



# GUIDE TO FIGHTING BUDGET CUTS



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## WHY WE MUST FIGHT TOGETHER!

Unrest is brewing amongst students, faculty, and staff. The economic crisis and a decade of divestment from higher education has resulted in the decline of the university to the detriment of the country's low and middle income populations.

Over the past few years, cuts to academic and student services have severely compromised higher education quality. For example, colleges and universities are packing more students into larger classes while decreasing services such as academic advising. As students are being provided less, we are paying more. Across the country, colleges and universities are implementing double-digit tuition increases, some as high as 32%, while state governments are decreasing need-based aid.

At the same time, faculty and staff, the very people who make our colleges and universities establishments of learning, are being laid off, furloughed, and forced to take pay cuts, diminishing their ability to provide a high quality education.

Students, faculty, and staff are organizing together because this crisis affects us all. Budget cuts compromise the diversity, living wages, and ideals of the public university.

Organizing against budget cuts engages students in a battle to maintain jobs as well as increase access to affordable higher education and leverages the power that students, faculty and staff have when in solidarity. We will not allow our universities to be privatized, and we demand maintenance of quality and affordability. The impact of today's budget cuts and tuition hikes threaten the stability of the country's future and will be felt for decades to come.

As students, our fundamental right to academic opportunity and accessibility is being erased. We are vulnerable to losing our world class professors as well as courses, majors, and minors. Classes and tutoring reductions coupled with library closures mean less guidance and more stressful studying conditions. Cuts to student recruitment and retention programs mean dwindling diversity on our campuses, decreasing already miniscule populations of underrepresented communities.

To raise revenues, the universities have turned to admitting more wealthy out-of-state students, denying spots for qualified in-state students because they cannot fill the affordability gap.

Student and worker movements have historically been the catalyst for change in this country. It is now necessary for us to take on this role once again. It is crucial for students, faculty and staff to stand together in this struggle to preserve the values upon which higher education was founded. Many of us are already organizing through coalitions of students, faculty, and staff on our campuses. We hope this toolkit helps you build a student/worker movement on your campus as well.

In Solidarity,  
SLAP & USSA

# RESEARCH YOUR STATE

Before you start your campaign, it is important to research the process for your state budget. You should ask questions like: Who makes the decisions? When are those decisions made? When and how are those decisions implemented?

## 1. Find out the budget process for your state

It is important to understand how your state makes budgetary decisions, where the revenue comes from, and how is it allocated to higher education. This understanding will give you a better sense of who your targets are, what timeline you have to influence budgetary decisions, and what are the most critical times in your campaign to make your power felt by decision makers.

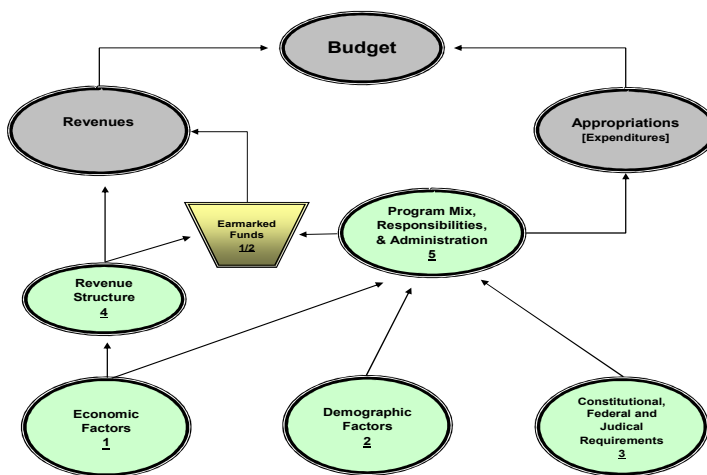
### Ex. State of Florida

### State Budget Process Time Table

Find out the timeline of the state budget, when decisions are made, and what are the important dates when you and your organization can make the biggest impact.

