might exploit?• Make a list of their possible remarks	<p>THEM ON THEM</p> <ul style="list-style-type: none">• What will your opponents say about the issue?• Have they already been speaking about the issue?• Use this to form counterarguments• Check their facts

SOCIAL MEDIA

Social media can be a powerful tool to reach members and engage your audience- when used effectively! Here are some of the most common social media tactics you could adopt when considering how to promote your organization.

KNOW YOUR AUDIENCE

Your social media pages should be tailored to your audience, not based on your personal interests. Post stories that they can relate to. Follow the 80/20 rule. 80% of your content should be relevant to THEM, while 20 percent can be specifically about your organization.

CREATE A POST SCHEDULE

The day in the life of a students' union is often very busy. Look at your week ahead of time and draft social media posts for upcoming events and actions. On some platforms you can schedule posts so that you can focus on other tasks. You can designate one or two people to be your main social media coordinators who can ensure that these posts are made and posted on time.

BE ACTIVE AND DON'T OVER-DO IT

Be active on your social media, but don't post so often that you overwhelm people. This could lead to two problems: 1) too much information can cause your followers to stop following your posts, and 2) your posts can get lost within their newsfeeds and your followers won't see content that could be really valuable.

KEEP TRACK OF TIME

What time you post matters! Experiment by posting at different times and pay attention to the analytics. Find out when your followers are most active on social media and post during those time frames.

MAINTAIN ONE VOICE

Make sure your message is clear and consistent across all your social media pages.

HAVE A PERSONALITY

Be original and excited about your organization and the services you provide to your members. If you aren't excited and don't love what you stand for, neither will your members.

FOLLOW A CHECKLIST

Checklists are great for many facets of life, including social media. Make a checklist to ensure that your message will be understood, check for any grammar issues, make sure the information you're sharing can be shared and check the time you send it to ensure your readers will see it. Make sure all of your links are valid. Attention to this detail could save you time and trouble later.

DON'T IGNORE COMMENTS

It's essential to engage with your followers. With no engagement, they may feel as if you don't care about their questions, comments or concerns. Don't ignore relevant comments. Use them as an opportunity to interact with your followers and show them how you address positive and negative situations.

BE ENGAGING

Social media is about connecting with others on common issues. Create unique and interesting opportunities for engagement utilizing the various features available on social media (reels, hashtags, stories, etc).

MAPPING YOUR CAMPUS



ORGANIZING STEP 1: MAP YOUR CAMPUS

It is important to understand what it means to map your campus. Prior to starting any campaign work, your goals (what you hope to accomplish this week, month or year) and strategies (how will you achieve your objective) will need to be developed (step one). It is important that during this stage you ask yourself questions such as who are your core people on campus, who understands your issue(s), what routes are available for use, who is available for work, and what resources will it take to get there? In addition, you should also be identifying your allies on campus. Allies are people or organizations who will support you in achieving your goal. This could be faculty, staff, labour unions, student associations, community groups and much more.

Allies are crucial to your organizing because they will inevitably be part of your base and the larger movement.

Once your goals and strategies are developed and you have mapped your campus you can then move into step two (recruitment of volunteers and organizers) and finally step three, tactics (what will you do or use to accomplish the goal). Understanding how your goals, strategies and tactics all relate in developing your campaign, relationships and messaging is what will lead to success in your organizing both on and off campus.

ACTIVITIES: MAP YOUR CAMPUS

The purpose of this activity is to better understand the dynamics of your campus. Having a deeper understanding of your campus allows you and your team to have a clearer picture on how to strategize around different demographics and build capacity to organize. Feel free to customize this activity based on the different aspects and context of your campus.

1. GET A PHYSICAL MAP OF YOUR CAMPUS AND USE A FLIPCHART TO LABEL SPACES

Add the different dynamics and motion you see on campus: Where is the heaviest traffic of students during lunch hours? Which areas are students spending long periods of time, and which areas are they just passing by?

2. LABEL YOUR CAMPUS

Map out the different groups within the student body:

- Clubs, societies and student-led groups
- Residences
- Faculty & administration offices
- University staff

3. DISCUSS THE DYNAMICS OF EACH GROUP

How do they interact with one another, and how do they influence the community.

4. DISCUSS AGAIN HOW THE DYNAMICS PLAY OUT

Now with the context of your relationship with these communities.

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ACTIVITIES: SET YOUR GOALS

The purpose of this activity is to allow you to set goals while considering some important questions.

GOAL	
TARGET DATE	
IMPORTANCE OF GOALS	
INTERMEDIATE GOALS	
CHALLENGES	
POSSIBLE SOLUTIONS	

BASE BUILDING



ORGANIZING STEP 2: BASE BUILDING

The key to any successful campaign, event or movement are the people who organize and support the work.

A core value of student organizing is the concept of Strength in Numbers where students are stronger together than they are alone.

Building, working and winning with a team of students, solidarity partners and community members is highly rewarding and engaging. This section will teach you about the various challenges as well as the do's and don'ts when organizing a team, training organizers, empowering volunteers and running meetings.

ORGANIZING 101

Organizing a group of people can be new and challenging. It is hard to know where to start, what will work and what won't. Everyone can be an organizer on their campus or in their community, and there are skills that every organizer needs to know to build their base, increase capacity and win gains for their campaign.

It is important to build organizers outside of your core team. A strong campaign is one that people want to join because it sparks interests and they see themselves reflected.

The more people involved in the work, the stronger the message is and placing pressure on the target audience becomes more convincing. Having a larger team allows tasks to be split up among several people so that not one person is taking on all the work and work is being contributed to as a team.

ORGANIZING ESSENTIALS

TALK ONE-ON-ONE

Listen to what students are saying. Share your own ideas. Create a focus about issues impacting students and brainstorm ways in which it can be addressed or you and your team can organize.

ENCOURAGE CONFIDENCE

You and your team may feel overwhelmed or hopeless at times. A calm and confident attitude helps. Remind people what is at stake and the importance of acting. Help them draw on and channel their righteous frustrations instead of their fear.

CHALLENGE AUTHORITY

Organizers don't need to demonize their opponents. However, we do need to encourage people to question authority and stand up for each other. Figure out how to confront people in power in the right way.

RECRUIT GOOD LEADERS

Take note of who is naturally respected and encourage them to take on leadership roles. Look for each person's strengths and talents and find ways to bring them into the student movement.

IDENTIFY COMMON PROBLEMS AND SHARED HOPES

We organize to bring people together. Talk and listen until you've found an issue that matters to many of your colleagues. Share what you have heard.

ENSURE YOUR ORGANIZING IS INCLUSIVE

Include everyone who is, or might be, affected. Reach out beyond your friends and team. Solicit opinions and involve as many people as possible in decisions. Find a role for everyone and allow for your members to lead and consistently build capacity.

SET CONCRETE GOALS

Goals should be specific; state clearly what the victory will be. Make sure the majority of people share this goal.

GET PEOPLE MOVING

Even simple collective activity is better than just talking. Action breeds commitment. Circulate a petition, wear buttons. Develop plans that involve small steps. Each should slowly increase the visibility and strength of the group.



HOW TO BE AN EFFECTIVE ORGANIZER

- Effective organizers are good at their work and respected by the people they work with.
- They have trust in their team. Their opinions carry weight. When they offer advice, people listen.
- The best organizers are motivated by a strong sense of justice and clear principles.
- They're responsible, honest, and compassionate.
- Organizers must be good listeners. They know you don't have to be the most vocal to have the biggest impact.
- They bring people together, welcoming new members to the campaign and looking for ways to involve every member.
- Organizers move people to collective action. They don't just solve problems alone-- they equip others to solve problems together.
- They don't operate alone. They respect group decisions and put the interests of the group first.
- Good organizers are knowledgeable about the issues, but not afraid to admit when they don't know the answer.
- They can stay cool under pressure and handle stress and conflict.
- They're willing to stand up for their cause-- and they can inspire others to stand up for themselves as well.



HOW TO BUILD-IN NEW ORGANIZERS TO THE STUDENT MOVEMENT

AGREE ON YOUR GOALS

Your bottom line is to build the power of students and the power of the people. Talk about it and come to an agreement on what building that power means for your team. You'd be surprised how many leaders do not understand that power comes from active members.

HOLD EACH OTHER ACCOUNTABLE

When you take an organizing assignment like talking to an administrator, follow through on it, and make it clear you expect the same from other leaders.

TEAM UP

Stay in frequent touch and help each other problem-solve. Leaders with complementary skills can cross-train each other.

FORM TRUSTING RELATIONSHIPS

Give extra weight to your relationships with student organizers. Prioritize their texts and emails. If they're targeted, make sure you have their back.

EDUCATE EACH OTHER

Pass around articles. Talk about the big picture.

A GOOD ORGANIZER DOES NOT MAKE DECISIONS FOR A GROUP

Instead, they make decisions with the group. Being intentional in delegating work and sharing ideas is a way to build unity in a team. The ideas of the newest member are treated with the same respect as ideas from experienced members. Team unity is also developed when all decisions made by the group include decision making at meetings, determining demands of the campaign, picking the next action/tactic and the agreement of when the goals or wins of the group have been made. It is important for an organizer to develop active listening skills to better the group.

