



Base-building

- Do outreach & recruitment
- Have a great kickoff meeting
- Develop a group process
- Set up 1-to-1 meetings among group
- Host community-building events

Use these additional resources:
1:1 Guide, Best Meeting Ever, Great Events, Stellar Turn-out

Visioning & Goal-Setting

- What do we really want in the long-term?
- How can we build our power?
- What are incremental, medium-term steps to get there?
- How can our goals advance our campaign *and* build our organization?

Use these additional resources:
Campaign Planning, Grassroots Fundraising

Identify Targets and Allies

- Name targets: who are decision-makers who can give us what we want?
- Powermapping 1: how are decision-makers connected & how do we reach them?
- Name stakeholders & allies: Brainstorm allies around the Real Food Wheel. How can we connect and build power together?

Guide to Powermapping, Spectrum of Allies, Real Food Wheel

Develop your Stories & Message

- Consider your audiences: How do you convey your goals & vision to stakeholders, allies, and targets?
- Develop your stories of self, us, & now
- Get media: Build contacts and consider venues for sharing your goals & actions

Guide to Messaging
Story of Self, Us, Now worksheet

Ongoing

Leadership Development
Skill-building
Building coalitions and networks
1-to-1 meetings
Social media
Self and community care
Reflection

Escalation

- Consider how to turn up the heat or more targeted action.
- Engage your supporters for larger or more targeted action.
- Spread the word further.
- Engage the national Real Food Challenge network for support

Results?
Victory!

Celebration

- Celebrate the power you have built!
- Thank your allies! • Have a party!

Action

- Enact your plan
- Get media! Be the media! Spread the word!

Reflection & Evaluation

- Did your tactics work?
- What's still standing in your way?
- How did you build your power? Or how can you build more support?
- Have you met your organizational goals & developed new leaders?

Practices: Positive/Delta/insight group debrief & evaluation of goals, written reflection, celebration

Campaign Planning

- Solidify your goals & strategies
- Brainstorm tactics: actions to build support
- Solidify stories, message, and strategy into your campaign plan & narrative
- Prepare for action - role-play scenarios

Campaign Planning Worksheet, Tactics Guide

Research & Build Support

- Meet with secondary targets, allies and stakeholders: Learn where they stand, ask for their support
- Gather organizational endorsements and a coalition of support
- Powermapping 2: Map level of support of stakeholders & allies

Guides to Research Actions, and Coalition-Building, Revisit Spectrum of Allies

Remember!

- Goals are your destination.
- Strategy is your route.
- Tactics are your vehicles or means of getting there.

THE ORGANIZING CYCLE

ABOUT THE ORGANIZING CYCLE

Community organizing is the process of building relationships and developing leadership in order to form community and build power together, to move from the world-as-it-is to the world-as-it-should-and-will-be.

BASE-BUILDING

A campaign is something you choose to do with your community, to move towards the world as it should be. Building a student organization is not a campaign, but you do need a group to take one on! Build intentional relationships, celebrate a diversity of people & experiences, have good meetings & events, and keep it fun!

VISIONING & GOALS

What is the world as it should be? That's a huge, exciting question to think about. Go there! What is your group's collective big dream? What, if you made it happen, would mean your group could cease to exist, because it's everything you have imagined? You'll only get there if you make SMART goals, and start taking steps forward! *SMART = Specific, Measurable, Ambitious, Realistic, Timely

TARGETS & ALLIES

Campaigns are all about building community and strategic relationships. Think about what the Real Food Wheel looks like, specific to your campus & in your community. Who are all the stakeholders -- dining workers, farmers, staff, community members, other students, etc? Who are the potential allies? What stake do they have in this campaign? Ultimately, who are your targets, the decision-makers who can give you what you want? Map out how people are connected, their level of support, and how you can get to decision-makers.