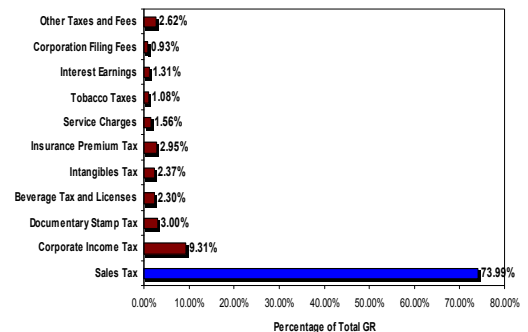
Governor/ Office of Policy and Budget and the Legislature	State Agencies	Governor/ Office of Policy and Budget	Legislature	Governor/ Office of Policy and Budget
<ul style="list-style-type: none"> <li>Provide Instructions to Departments for:                             <ul style="list-style-type: none"> <li>Long-Range Program Plan</li> <li>Legislative Budget Request</li> <li>Capital Improvements Program Plan</li> <li>Information Technology Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Prepare Long-Range Program Plan</li> <li>Prepare Legislative Budget Request</li> <li>Prepare Capital Improvements Program Plan</li> <li>Prepare Information Technology Plan</li> <li>Prepare Internal Operating Budget</li> </ul>	<ul style="list-style-type: none"> <li>Review/Analyze:                             <ul style="list-style-type: none"> <li>Long-Range Program Plans</li> <li>Legislative Budget Requests</li> <li>Capital Improvements Program Plans</li> <li>Information Technology Plans</li> </ul> </li> <li>Hold Public Hearing</li> <li>Develop Recommendations Based on Governor's Priorities and Available Revenues</li> </ul>	<ul style="list-style-type: none"> <li>Prepare Appropriations Act</li> <li>Review Governor's Recommendations</li> <li>Review/Analyze/ Revise Budget</li> <li>Appropriations Act Passed by Both Houses</li> </ul>	<ul style="list-style-type: none"> <li>Governor may Line Item Veto Specific Appropriations</li> <li>Governor Signs Budget into Law</li> <li>Create Agency Operating Budgets from General Appropriations Act</li> </ul>
May - July	May - October	September - January	January - May	May - July

### Five and a Half Keys to the State Budget



Find out where the budget comes from and how it is allocated.

Major Sources of General Revenue, FY 2007-2008 (after special sessions)



# RESEARCH YOUR STATE

Some state constitutions have statutory requirements regarding education's proportionate reduction. This is something to take into consideration as you see proposed reductions and the impact on education in the state. It will also help you find allies across the state.

## Ex. Florida

**215.16 (2)** If the state appropriations from the General Revenue Fund for the benefit of the uniform system of public free schools, state institutions of higher learning, and community colleges cannot be paid in full during any given year, **they shall be diminished only in the same proportion that appropriations for all other purposes from the General Revenue Fund are diminished during such year.** Additionally, any funding reductions to public free schools, state institutions of higher learning, and community colleges shall be diminished in proportions identical to one another. For the purpose of implementing this section, general revenue funds exclude the administrative budgets of the Board of Governors and the Department of Education.



## Students' Power as Voters

As community members and voters, it is important to engage in local and state politics.

Student can build electoral power on the local and state level and make student issues a priority for our elected officials.

### Steps for voter registration and get-out-the-vote programs

1. Register student to vote
2. Voter education on important issues
3. Get out the vote programs when important elections are happening

USSA has an **Electoral Action Training** which will give you all the skills and tools needed to run an effective vote campaign. **Check out [www.usstudents.org](http://www.usstudents.org) for more info.**

## Legislative Research

It is imperative to find out which district your university is located in, who represents voters in that district, and how much power students have over the representative(s).

1. Check out your state's website or ask your student government and statewide student association about your legislators.
2. Find out how your legislators have voted in the past around student issues and budgets. See if they are running for reelection anytime soon and be sure to mark important dates in your group's calendar.

**It is also important to know who is on the budget or appropriations committees. Even if they do not represent your campus, they probably have constituents who are students at your school.**

# RESEARCH YOUR COLLEGE

Our colleges and universities have budgetary processes that can look confusing and are hard to navigate. In these cases what we need to do is find out how the university makes budgetary decisions, which agencies do it, who is in charge of them, and if there are any existing paths or committees in which students have decision-making authority.

This part of the campaign is essential when dealing with the administration and decision makers as they may try to use tactics to delay action, create powerless advisory committees, and distract you from your efforts.

The following steps are essential for researching your university:

**1. In public universities, all information is and should be available to anyone who requests it.**

- Administrators are a great source of information. They have been in the university system for a long time and might know the people in charge of committees and decisions in the budget, **but be careful!** Administrators might also be informing colleagues about the work that you might be doing.
- If there is a faculty union, reach out to them since they have probably done some research about the university budgetary process and are getting ready to engage in campaigns protecting workers' rights.
- If information is being withheld, all public universities are required by law to give any information requested under the Freedom of Information Act (FOIA) and different state laws, depending on the state.