HOW TO PRACTICE ACTIVE LISTENING AS AN ORGANIZER

AVOID DISTRACTIONS

Look the other person in the eye and put your phone and any other distraction away. Demonstrate to the other person that they have your undivided attention. However, if a listener requires doing other activities such as doodling or fidgeting they can notify the delegate and proceed based on their mutual decision.

SLOW DOWN

Our brains process thoughts four times faster than spoken words. It's easy to skip ahead in a conversation, using your assumptions to fill in the gaps and plan your response. Resist this urge. Focus on what is actually being said.

DON'T INTERRUPT

Take the time to hear the full story.

KEEP AN OPEN MIND

Don't assume you already know what someone cares about. People will surprise you.

AVOID LOADED QUESTIONS

Avoid questions like "Don't you agree that..."

PRACTICE EMPATHY

Hear what people have to say, don't judge or make assumptions about people and use the opportunity to bring members along.

SHOW THAT YOU HEAR WHAT THEY'RE SAYING

React, ask follow-up questions, and repeat back what you understood. If you don't understand, ask.

FIND COMMON GROUND

You don't have to agree with every point, but look for areas of agreement, and acknowledge where you differ.

DON'T FEEL YOU NEED TO SELL SOMETHING

An organizer is not a salesperson. You're genuinely looking to learn the other person's point of view and create something new together or perhaps to introduce a new organizer into the movement.

TIPS AND TRICKS**Organizing a team that wins is rewarding, can develop strong relationships and build up an active and engaged community.**

Developing skills as a group, listening and gathering ideas from all members and following an equitable process is how good teams become great teams and win in the end!

HERE ARE SOME TIPS AND TRICK TO GOOD ORGANIZING:

- Continuing to learn is essential; debrief after events and actions and learn from successes and shortfalls of your organizing.
- Along with research of the topic/campaign, organizers should develop skills through training such as anti-oppression training to continue committing to learning about organizing through an anti-oppressive framework and building a movement that people want to be part of.
- Develop skills and commit to learning. Other skills include media training, budgeting, or creating a communication plan.

- Being an organizer includes being organized; creating task lists, taking notes and being on time.
- Share your email and/or phone number with your team so that people can contact you.
 - Create a team calendar to organize meetings, outreach, rallies, and actions.
- Communicate with others about what the team plan is and set up a communication channel.
- A good organizer is confident, even courageous. Stay principled and ask your demands with confidence whether it be in a lobbying meeting or in an interview.

VOLUNTEERS

As a grassroots organization, the foundation of all the Federation's efforts is the involvement of individual members.

Regular contact with government and comprehensive research has little impact unless the government believes that the message has widespread support. Having an action team, volunteer committee, campus coalition, a committed group of students and campus community members will increase and improve your capacity to implement your campaign, outreach to students on your campus and host successful events and actions.

RECRUITMENT

Make a list of 10 people that you know who would be interested in working on a campaign. Come up with a collective plan to bring in these 10 people. Encourage them to get involved by collectively hosting outreach sessions, an organizing meeting or an educational event.

Once you have engaged 10 people, take the time before the beginning of a campaign to plan out the kind of outreach you want to do. It is important when recruiting people to be in several locations as strategic outreach in multiple buildings around campus will have varying programs and demographics.

OUTREACH

Ensure that there is a way for students to sign-up to volunteer with the campaign and your organization at all times -- sign-up sheet, petition, online, on social media, at a table, during your class talk and at events. Remember, consent is mandatory; if a person does not want to give their information, do not be pushy and be understanding of their privacy.

Most people that give you their information might not come to meetings or be involved at all, but want to receive updates or be on the email listserv so make sure you get their email information.

ACTIONABLES

It is important to have action items after you do outreach. If a person shares their information, ask if it would be okay to meet up later in the week to continue the conversation. In this process you will build a connection, provide support for upcoming meetings, events, actions and talk to them about becoming a potential campaign member.

An action item could include inviting them to a volunteer training or meeting to find out more information about their role and to meet new people. It is good practice to advertise these meetings and trainings on social media, your website, through your listserv and by posting and flyering the campus. Repeat this process to bring in more people!

RETENTION

Once you have students interested in organizing it is important to keep them interested and engaged. Appreciation of new organizers can look like having refreshments at meetings, holding appreciation events and using words that demonstrate that you value people’s contributions. The best way to keep members coming to campaign and organizing meetings is to give everyone a task to do and to report back at the next meeting.



TIPS AND TRICKS

- Everyone should take on a role when it comes to recruitment but it is helpful to have a person or a team of people tasked with volunteer follow-up, communication, and record keeping of information that is gathered.
- Do not refer to those working on the campaign as “volunteers”, but rather as the organizing team, campaign members, liaison to another group on campus or something similar. Giving people a specific title also makes them the point person for a specific group, sector or component of the campaign.
- Celebrate members of the campaign, which can be in the form of a celebration after at the end of the semester or having a fun volunteer awards presentation.
- Recruit members during orientation week, and the first week of the second semester because these are the times of the year that people want to get involved and try something new.
- Always treat volunteers/campaign members with respect and as full members of the campaign.
- Screen volunteers to make sure that they are the “right fit” for the job. Sometimes a volunteer spot is better left empty than filled with a person who is just there to fill the spot.
- Recruit individuals who want to be a part of your team and are passionate about the issue and are genuinely interested in organizing.
- Individuals are looking at the title of the position as if it was an employment opportunity. Provide as much detail as possible so the volunteer knows what they are signing up for.
- Create a team of class representatives - a student from each class who gives class talks, and share information between your organizing team and the classroom.



MEETINGS

Meetings are an important part of maintaining members, planning the campaign, discussing strategy and tactics and building internal capacity.

It also involves empowering people to be involved and to lead actions.

MEETINGS CHECKLIST

Important steps to consider while organizing meetings.

PLANNING THE MEETING:

SCHEDULE

Book weekly, bi-weekly or monthly meetings in the same room for the entire semester, at the same time to make it easier for people to remember the meeting time and location. Create a calendar or list of meeting dates and share it with the group. Make sure the room is accessible and share the access information along with the meeting notice and provide an email for people to contact for accessibility needs.

FOOD

Always ask about people's dietary restrictions if you are serving food and where possible provide food if the meeting is longer than an hour.

CREATE AN AGENDA

Create and review the agenda with your core team. It is best to create an agenda before the meeting and share it with the email listserv and add to social media posts about the meetings. Include energizers in the agenda to help people relax and feel comfortable with the group (ex. Ice breakers). Don't forget to schedule breaks if your meeting is planned to be longer than an hour.

ASSIGN ROLES

Review all assigned roles (secretary, chair, logistics etc) and prep with those who are assigned roles about their parts of the agenda.

COMMUNICATE NOTICE

Use email, posters, calling, and text messaging to conduct follow-up with those who confirmed they would be present at the meeting.

EDUCATION

Use your meetings for political education, to talk about issues and the impacts upon communities. Use this as an opportunity to bring members along and welcome new organizers into the student movement.

BEFORE THE MEETING:

- Send out a reminder via email and text (can make a groupchat with all of the volunteers for easy communication) about the meeting.
- Print out agendas and other materials.
- Set up projector or communication systems if needed.
- Confirm attendance.
- Order food.
- Book a room.
- Set up food and room.
- Photocopy materials.
- Order and pick up any equipment needed.
- Prepare your assigned sections of the agenda. What will you say? How will you facilitate?
- Create a sign-in sheet for the meeting and print it out.
- Pre-brief with your team in advance to ensure everyone is on the same page.



DURING THE MEETING

LAND ACKNOWLEDGEMENT

Start the meeting with a land acknowledgement. This is not just important but absolutely necessary for all organizers in the student movement.

INTRODUCTIONS

Ask for names, pronouns and other engaging questions like what brought them to the organizing meeting and an ice breaker question.

GUIDELINES AND HOUSEKEEPING

Discuss the meeting rules with all participants and set the tone of the meeting and your organizing space.

ROLES

Ensure everyone is performing their duties — for example the notetaker will take minutes.

HAVE A METHOD OF COMMUNICATION WHILE IN THE MEETING

Perhaps consider using Whatsapp or other social media platforms to create a group chat for communication internally during the meeting.

VOTING/CONSENSUS

Use meetings to support the group's decision making and planning. People are more engaged when they get to vote on ideas.

TIME CHECKS

Keep a check on time for the meeting.

ACTION ITEMS

People should be given tasks that they feel ownership over, not the tasks that the organizers don't want to do. Again use this as an opportunity to bring new organizers into the movement.

WORKING GROUPS

Book meetings on the off-weeks from planning meetings to have space for people to come in and work on the tasks that they took on, or as a poster/banner making session.

AFTER THE MEETING

CLEAN-UP

Have people help and use this as an opportunity to chat with people.

FILING

Put the sign-up sheet, the agenda and the notes from the meeting in a file so you can easily go back and find it.

NEXT STEPS

Identify the next steps for the meeting, what people are waiting for, and what you need to do next. Put it in your action plan.

NOTES AND FOLLOW-UP

Send out notes from the meeting to the participants and reminders of responsibilities they have to follow-up on and thank everyone for coming.

MINUTES

Share over email, on your organization's website (where appropriate) for people who missed the meeting, and as a reminder to the people who took on tasks during the meeting.

EVALUATION

Review the following.