DEVELOPING YOUR STORY & MESSAGE

What makes your group angry about the food system, and what makes you most excited or hopeful about your school committing to real food? Prepare your personal stories of interest and commitment, as well as the stories of why your group & community are uniting, and why we need to take action now. Be prepared to appropriately share your stories & the message of your campaign to many different audiences.

RESEARCHING & BUILDING SUPPORT

Do thorough power-mapping, and learn where decision-makers stand by meeting with them, or meeting first with secondary targets close to them. Build a coalition of organizations & allies. Remember it goes both ways! Be intentional about collaboration & participation in coalition members' events & campaigns, to strengthen everyone's efforts.

CAMPAIGN PLANNING

Solidify your strategies, and brainstorm tactics within those strategies to build support. Be creative and thoughtful about sequencing your actions, leaving room for escalation later, if needed. Create lots of different opportunities for people to get involved. Make an actual calendar and timeline for the campaign. Thoroughly prepare for important meetings and actions -- do role-plays!

ACTION

Make it happen! And remember it only happened if there are videos, pictures, news articles, blog posts, etc to demonstrate that it did. Spread the news about your growing power and support for the campaign!

What can we do today, so that tomorrow we can do what we are unable to do today? - Paulo Friere

REFLECTION & EVALUATION

Don't neglect this! The most important insights about how to move a campaign forward and better develop leadership come from reflecting & evaluating what has happened thus far, and how you would like to move forward.

ESCALATION

If your tactics aren't working, turn up the heat! This is when you really utilize the support you've built through other actions and events to generate something bigger, make the campaign more visible, or target something more specifically and powerfully toward the decision-maker or set of people who need to be moved to support you.

CELEBRATION

Don't forget about it! Winning the Real Food Commitment lends itself to spectacular celebration -- have a great Commitment signing ceremony and an after-party for your group. You have done great things, and built real power. Thank all your allies, and celebrate a job very well done!

Connect to Real Food Challenge Regional Field Organizers!
- Support your organizing process
- Bring food system, organizing and skills training to your campus
- Develop your group and your leadership
- Connect to the regional and national student networks of real food campaigns

This guide is inspired by resources from Midwest Academy, Training for Change, The Center for Story-Based Strategy, 350.org, and Wellstone Action. Check all of them out for additional resources & training opportunities!

ABOUT ONGOING PRACTICES

Leadership is taking responsibility for empowering people to achieve common purposes in an uncertain world.

LEADERSHIP DEVELOPMENT

To continuously practice leadership development is to create ongoing opportunities for people to step into roles that allow them to develop their purpose and reflect on the process -- which is a lifelong one.

SKILL-BUILDING

Targeted workshops and trainings are excellent ways to dig into specific pieces of this cycle, deepen existing skills, and engage new people in the campaign. Real Food Challenge organizers hit the road all the time to bring trainings to campuses. Seek opportunities for providing and participating in skill-building for organizing, media, leadership, food systems, etc!

BUILDING COALITIONS & NETWORKS

Since relationship-building is core to getting support for a campaign, you should be constantly and thoughtfully seeking opportunities to collaborate with other organizations, build new relationships, and grow your community to build power!

1-ON-1 MEETINGS

Meeting one-on-one amongst group members & with potential allies is the vital lifeblood of a campaign. One-on-one, you learn the most about each person's individual interest and stake in the campaign. One-on-one meetings are where great learning takes place, and the strong relationship-building that is vital for pushing a campaign through to victory!

SOCIAL MEDIA

We must face it: almost everyone is on Facebook or Twitter or blogs in one way or another. If your organization & campaign are not making a splash online, you may as well not exist to a ton of people.

SELF & COMMUNITY CARE

It's essential that groups take care of themselves as groups and individuals during the hard work of a campaign. This can mean very different things to different people. The most important thing is to be constantly acknowledging and honoring everyone's identities, contributions, and needs for staying engaged, healthy, and hopeful.

REFLECTION

Every time your group and individuals take time to reflect, you will gain enormous insights about the progress of your campaign, everyone's leadership growth, and how you want to best move forward.