**2. Find out if there is a specific agency that deals with budgeting and allocation of funds in your university**

Ex. The Florida State University Budget and Analysis office is in charge of :

- Developing the University's Operating Budget
- Reconciling Budget & Legislative Appropriations
- Monitoring Budgetary Performance
- Managing E&G Rate & Salary Budget
- Maintaining OMNI Departments
- Assisting the Auxiliary Service Board in the Oversight of Auxiliaries
- Responding to Requests for Information (both internal & external)

**Division of University Budget (ex. FSU)**

Educational and General (E&G)	\$ 452 m
College of Medicine (E&G)	\$ 49 m
Auxiliary Enterprises	\$ 196 m
Contracts and Grants	\$ 212 m
Student Activity	\$ 16 m
Athletics	\$ 42 m
Campus Concessions (Vending)	\$ 0.5 m
Financial Aid	\$ 122 m

# RESEARCH YOUR COLLEGE

## 3. Find out decision making process for your university:

- Who is in charge of the overall budget?
- What committees are there for budgeting?
- Are there students sitting on these committees? If there are, who are they and how are they elected/appointed?
- Is there a committee for shared governance in your state and/or school?
- What is the relationship between the student government and budg-

*Ex. FSU*

### *E&G Operating Revenue Control*

Revenue	Control
State General revenue fund	Legislature
State Lottery	Legislature
Tuition	Legislature (undergraduate tuition) -Board of Trustees (BOT)- Undergraduate Out of State Fees - Graduate tuition - Graduate O/S tuitions
Differential Tuition	-Board of Governors (BOG)- Delegates and chooses BOT BOG- Delegates to BOT

## 4. Find out about Student Government's role in committees and budgeting of your university

- Students in SGA might have important relationships and connections with administrators that can help you gather information.

- Your Student body president might sit on the Board of Trustees meetings.

- Find out who your student body president is and their position on budget cuts and stopping layoffs.

- Run for student government! Create platforms and run candidates to be part of SGA.

*\*SLAP and USSA can support you in thinking of strategies and ways to win seats in student government*



# **BUILDING YOUR ORGANIZATION**

Whether you organize through Student Government or create a new group, a strong, democratic student organization is crucial to a successful campaign. It's important to begin recruiting members early in the school year when people are deciding what activities they will pursue. Put up posters, host forums in the student union build, and engage students in high-traffic areas stating the labor problems on campus and noting that students have the power to solve those problems.

## ***Mission and Vision***

Understanding what the purpose of your organization is and where the members want to take it is crucial to the survival of the group. This will prevent from the group taking upon campaigns and work that are not consistent with their mission and vision. This doesn't mean that the type of work and campaigns will not change, but that the work that you will be engaging is in line with your values and vision for the change you want to make in your community.

## ***Holding Meetings***

Have a regular meeting time and place. Weekly or biweekly meetings are probably best. Meeting less frequently may prevent you from accomplishing all you need to during the academic year. Good meetings are both productive and democratic. It's best to designate one or two facilitators to keep the meeting on track. The facilitator can be responsible for planning the agenda and allocating approximate time limits to each topic. A good facilitator attempts to ensure that everyone's voice is heard, keeping an eye on the race and gender dynamics of those who speak and occasionally by soliciting the opinions of the less outspoken members of the group. S/he should also not be afraid to ask people to make commentary concise, especially if the meeting is dragging on.

## ***Making Decisions***

As your group develops, you will want to select a consistent decision-making process. Decisions are generally made through a straight majority vote, two-thirds approval or through consensus. Consensus means that everyone agrees with the proposal, or no one objects so strongly as to "block consensus." The consensus model can be incredibly tedious and time-consuming, especially when there is a controversial decision to be made. However, many groups feel the time is worth it if everyone leaves feeling connected to the final decision.

## ***Respecting Diversity***

When working towards social and economic justice, we inevitably challenge traditional systems of power. In doing so, however, we often recreate the very hierarchies we seek to eradicate. An essential part of building student-worker power is to make your group sustainable by empowering as many people as possible to speak out and take leadership.

Be conscious of your internal dynamics. Are your meetings conversations between three or four people while everyone else listens? Are men speaking more than women? Are white people speaking more than people of color? Are major decisions being made outside of meetings by an inner core of members? Who speaks at rallies and public actions and who does the support work? Does your organization create comfortable space for people of all ethnic, sexual and gender identities? You need to be constantly asking these questions in order to build an inclusive, democratic and diverse organization.

## ***Communicating with Others***

Before you reach out to the public, make sure you have a clear and consistent public message. Very early in the campaign, assign interested campaign members to focus on doing communications work. This isn't just producing press releases and making calls to the media. Leaflets and other campaign materials should all reflect the key goals of your campaign. If you're circulating materials with contradictory messages, you may confuse—or worse, alienate potential supporters.



# RECRUITING VOLUNTEERS

Volunteer recruitment is one of the most important things you can do to help build and strengthen your organization. Recruitment not only allows your organization to expand and be more effective, but helps ensure that experienced students will be there when other students turn over. Volunteer recruitment is great for visibility and bringing in fresh ideas and energy to the group.