- Did the number of people in attendance exceed or fall short of your expectations?
- Are you seeing new faces join your regular volunteer group?
- Are people in the working group bringing new people into the space?
- Are people actively participating in the meetings?
- Are you seeing people from diverse communities and fields of study?
- Who is not at the table?
- Are you able to give everyone useful tasks?
- Are people following through on their tasks? Is there an opportunity to further build some members into the work you do?

TIPS AND TRICKS

- Have on-site child care/minding and other accommodations to ensure everyone interested in joining the space is able to.
- Allow people to interact with each other and get to know new people by sharing their own stories and building a shared sense of identity.
- Explain the agenda, go through points, housekeeping and rules for voting.
- Always make space for creative ideas in meetings because people are probably talented writers, photographers, artists, actors, musicians, etc.

- Do a check-in with organizers at meetings or outside meetings to see how they are engaging with the meetings and how they feel about the work.
- Your team is meeting too often if tasks cannot be completed by the next meeting.
- Your team is not meeting enough if meetings are very long and have too many topics for discussion.
- Have a call-out to the general students to come to the meeting. This could also be done in the format of a Town Hall, or a social night.
- Celebrate achievement and victories by bringing in food to celebrate a campaign win.



SAMPLE TIMELINE FOR NATIONAL DAY OF ACTION

FALL SEMESTER: SEPTEMBER

- Meet with members of the Federation to discuss the National Day of Action organizing on your campus and region.
- Order Fight the Fees & National Day of Action material from the Federation.

OUTREACH

TABLING, LEAFLETING, POSTERING

Tabling - during the orientation and welcome week programming table and ensure you begin the education phase of your organizing for the National Day of Action. During these conversations let your members know about the Fight the Fees campaign, the Day of Action and provide avenues for getting involved.

Leafleting - build a team of volunteers who can regularly handout leaflets and have conversations with members about the National Day of Action and any other actions happening on your campus leading up to the Day of Action.

Postering - print out Fight the Fees posters and information about the National Day of Action and place them in different buildings, bus shelters, and any other highly visible places. While postering is a passive outreach, it can still be very effective. Make sure to include logistical details and contact information so your members can get involved.

SOCIAL MEDIA

- Use social media to introduce the Fight the Fees campaign through posts and other interactive pieces such as stories, reels and videos.
- After the introduction to the campaign, you can put together informational graphics such as the Who, What, When and Why for the National Day of Action and the Fight the Fees campaign.
- Remember a successful social media plan can only happen with the support of strong on-campus presence and in-person outreach.

MEDIA

Reach out to local and campus newspapers to see if there is an opportunity for you to speak about the National Day of Action organizing on your campus.

FIGHT THE FEES - THE CASE FOR FREE EDUCATION WORKSHOP

During this workshop introduce your members to the Fight the Fees campaign and the National Day of Action. The goal is to start base-building, educate members on the campaign and get them involved with the outreach and planning efforts for the Day of Action.

CAMPUS COALITIONS

- Organizing for the National Day of Action requires coalition building with the other unions and associations on your campus, reaching out to campus groups to activate them and get them involved in the organizing, and connecting with labour unions, faculty associations and teaching assistant unions to build solidarity.
- Send out an email to all of the coalition partners early in September. Follow-up and schedule meetings to discuss National Day of Action and how they can support you and work together.

ORGANIZER MEETINGS WITH YOUR MEMBERS

Make a call out for organizing meetings so you can start to build your base. These meetings are the space for you to get your members organized, coordinate volunteers and start including them into the planning process for the National Day of Action.

PLAN LOGISTICS

- With a core team responsible for planning logistics, coordinate actions leading up to the Day of Action to build momentum on your campus and get members educated, agitated and ready to organize on the National Day of Action.
- In addition, plan transportation, food, marshalls, bus captains and any other details for the day of the action.

OCTOBER

OUTREACH

- Continue tabling, leafleting and poster efforts started in September and build up on the conversations you already started. Use this time as an opportunity to expand your base and bring more people to the Day of Action.
- This is a good time to start doing class talks and let members know the details about the Day of Action, how they can be part of it and more.

FIGHT THE FEES - BANNER DROP / ACTION/ SIT-IN

This lead up action can be an opportunity for you to gain further awareness and support from your members and community on campus for the National Day of Action. Think about your campus context and think about which lead up action makes the most sense.

FIGHT THE FEES - POSTER MAKING

Use the last few weeks of October to plan some drop-in poster making sessions where students can contribute to making posters that you can use during the Day of Action. These sessions are an excellent opportunity to outreach and garner more support for the Day of Action and even recruit volunteers or marshalls.

CAMPUS COALITIONS

Continue to meet with coalition partners to keep them up to date about information and continue to coordinate for the Day of Action.

ORGANIZE MEETINGS WITH YOUR MEMBERS

Continue to meet weekly with the volunteer organizers to continue to organize and build momentum for the Day of Action.

NOVEMBER

OUTREACH

Leading up to the Day of Action, the outreach plan needs to be consistent and regular. Organize tabling, leafleting, class talks and consistent social media posts.

DAY OF ACTION

An event such as “Free Breakfast” in the morning of the Day of Action to gather all students in one location on campus and then get them on the buses and head to the location of the action happening near your campus.

ORGANIZER DE-BRIEF & CELEBRATION

Host a session to de-brief about the national Day of Action and celebrate the victories you achieved as a team. Use this as an opportunity to show gratitude to everyone who made the Day of Action a success and start the conversations for future organizing.

DECEMBER

OUTREACH

Place campaign materials in destressor kits and speak to your members during Exam destressor events about the success of the National Day of Action. Use this huge organizing victory as an opportunity to build members into the student movement.



WINTER SEMESTER: JANUARY

OUTREACH

- Speak to new and returning members about the campaign through the Welcome Back week programming.
- Provide opportunities for involvement through sign-up sheets or QR codes for online registration.

FEBRUARY - MARCH

BEYOND THE DAY OF ACTION ORGANIZING WORKSHOP

Use this workshop as an opportunity to continue to build on the momentum you gained through the National Day of Action to build a core team interested in activating the Fight the Fees campaign on your campus. Remember, the organizing for the fight for free and accessible education will continue until we get free education for all.

APRIL

OUTREACH

Place Fight the Fees materials into exam destressor kits, and speak to members about the campaign, its victories, and the National Day of Action. Get your members excited for the next semester and organizing on your campus and across the province.

SUMMER SEMESTER

OUTREACH

- Place Fight the Fees materials into Orientation kits, and use all orientation outreach opportunities during the summer to introduce members to the campaign.
- Similar to the This is Your Student Movement and Fairness for International Students campaigns, use the summer to plan your campaigns strategy for the upcoming year and make a plan for how you can best execute and implement the Fight the Fees campaign and build on the momentum you build throughout the past year through the Day of Action organizing.

TACTICS



ORGANIZING STEP 3: TACTICS

EDUCATE

Moving through the stages of educate, agitate, organize and celebrate is not simply a series of tasks to check off a list. Ideally, a campaign would start with education so everyone understands the issue to a point where they want to engage in the campaign. Although this is ideal, there might not always be time for prolonged education work, especially if you have to react to an issue that has come about quickly and requires engagement and participation right away. You must constantly be evaluating and reflecting on whether your campaign is resonating with people.

Education is a necessary step in every good campaign.

Educating your members is an ongoing process. There are also no shortcuts to educating your membership, and if you are doing it effectively, it will be an important consideration in everything you plan. Below you will find a list of possible ways to educate your members. This is not a comprehensive list; so don't be afraid to be creative and step outside the box.

TABLING

WHAT IS TABLING?

Setting up a physical space (i.e. a table) with materials for the purpose of attracting attention and raising awareness.

GOALS OF TABLING

Tabling is a great way to draw visibility to your campaign and related events you are hosting. Having meaningful interactions while tabling can help you get volunteers and attendees, and can help spread your message across campus and the community.



WHEN TO TABLE:

Tabling can be done at any time and in any space where you can book or set-up a table. Create a tabling schedule that starts at the beginning of the semester and continues on so that you are tabling at least 2 times a month or more depending on if you have an action or event coming up.

HOW TO TABLE

SETTING UP YOUR TABLE

- Decide appropriate set-up and tear-down times and how long you will be tabling on a given day. If you need to book space, take care of that prior to tabling time.
- Have a large, easy to read sign on the front of your table that makes it clearly recognizable what group you are representing.
- Include a variety of informational material, swag, ongoing petitions, and a sign-up sheet with space for people to leave their preferred contact information for those who want to get more involved.

STAFFING YOUR TABLE

- Choose a location and time with a lot of student traffic like a cafeteria, main lobby or popular student lounge. Lunchtime through to the late afternoon is effective but be aware of who you are trying to reach and what their schedules are.
- Schedule volunteers to cover the entire time or an hour or two, including either set-up or tear down, but be specific about what time they are expected to arrive and leave. Pairing new volunteers with experienced organizers can be effective for outreach and building relationships.

TIPS FOR EFFECTIVE TABLING

- Make eye contact with passersby and actively engage them in conversation. Try an open-ended greeting and question like "Hi! Are you an undergraduate student?"
- Collect contact information to follow-up to positive conversations.
- Try to incorporate participatory activities in your tabling such as trivia games or draws for a prize to attract attention and increase traffic.
- Set goals for interactions or sign ups.