## Make a List of Groups and Places for Recruitment

List all of the areas where you can reach students on campus. This might be done by the specific college, dorm, dining hall, and/or by organizations students participate in. Make sure to break them down into manageable sizes.

### For Instance:

- Your existing volunteer list is the best place to start
- Organizations on campus
- Apartments or student heavy neighborhoods
- In the dorms or dining halls

## Recruitment

Either call or visit the potential volunteers and ask them to come to a kick-off meeting. Have the campaign kick-off meeting for people/organizations who want to learn more about it. Your goal at the meeting is to get people excited about the campaign and then get them to commit to working on it. **When recruiting, be sure to mention the fun tasks that students can engage in right away so that they know yours is not another organization that simply holds meetings. Be action-oriented in your recruitment!**

## Training

Once a student has committed to working on the campaign, train them. It is important that the first role a student takes as a campus organizer is easy and fun. A good first role is flyer-ing at an event or tabling. If they have never done these tasks before, have them do it with someone who has experience.

## Assign Tasks

Volunteers will quit if they think their tasks are too boring or a waste of their time. It is important to give volunteers something to do immediately, but make sure you ask them what they are interested in doing so you can give them responsibilities that better suit them. Volunteer placement is a matter of matching the needs of your campaign with the interests, skills, experiences, and availability of the volunteer. Let them know they are not limited to doing the same task, but that they can try different things to see what they are most interested in.

## *Steps to Leadership Development*

It is important to start volunteers out with tasks that are easy to learn and easy to be successful at. As they excel, evaluate which new task or responsibility will fit the volunteer's interests and increase their in-

### Step 1:

- Flyering
- Tabling
- Making Posters

### Step 2:

- Recruit more volunteers
- Manage a tabling shift
- Organize part of an event
- Training others to flyer, table, etc.

### Step 3:

- Facilitate a meeting
- Plan events
- Deal with media
- Organize tabling
- Help with campaign strategy

### Step 4:

- Develop other leaders
- Be in charge of running campaign

# **GUIDELINES FOR COALITION BUILDING**

A very important part of the campaign you will embark on is building a long lasting coalition that is institutionalized in your campus, creates relationships between students, faculty and staff and creates clear communication systems between groups for future campaigns. The following guidelines will help you accomplish this on your campus.

- 1. CHOOSE UNIFYING ISSUES.**
- 2. COALITION IS RARELY THE ROAD TO DIVERSITY.**
- 3. UNDERSTAND AND RESPECT EACH GROUP'S SELF-INTEREST.**
- 4. RESPECT EACH GROUP'S INTERNAL PROCESS.**
- 5. AGREE TO DISAGREE.**
- 6. PLAY TO THE CENTER WITH TACTICS.**
- 7. RECOGNIZE THAT CONTRIBUTIONS VARY.**
- 8. STRUCTURE DECISION-MAKING CAREFULLY.**
- 9. URGE STABLE AND SENIOR LEADERSHIP AT MEETINGS.**
- 10. DISTRIBUTE CREDIT CAREFULLY.**
- 11. IF THERE IS STAFF, THEY SHOULD BE NEUTRAL.**



*Ex. Jobs with Justice local coalitions  
They are coalitions of faith, labor, community and student activists who  
work on workers' rights issues in their local communities.*

*\*GROW: Coalitions*

# COALITION BUILDING

A coalition is an organization of organizations. It is not a group of individuals. Many organizations mistakenly call themselves coalitions even when they're really a single group.

## Why Form a Coalition?

Do Something Bigger – In forming a coalition, your organization can accomplish more than it could alone. Running a campaign is a tremendous task. To do it well, we need to form strong campus coalitions.

Increase Power – A coalition often earns more respect and thus has more power than a single group. For example, the university administration will take notice when the black student union and the environmentalists team up to work on a campaign together.

Increase Resources – Each group offers something and, together, it's a lot.

Broadens the Scope of the Work – Through coalitions, you can involve groups that have never been involved in the political process before. Also, by creating a diverse coalition, you can talk about issues that you wouldn't have included before and broaden your audience.

## Tips for Running a Strong Coalition

*Bring together a diverse group of organizations.*

Diverse backgrounds and viewpoints bring in new ideas for organizing. Plus, people are more likely to take action if someone they identify with asks them to. The best way to engage students from all communities on your campus is to create a coalition made up of student leaders from different student organizations and groups. Identify the groups that represent large communities on campus, as well as the groups that represent different communities on campus so you have a wide range of organizations involved.

*Recognize that each group has its own self-interest.*

Consider why each group would want to join the coalition before approaching them so that you can tailor your ask. Once the coalition is formed, realize that all the groups still have their own interests. Every group wants to gain new members, receive publicity and praise, excite its members in the work and build morale, etc.

*Understand that contributions will vary from group to group.*

Different groups have different capacities. Different groups have different strengths and weaknesses. It's okay for groups to contribute different amounts as long as the roles and responsibilities are clearly defined at the outset. Conflict arises from surprises.

*Define how decisions will be made upfront.*

Do you want to implement a one organization, one vote model? That model is really only fair if all organizations are going to make equal contributions, which is rarely possible. Whatever decision-making system you choose, make sure it is decided on by all members of the coalition.

*Have consistent representation.*

Groups should send the same person to each meeting.

*Agree to disagree.*

Not everyone has to agree on everything. The coalition can only function within the areas of agreement.

# THE THREE PART STRATEGY

The strategy for fighting budget cuts happens in **three** different phases.

**1) The short term strategy** is what can be organized immediately. It deals with building relationships with labor unions on your campus and supporting efforts by the staff and faculty in fighting layoffs. This part of the campaign is where your groups should start reaching out to different student organizations in order to build relationships and eventually a coalition that will lead you to victory. The goal of the short-term strategy is build solidarity amongst faculty, staff and students. If everyone on campus is demanding the same thing, it amplifies the message.

★  
★ **Goals** in the short-term strategy ★  
★ could include: having 10 student ★  
★ groups on board with the campaign; ★  
★ have the faculty union and both staff ★  
★ unions in bi-weekly communication ★  
★ and strategy meetings; holding a ★  
★ press conference to declare solidarity ★  
★ and the launch of the year-long plan ★  
★  
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

**2) The intermediate strategy** takes more time to organize and usually depends on the success of the short term goal. This strategy deals directly with administrators and challenging power within your university. In order to win, education and direct action organizing is necessary to build broad support and move on to the next step of the campaign. You may have to employ some tactics off-campus depending on who your target is (e.g. Board of Regents/ Trustees may not meet on-campus but make decisions affecting your campus).

★  
★ **Goals** in the intermediate strategy ★  
★ may include: getting the board of ★  
★ Regents to adopt sustainable en- ★  
★ ergy options as part of cost-saving ★  
★ measures; delaying faculty layoffs ★  
★ until the state budget is finalized; ★  
★ decreasing the amount of the rec- ★  
★ ommended tuition increase (ex: ★  
★ The Chancellor is asking for a 25% ★  
★ tuition increase and your coalition ★  
★ gets it down to 10%). Your goals will ★  
★ be based on the amount of power ★  
★ you were able to build through the ★  
★ short-term strategy. The stronger ★  
★ your coalition is and the more ★  
★  
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

*\*It is also important to note that you should set goals based on what is reasonable for your campus. While a campus in Kansas may be able to freeze tuition entirely, a campus in Ohio may be able to get the university to honor all faculty contracts. You know your campus better than anyone- use that knowledge to set good goals.*

**3) The long term strategy** requires the most organizing muscle. During this time, you will be engaging in a state-wide organizing campaign targeting members of the state legislature and possibly the Governor in order to fight against any budget cuts and tuition hikes. In order to execute this strategy effectively you will need to show your representatives the amount of people in their district that either support or oppose their actions. This can be shown through voter registration efforts and get-out-the-vote plans during important elections. Taking it back to research, it will be important to know how close the legislator's last election was. Make it known that the students in your campaign can be influential in the lawmaker's re-election.

★  
★ A budget cut on public univer- ★  
★ sities is a symptom of a ★  
★ much larger malady within ★  
★ our state and federal gov- ★  
★ ernments. The college/ ★  
★ university only has so much ★  
★ decision-making power if ★  
★ states continue to under- ★  
★ fund its institutions. These ★  
★ short term and intermediate ★  
★ campaigns will build your or- ★  
★ ganizing muscle, allow you to ★  
★ recruit, build coalitions, and ★  
★ more, but the long term ★  
★ campaign is critical for put- ★  
★  
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

*\*That said, every campaign you run, should be building towards the next campaign you plan to win. Because of this, all three strategies are included in this campaign. To be effective in stopping budget cuts, preventing tuition increases, having living wage jobs on campus, upholding faculty contracts, maintaining quality in public education and more, we have to be attacking the systematic issues that exist in our states.*

# SHORT TERM STRATEGY

## *Solidarity campaign*

As your university faces budget cuts and layoffs, the first people to be affected will be campus employees and faculty. In this part of the strategy you are trying to build relationships with staff and faculty in order to create a strong coalition that has power and will challenge the current policies of privatization.

1. Find out if there is a faculty union and campus employee unions, if not, then seek ways of supporting staff and faculty that have been laid off.

SLAM students at Harvard university protesting layoffs at spring graduation.