FOLLOW-UP AND EVALUATE

- After tabling is over, make sure one person is responsible for the contact sheets you've collected. Every member who has identified that they want to get involved should be contacted individually about how they can do so.
- Evaluate the effectiveness of tabling: how many people were talked to, how many petitions collected, what approaches worked best?

LEAFLETING

WHAT IS LEAFLETING?

The distribution of leaflets, handbills or any other single page material designed for individual consumption.

GOALS OF LEAFLETING

The primary goal is to have short, face-to-face conversations with members about a current issue of concern, an upcoming event or general information about the campaign.

WHEN TO LEAFLET

The best time to leaflet is when you want to raise awareness quickly and potentially start a buzz on campus around a new issue.

HOW TO LEAFLET

PRODUCE AN APPROPRIATE MATERIAL

Handbill, pamphlet, rave card etc. with content developed with your campus in mind. Include contact and social media information.

IDENTIFY

Identify the best locations to reach a varied cross-section of people with this material.

SCHEDULE

Come up with an outreach schedule that identifies peak traffic times. Consider when classes let out and what days of the week most students are on campus. Choose several different days and times over an appropriate time span for maximum effectiveness.

MAKE CONNECTIONS

If you want to leaflet in residences, make connections with people who work as residence assistants or those in student housing services. You will need to ask their permission and probably have the leaflets approved as well as ask if you can gain access to the residence buildings, if you can slip leaflets under doors, knock on doors etc.

ASSESS

Assess how many volunteers you need to cover the times and the number of people you have chosen to speak to. You should always have teams of no less than two volunteers.

ASSIGN

Assign specific times and areas to your teams and prepare them with the main talking points of the campaign.

EVALUATE

- Were people receptive to the leaflets?
- Did people appreciate this type of outreach?
- Did there seem to be a general appetite for more information or action around the campaign or issue?

CLASS TALKS

WHAT IS A CLASS TALK?

A short speech made to a classroom audience, before the lecturer begins, to educate or draw awareness to an issue or campaign, to promote an event or to encourage students to come to an action.

GOAL OF A CLASS TALK

To speak to as many students as possible in less than 5 minutes including questions and answers about an issue, campaign, event or action that you are raising awareness about.

WHEN TO DO CLASS TALKS

In the case of an event or action that you want to promote to boost attendance, it's important that you begin doing class talks one to two weeks before, leading all the way up to the event, to give students a chance to plan for it. If the class talk is to raise awareness, it can be done at any time.

HOW TO DO CLASS TALKS

LEAD-UP

- Create a class talk list by using the registration website of your university. Search classes by time, day and faculty. Include class name, time, location and lecturer. Try to get as much of a variety and as full of a schedule as possible. Make sure to include introductory level classes, as these often have the largest number of students in them.
- If time permits, e-mail the lecturer a week in advance to ask if you can speak for 1-2 minutes at the beginning of their class. Show up slightly ahead of time.

TALK TIPS AND TRICKS

- Use a script that effectively communicates logistical details of events or actions, campaign demands and actionable ways to get involved.
- Use chalkboards or white boards to include event details, contact information and hashtags.

AGITATE

Moving through the stages of educate, agitate, organize and celebrate is not simply a series of tasks to check off a list. Ideally, a campaign would start with education so everyone understands the issue to a point where they want to engage in the campaign. Although this is ideal, there might not always be time for prolonged education work, especially if you have to react to an issue that has come about quickly and requires engagement and participation right away.

You must constantly be evaluating and reflecting on whether your campaign is resonating with people.

This section includes several examples of activities that afford members the opportunity to do something related to your campaign and gives you the chance to ask if they'd like to do more.

BANNER DROPS

WHY DROP A BANNER?

Banners succeed in delivering a message as a part of an action.

HOW TO BANNER DROP:

- Decide on text and imagery for the banner and who will be in charge of making it. Make sure the messaging is concise and to the point. Letters should be large and visible from far away. If creating a banner by hand, recruit volunteers to help. This can be a good task to assign new volunteers to help them feel ownership over the creation of the campaign.
- Get your materials! Canvas is a common and inexpensive material used for banner making. Other things you may need are acrylic paint, paintbrushes and rope or strong tape (if hanging the banner).
- If leaving a banner in a public place, be aware it will likely get taken down and potentially thrown away. Don't let this stop you!

EVALUATE

- Was your banner visible? Did it generate attention?
- How long did it stay there for?
- Did you receive any comments or feedback about the content or presentation of the banner?



DISPLAYS AND INSTALLATIONS

WHY CHOOSE A DISPLAY OR INSTALLATION?

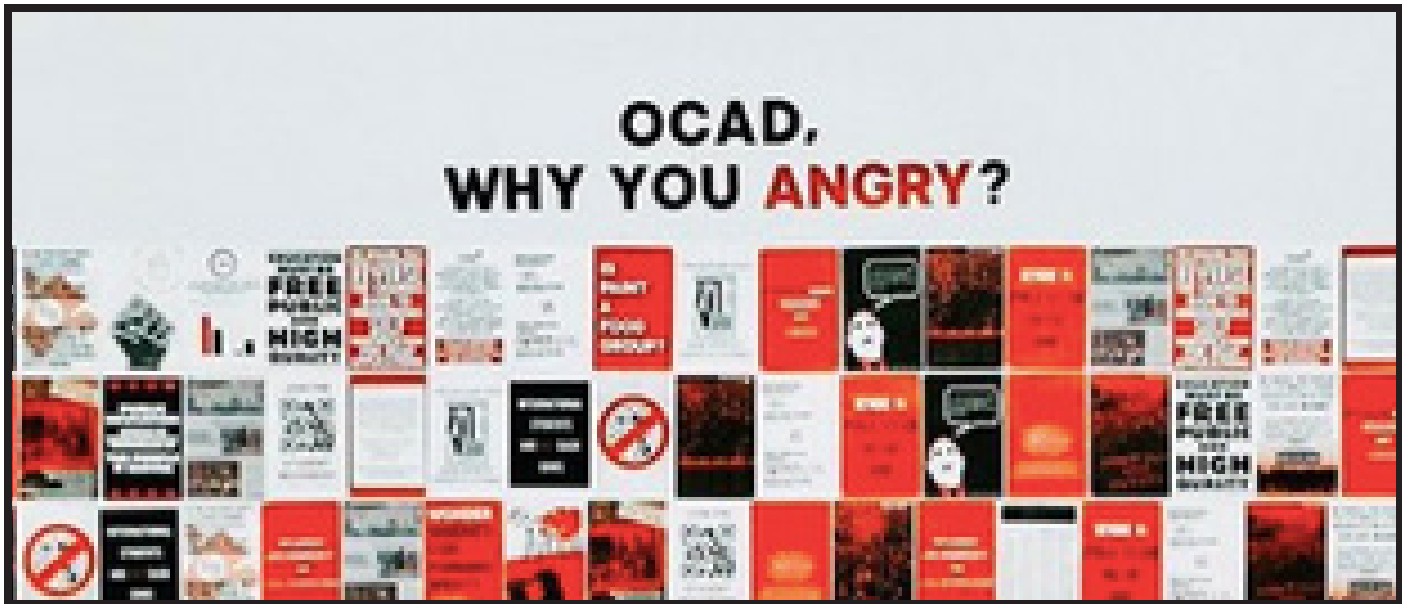
Displays and installations are a creative way of giving visual representation to issues tackled by your campaign. People will likely take pictures and pose with your creative visual displays which will help garner more attention to your campaign.

HOW TO CREATE A DISPLAY OR INSTALLATION

- Workshop ideas for displays with other organizers, volunteers and coalition partners on what type of display/installation would work best and where it should be located either in the community or on campus.
- Delegate roles on who will collect materials, who will create the display and who will set it up and take it down.
- Displays can be a stand-alone action or can be a part of other actions such as rallies, walkouts, pickets and more.
- Consider creating a sign near the display that tells people how they can get involved and which hashtags they can use if posting a picture of the display. Use hashtags associated with the campaign for example #wethestudents.

EVALUATE

- What were the different reactions people had to your creative display?
- Were people taking pictures that they shared on social media?
- Did you encounter any challenges regarding the use of space materials that you should keep in mind for the future?



PETITION COLLECTION

WHY COLLECT PETITION SIGNATURES?

Petition collection is generally used to educate and agitate. Collecting petition signatures demonstrates public support for a campaign or an issue and is usually submitted to a decision making body responsible for making decisions on the issue in question (ex: boards of governors at an educational institution, the legislative assembly of your province etc.).

WHEN AND WHERE TO PETITION?

Petitions can be used in the lead up to actions or events as a way to educate members and invite them to your rally, demonstration, town hall or other event. Take your petitions to events and busy spots in the community that you believe people you want to be involved in or aware of the campaign will attend! Ex: During class talks, local labour council meetings, student union board meetings and events, orientation week, music festivals, malls, beaches, parks etc.

HOW TO PETITION

BEFORE COLLECTION

Do your research if there is an organization (such as the Canadian Federation of Students or other) that is currently collecting petitions for an issue you are trying to gain momentum for and ask if they will send some to you and your peers. If making your own petition, it should be clearly addressed to a particular person or decision-making body, and have clear language indicating what your issues are and what your demands are. Leave space for people to print their name, their postal code, their signature and contact information (email address and phone number).

DURING AND AFTER COLLECTION

- Set time limits and goals. You do not want to exhaust yourselves or become bothersome to those you are trying to collect signatures from. Aim to get a certain amount of petition signatures during outreach.
- Create a common pitch for campaigners to use when seeking signatures. Prepare people with answers to difficult questions. Host a small training session to help people feel comfortable approaching strangers, giving the pitch and collecting signatures.
- Refer to tabling section for additional tips on where to do outreach and how to engage in conversation with new people about your campaign.
- Make sure after doing outreach and collection petition to dedicate time to input all the email and phone contacts onto a database and then follow up with those who signed the petitions with updates and next steps in getting involved. This is crucial to maintain momentum in base building and support for the campaign.

EVALUATE

- Were you and your volunteers comfortable with collecting petition signatures?
- Did you reach your goal of # of petition signatures for that day? If not, how could you improve on your tactics to reach your goals in the future?
- Did you feel you answered tough questions well?

TOWN HALLS

WHAT IS A TOWN HALL?

A town hall is an open forum event, usually hosted by a politician or public figure, where the public can come to share their concerns or ask questions directly.

WHY HOST A TOWN HALL?

Town halls are both educational and constructive. They provide the opportunity for individuals to communicate face- to-face with decision-makers, share their stories and seek answers to their questions. At the same time, town halls provide a forum where people can hold decision-makers accountable by engaging them in a public forum.

HOW TO HOST A TOWN HALL?

PREP

- Decide on a date, time and location that you believe will work for most folks. The town hall should be at least two hours long to have lots of room for discussion. Consider hosting multiple town halls if you have the capacity or believe it is needed.
- Get people out! Social media is a great advertising tool but should never be used as your only way to advertise an event. Invite people to the town hall while tabling, leafleting and in class talks. Start advertising as early as possible and go heavy on outreach during the days leading up to the event.

- Delegate tasks to volunteers who will facilitate, take-notes, set up materials table(s), run microphones and more.
- Create a list of 2-5 questions you want help with answering that you can pose to the audience during the town hall. For example, if hosting a town hall around climate justice you might ask “What strategies should be used to educate others about climate justice?” and/or “What steps can we take to make this campus greener/ more sustainable?”
- Decide on a process for how people will pose questions to the room.
- Have several standing microphones in the room where folks can line up and pose their questions as well as a wireless mic that someone can circulate around the room.
- Have questions submitted via paper and read them out-loud.

DURING

- Start with a brief introduction of those who are hosting the town hall and give context to why this town hall is taking place, the issues it will tackle and the goals of the town hall.
- Pose questions to the audience and encourage folks to ask their own questions to organizers and other audience members. Facilitators will lead discussions and answer questions while note takers will record what is being said.

EVALUATE

- How was the turnout?
- What could have made the turn out better?
- Was the discussion productive?
- Did everyone have the chance to speak?
- Do you feel people learned from the town hall?
- Did the town hall encourage participation in the campaign/ lead new people to get involved?

TESTIMONIALS

WHAT ARE TESTIMONIALS?

Testimonials provide humanity to issues and movements. They offer visual representation to people's opinions, thoughts or facts by writing it down or through photos or videos. For example, if promoting an upcoming election, you can use postcards to get other students to write messages that begin with "I will vote because..." followed by personal statements about taking action.

HOW TO COLLECT/DISPLAY TESTIMONIALS

- Do a call-out to ask people for testimonials. This can be in person asking folks at a table, event, meeting or other spaces to provide a testimonial or online via social media asking folks to send in written testimonials or recorded video.
- If writing down testimonials: after many are collected, consider spelling out a word with the postcards on a large banner and putting it up in a large, high-traffic space or creating a photo/video campaign for social media of people posing with or reading out their statements.

EVALUATE

Did many people participate in testimonials? How did people engage with testimonials/ how was the public response?

OTHER WAYS TO AGITATE:

- Button making
- Poster making
- Screen printing
- Flash mob
- Public outreach

ORGANIZE

Resistance to systems of oppression that continue to oppress our communities is not just important but necessary.

We want a universally accessible system of Post-Secondary Education. Being organized is how we ensure we organize and advocate for a system of Post-Secondary Education that is of high quality, free and accessible for all.

We want our decision-makers to be accountable. We want to make our campuses spaces where discussion and dissent are respected parts of academic and public discourse. We want to make sure that all members of our campus communities have the opportunity to speak up.

We want to make sure that the voices of students have the majority say in our post-secondary education system. And we do this by organizing.

Mobilizing and organizing is hard work! It only looks easy when it is done well. Use this section of the guide to help you get started with organizing your campus, but don't forget to be critical and strategic when selecting what tactics you're going to be putting your time and energy behind.

COALITION BUILDING

WHAT IS COALITION BUILDING?

Establishing an alliance or alliances, either temporarily or on an ongoing basis, of distinct groups for the purposes of working towards a common goal or organizing a joint action.

GOAL OF BUILDING COALITIONS

By working with allies, you strengthen our voice by increasing our numbers, information and resources in taking collective action to achieve a single short or long-term goal.

WHEN TO BUILD COALITIONS

When you have a campus issue that affects more than just your members. For example, working towards a bottled water-free campus affects every member of the campus community and is an issue that is likely of importance to workers on campus.

HOW TO BUILD A COALITION

- Start by hosting a meeting. Send an invite to all campus groups who you think will be interested in supporting and participating in a campaign. Book a space on campus that can accommodate your expected turn out.
- When doing outreach such as tabling, coalition building or class talks, mention the date, location and time of your meeting and encourage folks to come and sign up for updates about future meetings.
- Prepare an agenda and circulate it before the meeting. Ask prospective participants for input on agenda items. Some agenda items should include:
 - Purpose for the coalition
 - Hosting and chair sharing
 - Meeting frequency
 - Campus issues
 - Goals and shared priorities
- Establish campaign goals and gauge everyone's level of participation and knowledge on the issue. Remember that this is likely only one campaign of many that you and your coalition partners are undertaking, so be realistic about capacity, time requirements and

budget when assigning and volunteering for tasks.

- Establish a timeline. Take a realistic look at what you are trying to achieve and have an honest discussion about the length of this campaign. Are you talking months or years?
- Establish information sharing structures (email and/or phone list, Facebook, etc.) and who will be responsible for maintaining these tools.
- Maintain regular contact with your coalition partners.

EVALUATE

- Remember that coalitions can be strong forces on campuses to affect change, but they can also take a long time to build. Be patient and be consistent. Some points to consider when evaluating the success of a campus coalition:
- Are the coalition members enthusiastic and positive about being able to achieve campaign goals?
- Is there regular attendance and feedback from all coalition members? If not, are some groups being excluded due to factors that can be changed (ie. date or time of meeting, meeting location, etc.).
- Is your campaign moving forward?

SUPPORT/ENDORSEMENT

To build support for your campaign and build a coalition on campus it is necessary that you initiate contact with campus groups well in advance of your action to build relationships and engage and build them into your organizing. Some groups on campus that you can reach out to build coalitions and connect to ask for support and endorsement on your campus are labour unions, teaching and research assistant unions, faculty unions/associations and student run campus groups. You can initiate contact with these groups and organizations through email to set up a meeting where you provide them with an endorsement package and gain their support for the campaign/action.



SAMPLE EMAIL TEMPLATE TO REQUEST A MEETING

Dear _____ (name of campus group/organization),

I hope this email finds you well.

My name is _____, and I'm the _____ (insert position) at the _____ (insert students' union/association name). I am reaching out to you on behalf of _____ (insert number of members you represent) to request a meeting with you to discuss the upcoming National Day of Action, happening on November 8, 2023. During the Day of Action students across the country are going to be organizing to demand a free, and accessible education that does not leave any students behind.

We hope that you folks, at the _____ (name of organization), are willing and available to meet with us as we are excited to meet with you!

We're looking forward to your response and can provide more information about the endorsement once we hear back from you. Thank you!

Sincerely,

(Name)

ENDORSEMENT MEETING

Once the organization confirms that they are interested in meeting with your local, schedule a date and time and create an agenda for the endorsement meeting. Within the meeting, it's best to come prepared with an endorsement package and action items for the organization you're speaking with.

An endorsement package should include an endorsement motion for the organization to formally pass to indicate their support for their action. In addition to the motion the, the package should include general information about the action and the demands, and next steps or action items for the group to take following their formal endorsement.

Ensure to remain in consistent communication with the campus group and provide them with updates about the action or the campaign so they (and their members) remain invested in the action and its outcome.

SAMPLE MOTION OF ENDORSEMENT

WHEREAS funding for Post Secondary Education continues to decline and education continues to move towards privatization; and

WHEREAS we strive to build a high quality Post Secondary Education system that is accessible to all; and

WHEREAS rising tuition fees are the biggest barrier students face to pursuing postsecondary education; and

WHEREAS student mobilization is an effective way to show broad support for a system of fully funded, public postsecondary education; and

WHEREAS [insert your organization] is organizing a day of action in the area, along with other local students' unions and the Canadian Federation of Students; and

WHEREAS education is a human right, and everyone deserves access to a free and accessible education; and

BE IT RESOLVED THAT your CLUB/ORGANIZATION/UNION formally endorse the Fight the Fees campaign and the National Day of Action on November 8, 2023; and

BE IT FURTHER RESOLVED THAT members be given information and promotional materials about the Day of Action through list-serves, at meetings, and in person; and

BE IT FURTHER RESOLVED THAT your CLUB/ORGANIZATION/UNION organize members to attend the National Day of Action, any associated organizing meetings, and lead up actions.