A. If there is a union on campus, reach out, attend their meetings and talk to leaders telling them students stand in solidarity with workers during these tough times.

B. Find out if there is an upcoming contract negotiation. This might be the most important time for unions to have student support.

C. During hard times, one of the first things that the university tries to do is either end contracts with unions or delay contract negotiations.



Unions provide living wages and security for workers in your university. Most of the workers are likely residents of nearby communities which are affected by the university's budget decisions. Its important as students and consumers to make our university accountable to these communities.

## Your organization

This is the first part of a long term strategy in which you want to start building a group or continuing to strengthen an already existing group. You might have a group of students who are interested in working closely with workers on your campus and are being affected by budget cuts.

The important part of this process is the engagement of leaders in your organization. When we say leaders we don't mean in a hierarchical sense, but more in the people who are deeply committed to the issue and are willing to stay up making signs and calling students to show up for an event the next day. They are leaders by example.



SLAP students held a rally in support of a local union contract fight

# SHORT TERM STRATEGY

## Your Constituents

Who is affected by the problem and how are they organized?

Who cares enough about this issue that is willing to do more than sign a petition?

How are you reaching out to freshmen?

## Your Allies

Since you are working in solidarity with workers in your campus, the local union should be one of your main allies. What this means is just having an understanding between your organization and the local union on ways of collaborating and supporting each others' work or working on a joint campaign.

When working with unions it is important to understand each others' self interest and capacity. Students may be good for turning people out to rallies and events while unions may have good resources that students can use, such as printing, office space etc.

Even if workers on your campus don't belong to a union and aren't presently organizing, local unions can be key supporters of your campaign. Be sure to research unions before doing outreach. If there is a Jobs with Justice chapter in your town, you may want to ask them for information. Find more information at <http://www.jwj.org>

## Your targets

**Primary-** Who is ultimately in charge of contracts in your university. Sometimes there is a contracts department, but the ultimate decision-maker is probably your University President or Chancellor.

**Secondary-** Who has power over the final decision maker? (i.e. Board of Directors, Trustees, or Regents.)

## Tactics

### Educational Tactics:

Since this is the first step in your campaign and most of the events and actions will be around solidarity with workers, it is important that you educate the student body on the importance of having unions and how unions are formed. **Contact the SLAP coordinator to provide you with a workshop you can do on your campus about how unions are formed.**

Educational Tactics:

- Class presentations
- Invite members of your organization to go to local union meetings and JwJ local coalition meetings to get to know union members
- Workshop on the importance of unions and how unions are formed
- Panel events with leaders from the community and local unions informing about current struggles in the community
- Union breakfast/programs of outreach to workers

### Power Tactics:

Since this campaign focuses on building relationships with workers and raising awareness of budget cuts and how they affect the overall university community, power tactics might not be necessary in this portion. Still you would like to be seen and let the administration know that you are in solidarity with workers in your university

Power Tactics:

- Attending rallies in support of workers' rights
- 14 Meeting with key officials & labor leaders to express concern about the policies being implemented

# INTERMEDIATE STRATEGY

As you continue to build support for your group and your campaign, the next phase before a whole statewide campaign is a campaign within your university.

In the past few years, there has been a surge of student activism demanding a closer look at top administrators' compensations and the need for reform. Every day our universities are run more like corporations than institutions of higher education. In 2008, the ratio of a CEO's salary to the salary of his employees is currently close to 319 to 1. (Source; Institute for Policy Studies-United for a fair economy 2007).

## What have other universities done to take on the burden of the crisis collectively?

- [Brandeis University](#) is giving faculty until December 19th to sign onto an effort to take 1% pay cuts; when 30% are in agreement, the plan will go into effect. The Chair of the Faculty Senate has explained this effort as in line with Brandeis' "traditional, historical commitment to social justice." Other professors are considering putting money into a charitable fund to secure jobs. (<http://media.www.thejusticeonline.com/media/storage/paper573/news/2008/12/09/News/Profs.Could.Take.Pay.Cuts-3575433.shtml>)
- At [Arizona State University](#), top administrators will have 15 days of their vacation go unpaid. (<http://www.eastvalleytribune.com/story/134704>)
- [The University of Tennessee](#) President and his executive staff will all take a voluntary pay cut of 5%. (<http://www.tennessee.edu/media/releases/12172008salarycuts.html>)
- The chancellor of [Washington University in St. Louis](#) will take a voluntary pay cut of 10% for the next academic year. (<http://chronicle.com/news/article/?id=5520>)
- The [Stanford](#) president and top administrators have taken a voluntary 10% pay cut for the next two academic years. (<http://www.yaledailynews.com/articles/view/26809>)

## Goals

- Top earners demonstrate leadership by sharing the burden of budget cuts according to the following income brackets:
  - 5% salary reductions for \$100,000-200,000 per year
  - 10% salary reductions for \$200,000-300,000 per year
  - 15% salary reductions for above \$300,000 per year
- The university can save millions through energy savings initiatives and price reductions in natural gas and electricity.  
*Ex. MIT saved \$8.1 million through energy savings initiatives and price reductions in natural gas and electricity.*
- Get the administration to engage in more state-level advocacy and encourage students to do so as well.
  - Commit to funding buses for lobby days and go with students to lobby. This goal helps transition into the 3rd stage of the campaign.