ACADEMIC AMNESTY

Academic Amnesty is crucial for organizers to consider as they plan for a direct action as it can increase participation by members and be a useful tool in further building solidarity with other members of the campus community.

To request for academic amnesty, send a letter through email to your institution's President or Dean regarding academic amnesty and academic accommodation and submit a motion to your senate, academic affairs, university affairs or its equivalent on your campus.

SAMPLE LETTER FOR REQUESTING ACADEMIC AMNESTY:

[Insert Student Union/Association Letterhead]

Date

RE: Request for Academic Amnesty on November 8, 2023

Dear (President/Dean/whomever it may concern),

On behalf of our (Insert # of members) members, we, the (insert Student Union) would like to ask for your support for our National Day of Action against tuition fees by granting students Academic Amnesty for November 8, 2023.

On November 8, 2023 students will be participating in a National Day of Action to call on the government for increased funding for Post-Secondary Education.

Post-Secondary Education across the country continues to see a decline in funding paired with ever increasing tuition fees. Since 1980 , whilst accounting for inflation, the average domestic undergraduate tuition has increased by 215%, and the average domestic graduate tuition by 247%. Students are finding it harder than ever to keep up with the increasing cost of tuition fees. We are in a crisis.

In addition students across Ontario find themselves in a precarious situation due to the changes to the Ontario Student Assistance Program (OSAP) which resulted in over \$1 billion cut in assistance to students.

Since it is our collective mandate to ensure students are able to access a system of post- secondary education that is accessible and equitable for all, we ask that you show your support by granting students across _____ (name of your institution) Academic Amnesty for November 8, 2023. This will ensure that students have the ability to participate in a variety of actions happening near them to voice their concerns over skyrocketing tuition fees.

Your support would be greatly appreciated.

Should you require any further information please do not hesitate to reach out and we're looking forward to your response.

In student solidarity,

(Insert Student Union/Association Name)

SAMPLE EMAIL WHEN ATTACHING THE LETTER ABOVE TO REQUEST FOR ACADEMIC AMNESTY:

Dear (President/Dean/whomever it may concern),

We hope this email finds you well.

Please find attached below our request for Academic amnesty for all students for the National Day of Action taking place on Wednesday November 8, 2023.

We look forward to your response!

In student solidarity,



SUBMITTING A MOTION

Submitting a motion for academic amnesty is a necessary step in ensuring that students across your campus can be granted accommodations across all departments and courses so they can participate in the National Day of Action.

The process of submitting a motion to your Senate or its equivalent governing body may differ from one institution to another as such please ensure that you research well in advance the processes and procedures for submitting motions.

Once you've figured out the process for submitting the motion, you can use the sample academic amnesty motion below to submit a motion.

SAMPLE ACADEMIC AMNESTY MOTION:

Whereas government funding for Post-Secondary Education continues to decline and costs are increasingly downloaded onto students through rising tuition fees and;

Whereas tuition fees increase far more than the rate of inflation and faster than all other student costs, including public transit, food and rent and;

Whereas since 1980 , whilst accounting for inflation, the average domestic undergraduate tuition has increased by 287%, and the average domestic graduate tuition by 338% and;

Whereas upon graduation, 50% of students will have a median debt of around \$17,500, which takes an average of 9.5 years to repay and;

Whereas the average undergraduate tuition for International students has increased by 845% since 1980, and in colleges, they pay an average of \$14,306 annually compared to the average domestic fee of \$6,375 and;

Whereas the Government of Ontario made changes to OSAP and student financial assistance in 2018-2019, resulting in over a \$1 billion cut in assistance to students and;

Whereas approximately 70% of new jobs across the country require some form of post-secondary education and;

Whereas 93% of people across the country said they would have pursued post-secondary education after high school if it was not for the high cost of tuition fees.

Whereas rising tuition fees are the biggest barriers students face pursuing post-secondary education and;

Whereas student mobilization is an effective way to show broad support for a system of fully funded, public post-secondary education;

Whereas _____ (student union/association name) is organizing for the National Day of Action in the area, along with other local students unions and the Canadian Federation of Students, and

[If applicable] Whereas, in the past, _____ (Senate or its equivalent body) has supported student organizing, specifically for the 2007, 2008, 2009, 2012 and 2016 days of action; therefore

BE IT RESOLVED THAT The _____ (name of your institutions) _____ (Senate/University Affairs/Academic Affairs Committee or equivalent) provide academic amnesty for those student who wish to participate in local actions as part of the National Day of Action against rising tuitions fees on Wednesday, November 8th, 2023.

In addition to the academic amnesty motion, a member local can and should also submit an academic accommodation motion to their Senate or its equivalent governing body at their institution.

Attached below is a sample academic accommodation motion you can utilize.

SAMPLE ACADEMIC ACCOMMODATION MOTION:

Whereas government funding for Post-Secondary Education continues to decline and costs are increasingly downloaded onto students through rising tuition fees and;

Whereas tuition fees increase far more than the rate of inflation and faster than all other student costs, including public transit, food and rent and;

Whereas since 1980 , whilst accounting for inflation, the average domestic undergraduate tuition has increased by 287%, and the average domestic graduate tuition by 338% and;

Whereas upon graduation, 50% of students will have a median debt of around \$17,500, which takes an average of 9.5 years to repay and;

Whereas the average undergraduate tuition for International students has increased by 192% between 2011-2021, and in colleges, they pay an average of \$14,306 annually compared to the average domestic fee of \$3228 and;

Whereas the Government of Ontario made changes to OSAP and student financial assistance in 2018-2019, resulting in over a \$1 billion cut in assistance to students and;

Whereas approximately 70% of new jobs across the country require some form of post-secondary education and;

Whereas 93% of people across the country said they would have pursued Post-Secondary Education after high school if it was not for the high cost of tuition fees.

Whereas rising tuition fees are the biggest barriers students face pursuing Post-secondary Education and;

Whereas student mobilization is an effective way to show broad support for a system of fully funded, public post-secondary education;

Whereas _____ (student union/association name) is organizing for the National Day of Action in the area, along with other local students unions and the Canadian Federation of Students, and

[If applicable] Whereas, in the past, _____ (Senate or its equivalent body) has supported student organizing, specifically for the 2007, 2008, 2009, 2012 and 2016 days of action; therefore

BE IT RESOLVED THAT the [Senate/University Affairs/Academic Affairs Committee or equivalent] provide academic accommodations for those students who wish to participate in local events as part of the National Day of Action on Wednesday, November 8, 2023, including encouraging all course instructors to:

- Refrain from penalizing a student's attendance or participation marks and setting academic deadlines for tests, assignments or exams; and
- Provide reasonable access to materials covered on November 8, 2023; and;
- Provide opportunities to students to make up missed labs or practicum placements that take place on November 8, 2023.



If the motion submission at your institution’s Senate or its equivalent is not approved by the members of the committee you can reach out as the students’ unions and associations to the different departments across the campus or email instructors individually for support. You can use this as an opportunity to notify them of the day of action, request for academic amnesty on behalf of members and further extend an invitation to attend the action and show solidarity.

Find below a sample email template that students’ unions or associations can use to request for academic amnesty for members on campus from departments.

SAMPLE EMAIL TO DEPARTMENT(S):

Dear Professor X,

I hope this email finds you well.

My name is _____, and I’m the _____ (insert position) at the _____ (insert students’ union/association name). I am reaching out to you on behalf of _____ (insert number of members you represent) to request for academic amnesty for all students within the _____ (name of the department) for the National Day of Action happening on November 8th, 2023. During the Day of Action students across the country are going to be organizing to demand for free, and accessible education that does not leave any students behind.

We hope that the _____ (name of the department) accepts our requests to grant academic accommodations for all students planning to attend the action and look forward to seeing you all at the action.

We’re looking forward to your response. Thank you!

In Student Solidarity,

(Insert Student Union/Association Name)

To request for academic amnesty, members can also individually reach out to instructors. See below a template for an email members can use to request for academic amnesty.

SAMPLE EMAIL TO COURSE INSTRUCTOR(S):

Dear Professor X,

I hope this email finds you well.

My name is _____, and I am currently enrolled in your _____ course. I am writing this email to request for academic accommodation for Wednesday, November 8th as I intend alongside other students across the country to take it to the streets to demand a free and accessible education that does not leave any student behind.

Thank you in advance for your support.

Sincerely,

(Insert Student Name)

In all these emails it is highly recommended that you attach a potential Day of Action graphics or materials with more information.

DIFFERENT FORMS OF DIRECT ACTION

MEDIA STUNT

WHAT IS A MEDIA STUNT?

An action designed specifically to attract the attention of the media.

GOAL OF A MEDIA STUNT

To get your message into the public sphere by securing media coverage of your action.

WHEN TO DO A MEDIA STUNT

Media stunts can happen at any stage of your campaign but are most effective once you have already done adequate campus outreach. Performing a media stunt implies that you are trying to amplify your message beyond campus, so be sure your message has been heard loud and clear on campus or in a particular community first!