# INTERMEDIATE STRATEGY

## Your organization

Depending on how your organization works, what you want to get out of this campaign is to continue building support for the cause, build relationships with leaders from other organizations, educate students on the importance of fighting budget cuts, and having administrators listen to students and stop putting the burden of cost on students' and workers' backs.

As you have seen, this is an intermediate strategy- this requires more effort and power than solidarity actions with university employees facing layoffs or contract fights. You are challenging the administration directly and preparing for a state-wide fight against budget cuts.

## Your Constituents

Who are you trying to organize and how are they already organized?  
Who are the people most affected by the problem?

## Your Targets

**Primary-** President and Vice Presidents (from your research, find out who the top earners are and their names and positions- remember you want to have a specific individual that you are targeting.)

**Secondary-** Does the Board of Trustees have power over salaries?

## Tactics

This is very important, you are trying to get the administration to be responsive to students in your university but you are also building for a statewide campaign targeting legislators and the state government.

### **Educational Tactics**

- Class presentations- work with the professors' unions by identifying classes with good amounts of people who would join your organization.
- Tabling
- Street theater
- Musical performances

### **Power Tactics**

Don't escalate in this part of the strategy, remember this is to put pressure on administrators but you are also pressuring legislators.

- Meet face to face with target. Bring large amounts of folks to show support from the student body
- Rally to help raise awareness and also prepare you for the bigger tactic of a statewide gathering



# LONG TERM STRATEGY

By this part of the campaign you have built a strong campus-based organization and forged relationships with leaders from other student organizations and local labor unions. The student body has been educated on the importance of fighting against budget cuts and layoffs and are ready to be mobilized and act.

In order to be successful in this part of the strategy you have to reach out to other students from other schools in your state either through your statewide student organization or other networks that might exist in your state. National organizations are a great resource both for the start of a statewide and to connect you with students from your state. Contact USSA to be connected to your local statewide student organization.

Another important aspect of this campaign is the importance of voter registration and turn out. Because you will be engaging your legislators and governor, is imperative that you show them the power of students as voters and the ability to change elections in your district.

## Goals

- Reverse the trend of divesting from higher education in your state.
- Have legislature support full funding of higher education and prevent any budget cuts for higher education.

## Your Organization

- Your group should be in a good position to initiate a statewide fight. It is ideal to have a core group of 15 or more dedicated people who are willing to work on this campaign.
- You should also take advantage of your relationships with local unions and local Jobs with Justice coalitions, if there is one in your area. These organizations can help you with copies, office space and other resources.
- Develop underclassmen, assign them specific tasks, have them be visible in your organization.

## Your Constituents

How are they already organized into different organizations that would care about this issue?

- Students of public universities & colleges (name all of them)
- Students of color
- Other labor active students
- Grad students
- Student parents
- low-income students
- 1<sup>st</sup> generation students
- Students in student organizations

Students of the University of California system rallying against budget



## Your targets

- Chair of House Appropriations Committee
- Speaker of the House
- Senate President
- Chair of Senate Appropriations Committee
- Governor

# LONG TERM STRATEGY

## Tactics

### Educational

- Student government resolutions passed on every public college/ university
- Letters to the Editor and opinion editorials
- Collect 3,000 signatures statewide- this may vary depending on size of state
- Collect postcards to deliver to legislators or other targets
- Attending sporting events- having athletes endorse campaign

### Power

- Town Hall with Appropriations committee
- Mock Accountability session outside the Capitol
- Accountability sessions with elected officials
- Lobby local representative and senator
- Register 10,000 students statewide and turn them out to vote in an important election.
- Walkouts, civil disobedience.

## RALLY

OCT 13 @ 10am

Student Union

Workers Are Being  
**Exploited**

**13** Fewer Housekeepers

+

Same Number of Buildings

=

**Exploitative**  
**Unrealistic**  
**Unsafe**

## EXAMPLE STRATEGY CHART FOR LONG TERM STRATEGY

Goals	Organizational Considerations	Constituents, Allies, and Opponents	Targets	Tactics
<p>Long Term Reverse the trend of divesting from higher ed in the state</p>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>-3 full-time staff</li> <li>-15 SLAP Members</li> <li>-Meeting space at the local JwJ office</li> <li>-Free copying from JwJ</li> <li>-Staff support from SLAP coordinator</li> <li>-Organizing Kit</li> <li>-\$50 from last term fundraiser</li> <li>-Good relationships with unions on campus</li> </ul> <p><u>How Will our Organization Be Strengthened</u></p> <ul style="list-style-type: none"> <li>-Develop 3 new lead SLAP students</li> <li>-Fundraise \$100</li> <li>-Build a list of 100 SLAPatistas statewide</li> <li>-Improve recruitment and lobbying skills</li> <li>-Build relationships with key decision-makers (Regents, campus administration)</li> </ul> <p><u>Difficulties/Barriers</u></p> <ul style="list-style-type: none"> <li>-Blatantly anti-student legislators and Regents</li> <li>-Economic crisis in the state</li> <li>-No presence on other campuses statewide</li> <li>Multiple targets-</li> <li>-little experience with campaign of this scale</li> </ul>	<p><b>Constituents</b></p> <ul style="list-style-type: none"> <li>-Students of Public Universities &amp; colleges (name all of them)</li> <li>-Students of color</li> <li>-Other labor active students</li> <li>-Grad students</li> <li>-Student parents</li> <li>-low-income students</li> <li>-1<sup>st</sup> generation students</li> <li>-Students in student organizations</li> <li>*be more specific: SGA (10 ppl), BSU (8 people), etc. etc.</li> </ul> <p><b>Allies</b></p> <ul style="list-style-type: none"> <li>-AFSCME workers</li> <li>-Faculty Union (AFT)</li> <li>-SEIU</li> <li>-Parents- how are they organized?</li> <li>-University/ college presidents</li> </ul> <p><b>Opponents</b></p> <ul style="list-style-type: none"> <li>-Anyone who gets \$\$\$ from the state budget</li> <li>-Depending on the wording of the legislation, University Presidents</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>-Chair of House Appropriations Cmte</li> <li>-Speaker of the House</li> <li>-Senate President</li> <li>-Chair of Senate Appropriations Committee</li> <li>-Governor</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>-Chairs of Higher Ed Committee</li> <li>-Board of Regents Chair</li> <li>-University Presidents</li> </ul>	<p>Student government resolutions passed on every public college/ university</p> <p>Town Hall with Appropriations committee</p> <p>Letters to the Editor</p> <p>Collect 3,000 signatures statewide</p> <p>Mock Accountability session outside the Capitol</p> <p>Lobby local representative and senator</p> <p>Register 10,000 students statewide</p>

# UC WALKOUT



**Faculty**



**Staff**



**Students**

**09 - 24 - 2009**

# RESOURCES

## **Student Labor Action Project**

1325 Massachusetts Ave. NW, Washington, DC 20005  
Tel: (202) 393-1044 ex. 226  
www.studentlabor.org  
Email: slap@jwj.org

## **United States Student Association**

1211 Connecticut Ave. NW, Suite 406, Washington, DC 20036  
Tel: (202) 640-6570  
Fax: (202) 223-4005  
www.usstudents.org  
Email: od@usstudents.org

## **Jobs with Justice**

1325 Massachusetts Ave. NW, Washington, DC 20005  
Tel: (202) 393-1044  
www.jwj.org  
Email: Naomi@jwj.org

## **National Labor Unions**

### **The American Federation of State, County and Municipal Employees (AFSCME)**

AFSCME is the largest union for workers in the public service sector with 1.4 million members nationwide. It organizes for social and economic justice in the workplace and through political action and legislative advocacy

**Website:** [www.afscme.org](http://www.afscme.org)

### **UNITE HERE**

UNITE (formerly the Union of Needle trades, Industrial and Textile Employees) and HERE (Hotel Employees and Restaurant Employees International Union) merged on July 8, 2004 forming UNITE HERE. Organizing the unorganized in our industries is the top priority for UNITE HERE.

**Website:** [www.unitehere.org](http://www.unitehere.org)

### **The American Federation of Labor and Congress of Industrial Organizations (AFL-CIO)**

is a voluntary federation of 57 national and international labor unions. The AFL-CIO union movement represents 11.5 million members across the country.

**Website:** [www.aflcio.org](http://www.aflcio.org)

### **SEIU-Service Employees International Union**

The Service Employees International Union is an organization of 2.1 million members united by the belief in the dignity and worth of workers and the services they provide. It is dedicated to improving the lives of workers and their families and creating a more just and humane society.

**Website:** [www.seiu.org](http://www.seiu.org)