HOW TO DO A MEDIA STUNT

- Brainstorm ideas for your stunt. It should be creative, but not overly complicated – the media needs short, concise and clear messaging.
- Craft a media advisory and media release. A media advisory gives journalists advanced notice of your action.
- Designate one person as the media contact – they should be the person listed and quoted on the media release. Designate another person as the media wrangler. This person is responsible for identifying journalists and bringing them to the designated contacts.
- Ensure you have extra copies of your media release on hand to give out to journalists.
- Go over the messaging with everyone involved in the stunt so they can effectively give an interview if the journalists seek other people’s perspectives.
- Exchange contact information with journalists to follow-up on future stories and escalations.
- Post coverage to social media to garner more network shares.

HERE ARE SOME TIPS FOR AN EFFECTIVE MEDIA STUNT:

- Media isn’t just the big newspapers. Reach out to the media outlets closest to you: campus newspapers and radio stations! Remember, journalists want short and sweet sound bites.
- In a busy world, you really need to stand out. Make sure your media stunt is creative, loud or visually appealing to increase your chances of getting attention.
- While humor is always a good way to get attention, stay away from vulgar or offensive stunts – they don’t add legitimacy to your issue.
- Keep up the actions! To effectively get your message out to the public it needs to be regular and consistent.

- Consider timing. The most effective days to do media stunts are Tuesdays, Wednesdays and Thursdays. Making sure you do stunts before 3PM will help your chances of getting on both the 6PM and 11PM news cycles.

EVALUATE

- After your media action, ask yourself the following questions:
- Did our action generate any media attention?
- Was coverage of your stunt positive or negative?
- Was your team on message? If not, make sure you review the stunt and messaging so lessons can be learned for next time.

RALLIES AND PROTESTS

WHAT IS A RALLY/PROTEST?

A rally/protest is a large public display of individuals united around a specific cause or issue.

GOAL OF A RALLY/PROTEST

The goal of a rally/protest is to show that there are a large number of people that support a specific demand.

WHEN TO ORGANIZE A RALLY/PROTEST

In most cases you should be doing a large rally/protest in the organizing stage. You need to ensure that the membership is in a position to take to the streets or halls about a specific issue so a lot of ground work is required. That said, there may be some scenarios when you need to organize a rally/protest on short notice before you have had an opportunity to go through the other stages of campaign development.



HOW TO ORGANIZE A RALLY/PROTEST

EVALUATE YOUR MEMBERSHIP

Be realistic: Are people ready to participate in a rally/protest? Have you done the work to educate them so that they are willing to take to the streets?

PICK A LOCATION

- Who do you want to see at the rally/ protest? Do decision-makers or stakeholders see the rally/protest?
- How will people attend the rally/ protest? Is it easily accessible to low-engagement supporters?

PROMOTE

- Use education and agitation tactics to advertise a rally/protest.
- Promote rally/protests to coalition partners and allies.
- Promote the action as well as the overall issue that has caused the rally/protest.
- Talk to everyone.

LOGISTICS

Any large-scale event requires a number of logistical things to consider. The following is a list of some of the things you may need:

- Space or marching permits
- Event insurance
- Logistical equipment such as sound, stage, trucks/flatbeds
- Volunteers, volunteer identifiers (construction vests or bandanas) and trainings
- Lead marshals (volunteers)
- Megaphones, chant sheets and chant leaders
- Media and police liaisons
- Water stations and refreshment station
- Emergency Medical Services
- Accessible Transportation

DAY OF RALLY/PROTEST

- You should do a check-in with your key group of organizers the day before to make sure that all the last-minute details are assigned and that everything is ready for the following day.
- A final high-energy outreach blast should be coordinated for the day of the rally/protest. Chalk sidewalks and classroom boards, class talks, leafleting, etc.
- During the rally/protest you should assume that everything you planned for will go wrong. People will be late, speakers will talk for too long, sound equipment will not work. The only people who will notice that this is happening will be the organizers. For the most part, everyone will think things are running according to plan. Fill dead time with chants and make sure you keep the energy high during the event.

- You will need to go with the flow of the demonstration. It is very difficult to control large groups of people so if a march route changes or people want to stay in one place for longer than expected, be prepared for that.
- Finally, have fun!

EVALUATE

What was the turnout of dedicated volunteers and new attendees?

What was the decision-maker, media or public response?

What energy exists to continue escalation?

OCCUPATIONS

WHAT IS AN OCCUPATION?

When groups of people physically take over and monopolize a space.

GOAL OF AN OCCUPATION

To draw attention to your issue and inhibit decision-makers from conducting their business.

WHEN TO OCCUPY

An occupation should be done in the organizing stage of your campaign. You will also need to make sure that your activists are prepared to take this type of direct action.

HOW TO OCCUPY

DETERMINE YOUR LOCATION

Most occupations happen in an office or place of work. You may not need to occupy the office of a specific decision-maker if there is an office of another person that will succeed in sending the same message. If there is an office location that makes it easier you may want to choose that one.

SOME THINGS TO CONSIDER WHEN CHOOSING A LOCATION INCLUDE

- How many entry points are there?
- Are entry points typically locked?
- Is there a washroom?
- Is there a computer inside?
- Is there running water?
- Are there windows that open?

DETERMINE WHAT YOU NEED

The first thing to figure out is how many people you need. You don't need to occupy every inch of the space. You need enough people to occupy a significant portion of the space. Having too many people will make things difficult to coordinate and can make the space uncomfortable and having too few people will make it easier for the occupation to be shut down.

You need to determine what you need to bring to the occupation. Depending on how long you expect the occupation to last, you will need to plan accordingly. You will need food and water, clothing for both warm and cold temperatures, a computer and a way to connect to the Internet, extra batteries for phones and computers, something to use as a bathroom if there isn't one, first aid kit, a letter to anyone in the space to explain what you are doing and what your demands are and if needed, something to secure a door.

DEVELOP A PLAN

You should have a set plan of how you want the occupation to go, and need to consider:

- Who will be the first to enter?
- Who are the designated spokespeople?
- Who will secure the door?
- Who will be the media contact?
- Who will be the police/security liaison?
- Who will send out a press release and be the media contact?

OCCUPYING

Doing the actual occupation is somewhat easy, but you need to gain access to the space. Once inside people should do their assigned tasks. People should sit as soon as they enter the space. You should expect a negative reaction as soon as the occupation starts, but once information detailing the reason for the occupation is handed out, people usually understand what you are doing. Once you have secured the space, a press release should go out explaining that an occupation is happening, what your demands are and why. When the space is secured and the press release goes out, the bulk of the time in the occupation is spent doing social media work. At points you may be visited by police/ security and the media.

As things have settled, it becomes a waiting game for your demands to be met, which usually involves a negotiation. Decisions from the occupation should be made by consensus among all those inside, the most pressing question being when/ if to end the occupation. Inside it will be important to keep spirits up and keep people motivated.

EVALUATE

When your demands are met then the occupation was successful. You don't need to have your demand met however for the occupation to be successful. Good media attention and a positive response from your members are also good indications of success.

WALKOUT

WHAT IS A WALKOUT?

A form of protest in which students, workers, and/or community members collectively leave a space such as a school, workplace or event. The walkout can be spontaneous or planned in advance.

GOAL OF A WALKOUT

The goal of a walkout is to empty a school, workplace or other space to demonstrate widespread disapproval or dissatisfaction with something (ex: government or institutional policies, inaction to stop oppressive speech/ behaviours etc.)

WHEN TO DO A WALKOUT

Organizing a walkout is a massive undertaking that not only requires many logistical considerations made in advance, but also that the majority of your members are educated on the issues of your campaign and ready to take the next step into action. This can often mean weeks to months (or longer) of preparation, outreach and capacity building with your membership. Similarly, a walkout can and should be preceded by other actions designed to educate members and build consciousness around the issues. These can include, but are not limited to, petitions or postcard collection, media stunts, town halls, teach-ins and other tactics.



HOW TO DO A WALK OUT

Before you begin a walkout, make sure you evaluate carefully where your members stand on the issues. Ask yourself some of the following questions:

- Have you engaged in lengthy and effective education around your campaign? If not, do you plan to do so?
- Is a walkout the right tactic to use on this campus? At this time? In this context?
- What are your realistic expectations? How many members do you think will join in the walkout?
- How will you keep the momentum for your campaign after the walk out?

PREPARE FOR YOUR WALK OUT

- First, evaluate where your members are. Have you laid the groundwork to ensure broad participation in a walkout?
- Form an action plan that articulates how you will educate and organize your members in the lead up to the walkout.
- A great deal of outreach will be required to convince people to walkout.
- Set a date, time and location. Walkouts can last all day or for a set time frame. Make sure it is far enough in advance that you can do the appropriate groundwork and capacity building with your members. The location can be an area on or off campus where you can have a post-walkout rally, picket, blockade or other action.
- Make sure you have a contingency plan for the weather. If there is inclement weather, will you still meet outside, or will you meet inside?
- Designate one or two spokespeople to get your message out to the media. Make sure you craft a solid message in the form of a media advisory or press release and send it out to local news sources.
- If having a rally after the walkout, designate 3-6 people to speak to why they are walking out and the importance of the walkout. You could also have an open mic following designated speakers to hear from participants about what this walkout means to them.
- It can be helpful to create a material that details why you are walking out that you can hand out to participants and passersby. Consider also hosting a sign- making event prior to the walkout or make signs while at your outreach table to draw attention to the action and get folks prepared to walkout.
- Head into big lecture halls and write the same information on all the chalkboards. If possible, put leaflets on the chairs as well.

- On the morning of the walkout, send out as many campaigners as possible to remind students as they head into class of your scheduled walkout. These same people will be responsible for pulling people out of class when the walkout is scheduled to begin.
- As students begin to walk out and assemble at your agreed- upon location, make sure you have people greeting them, giving them chant sheets or other materials.
- As the rally begins, make sure you have people designated to speak with both institutional authorities/ security and law-enforcement to ensure the safety of those taking part.
- Have an assortment of speeches, chants and other actions to keep your walk out lively. Drums or music is also a good way to keep the action fun and positive.

HOW TO ENSURE A SUCCESSFUL WALKOUT

- When doing outreach, have a pledge sheet where people can sign up to commit to walking out. You can contact folks a few days prior to the walkout to confirm their participation.
- Assemble a group of core volunteers. Go over logistics, assign roles and responsibilities, then plaster your campus with posters that provide the time, location and purpose of your walkout.

EVALUATE

- How was the turnout? Did you get more or less participation than you expected? Why?
- Did the walkout, as a tactic, help or hinder your cause? Could you have done another action that was more/less direct?
- Should you have done more outreach prior to the event?
- Was the walkout peaceful, without any arrests or other issues?
- How will you keep up the momentum after the walk out?
- What is your next step in organizing?

DIRECT ACTION TRAINING

WHAT IS DIRECT ACTION TRAINING?

Direct action is the use of actions seeking to immediately achieve a political or social goal. Direct action training is a teaching session or series of teaching sessions designed to prepare activists for participating in civil disobedience and mass mobilization.

GOAL OF DIRECT ACTION TRAINING

The goal of direct action training is to make sure that participants are knowledgeable of the logistics, responsibilities, rights and risks associated with a direct action.

WHEN TO DO DIRECT ACTION TRAINING

Direct action training should be conducted before you begin direct actions. Ideally you would do this between the agitate and organize stage of the campaign.

HOW TO DO DIRECT ACTION TRAINING

Direct action training should be led by people who have experience participating in direct actions or who are experts in a specific area that is important to the issue of concern. The training should be for your core group of activists and should not be generally publicized.

Topics covered in the training should include:

- Introduction to and definition of direct action and civil disobedience.
- Knowing what your rights are.
- Interactions with police, security or authorities.
- Decision-making strategies.
- Defining active and passive resistance strategies.
- Affinity groups.

EVALUATE

Actively solicit feedback from participants about the training and how they thought it prepared or didn't prepare them for action(s).



MOVING FORWARD



ACTION PLAN

“Educate! Agitate! Organize!” has been the theme of this guide, but there are two more words to that phrase: evaluate and celebrate. Your campaign and organizing efforts need constant evaluation to ensure a successful outcome. Sometimes the political climate shifts. Sometimes another pressing issue arises that require you to switch gears entirely. Sometimes your event doesn’t bring out the numbers you expected. And sometimes, you won’t reach the goal you had hoped for. This is all a natural part of a campaign cycle. It’s not a linear process that can be easily organized in simple steps.

Campaigns have to change and adapt constantly to ensure they remain relevant and to ensure they are successful.

No matter what tactics you choose, no matter what your goals, you must always sit down at the end of each and every day and ask yourself one simple question: how is this campaign going? Your answers might hint that you need to change direction, or they might cement your understanding that the current trajectory you’re on is still the correct one. Regardless, always make sure to evaluate after every town hall, outreach effort, event, rally, protest, occupation or meeting.

BURNOUT

Organizing is work. Organizing is hard work.

You will not achieve your goals immediately and there will almost certainly be bumps along the way, especially when doing the important work we do within the student movement. When you are feeling burnt out and low on capacity, ask for help in whatever ways possible, trust that other organizers and your team have your back. If you find you are taking on too much, try and delegate as many tasks as you can and take a step back.

If you find others are burning out while organizing or running a campaign, evaluate how escalation is being maintained after actions and events. Host volunteer socials that do not revolve around working on the campaign, and let those who are helping you know that their help is appreciated.

Remember that the best way to fight burnout is to focus on having fun throughout your campaign and organizing. By integrating social events, creating space for volunteers to enjoy their time together, and showing appreciation for your team’s work, you will be able to help address burnout and build a community of support at the same time.

TOOLS AND RESOURCES

In the following appendices, we've given you additional tools and resources such as an example of a community mapping guide, marshaling guide, chants, thermometer, to provide some guidance of how to map out a timeline for your campaign.

Before making your own action plan, consider what the goals of the campaign are and what the keystone moments of the campaign will be, then plug them in!

The purpose of this calendar is to provide you with a framework for how to map out your campaign, but this example is in no way the only way to organize! Every campaign is different and will require different steps towards education, agitation and organization at different times and in different ways. What works for some campaigns may not work for others. Continuously assess what is best for your campaign, organizing context and your campus.

Good luck and remember:

Educate! Agitate! Organize! Celebrate! Then do it all over again.



INTRODUCTION TO MARSHALLING



INTRODUCTION TO MARSHALLING

A marshal is a person that supports an action to ensure participants are able to participate in the action in the most safe way possible while coordinating with the organizer(s) and the rest of the marshalls including the Head Marshal to communicate any necessary information between the protesters and organizers.

ROLE OF MARSHALS AT ACTIONS

- Help with the execution and facilitation of the action
- To act as an information source for organizers and protesters, provide support to demonstrators as needed or to seek for support from organizers
- To be part of the core team ensuring safety of the protesters
- To act as a buffer between police, hecklers, bystanders and protesters
- To support in reporting medical situations to the organizers and/or Head Marshal

HOW TO IDENTIFY MARSHALS DURING THE ACTION

Marshals should be wearing reflective/neon vests (where possible) and/or other identifiable materials. Let protestors know how they can identify the marshals throughout the entirety of the action.

TIPS FOR GOOD MARSHALING

- Attend the mandatory marshall training to ensure you have all the information necessary to do your role
- Check-in the day of the action with the rest of your team physically in the designated spot for pre-briefs
- Be calm, and trust that the rest of your team is there to support you
- Reach out for support when needed - be in close proximity to other marshals (where possible)
- Wear comfortable clothing and shoes
- Be a physical barrier between the protesters and the public and the police
- Don't provoke or antagonize the police or hecklers
- Have FUN and join in the chants - keep up the vibe in your section of the action!
- Monitor the pulse of the action

WHAT MARSHALS DO ON A MARCH

- Front Marshals - Lead at a slow pace, keep the march moving steadily, watch for obstructions, assist with directing marchers
- Side Marshals - Block traffic at intersections (facing cars), watch perimeters, keep groups in the designated lane on the roadway
- Back Marshals - Bring up the rear, set the pace, make sure no one gets left behind
- All Marshals - Keep spirits high — encourage chanting and singing and are to communicate any incidents to the rest of the team and the Head marshal

CONFLICT RESOLUTIONS FOR MARSHALS

- Emotional grounding - calm yourself physically and mentally so that you can act from a place of strength
- Boundary-setting - clearly communicate what you want
- De-escalation - helping one or both parties regain emotional control and calm down
- Practice active listening
- Disrupt and Distract from the conflict by doing chants (where possible and appropriate)
- Intervention - involving yourself in a conflict you were not initially a part of if an incident seems to occur

POLICE RELATIONS

There will be designated people that will engage with the police. Marshals do not need to engage with the police and are encouraged to reach out to the Head Marshal and/or other organizers if a situation arises with the police.

IN CASE OF A MEDICAL EMERGENCY

Contact the Head Marshal, or an organizer and let them know of the situation. Stay with the person dealing with the medical emergency, and support as the person requires.

MARSHAL GUIDE CHECKLIST DURING THE NATIONAL DAY OF ACTION

Check-in with the Head Marshal and the rest of the marshals the day of the action at designated meeting location	
Ensure participants are safe during the entirety of the action	
Keep a copy of the map for the route of the action	
Help guide the participants along the prescribed route	
Help distribute copies of chants and other campaign materials to participants	
Ensure reasonable access to buildings and premises	
Ensure access to emergency services	
Report any incidents to the rest of the team and the Head Marshall immediately through the designated communication channel	
Help monitor and report incidents to the Head Marshal and/or other organisers	

CHANTS



CHANTS

1. Fight the fees!
Fight-fight the fees! (Repeat x3)
2. The students united will never be defeated – Repeat x3
3. Education is a right!
We will not give up the fight! (Repeat x3)
4. When education is under attack! What do we do?
Unite Fight Back!
What do we do?
Unite Fight Back!
5. What do we want?
Free education!
When do we want it?
Now!
6. HEY, HEY, HO, HO, tuition fees has got to go – Repeat x3
7. When I say Fight
You say Fees!
Fight!
Fees! (Repeat x3)
8. So So So Solidarité! (Repeat x3)
9. The STUDENTS united Will never be defeated (Repeat x3)
10. All we want to say is that Ford don't really care about us! (Repeat x3)
11. The PEOPLE united Will never be defeated (Repeat x3)
12. FREEZE tuition, drop the Z
drop the E
FREE tuition, make it FREE,
make it FREE (Repeat x3)
13. Ain't no power like the power of the people
'cause the power of the people don't stop,
SAY WHAT?

