

ESM 442 - Grassroots Organizing, Outreach & Campaigning
(Communication for Civic Engagement and Grassroots Organizing)
Bren School of Environmental Science and Management
University of California, Santa Barbara
Winter 2018

Time: Tuesdays 5:00-6:30pm
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Room: Oak Room - Bren1520
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Office Hours: Wednesdays 1:00-2:30pm
& by appointment

Official Course Description:

ESM442 reviews the role and effectiveness of grassroots environmental efforts on local, statewide, and national scales. Students will explore organizing strategies and tactics based on various theories of change, addressing topics such as community outreach and collaboration, policy campaigns, markets-based corporate accountability efforts and more.

"First they ignore you, then they laugh at you, then they fight you, then you win." - M. Gandhi

"Our lives begin to end the day we become silent about things that matter." - Martin Luther King, Jr.

"There must exist a paradigm, a practical model for social change that includes an understanding of ways to transform consciousness that are linked to efforts to transform structures." — [Bell Hooks, *killing rage: Ending Racism*](#)

"If you look at the science that describes what is happening on earth today and aren't pessimistic, you don't have the correct data. If you meet people in this unnamed movement and aren't optimistic, you haven't got a heart." — [Paul Hawken, *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming*](#)

"The basic building block of good communications is the feeling that every human being is unique and of value." - Unknown

"Don't get stuck in old ideas. Keep recognizing that reality is changing and that your ideas have to change." - Grace Lee Boggs

"An effective social movement needs people who are more interested in developing the leadership of others than in being leaders themselves." - Ella Baker

Course Welcome:

Welcome to ESM 442. In our time together we will investigate the theory and practice of grassroots organizing, outreach and campaigning. This class is an exploration of civic engagement and public action of all sorts. We'll develop a deeper understanding of communications strategies and tactic behind a variety of campaigns to cultivate environmental and climate justice and improve sustainability practices, ranging from policy efforts, to corporate accountability work, to gritty grassroots activism and community-based people-powered campaigns for a for just and livable future. We'll discover some of the leading mobilization and social movement models, and dissect a number of historical and contemporary environmental, environmental justice, climate justice and sustainability campaigns to see how these models come alive in the field. We'll also get grounded in the foundational principles of advocacy communication and social movement theory as a lens for exploring a suite of remarkable case studies.

Intended Learning Outcomes:

- ***Role of Grassroots Organizing and Outreach in Achieving Sustainability and Environmental Management Goals:***

In this course you will strengthen your understanding of the critical role that grassroots public engagement plays in advancing sustainability initiatives and environmental management goals. You will explore the role of civil society people-powered movements in campaigns for environmental stewardship, and appreciate the vital and powerful interactions between civil society mobilizations and legal, scientific and business efforts for environmental protection.

- ***Theories of Change, Power and Social Movement Models:***

In this course you will clarify and cultivate your own personal theories of change, and explore theories of change driving the strategies of a number of environmental and sustainability campaigns. You will also become familiar with a variety of social movement and organizing models. Additionally, you will explore the pivotal role that power plays in fostering or inhibiting effective environmental management and sustainability initiatives, and investigate remarkable campaigns that look to shift power and catalyze democracy as a means for ensuring environmental safety.

- ***Communication and Grassroots Organizing:***

This course provides an exploration of the intersection of communication strategy and grassroots organizing, and will afford you the opportunity to reflect on the ways a variety of communication efforts are utilized in order to harness and mobilize grassroots involvement in a variety of environmental, environmental justice and climate justice campaigns.

Course Readings:

For this course we will use two main texts and a series of shorter readings that discuss communicating for social impact and explore organizing models. In addition, there will be a number of required videos posted in GauchoSpace. Please complete readings and video viewing *prior* to the class meeting they are associated with. Main texts:

Re:Imagining Change - How to Use Story-Based Strategy to Win Campaigns, Build Movements and Change the World, Patrick Reinsborough & Doyle Canning, PM Press, 2nd Edition, 2017

What We Think About When We Try Not To Think About Global Warming: Toward a New Psychology of Climate Action, Per Epsen Stoknes, Chelsea Green Publishing, 2015

Course Assignments and Grading:

Here is some initial information on the course assignments. Additional details and submission instructions are available on GauchoSpace:

Attendance (10% of final grade) - Attendance accounts for 10% of your grade.

- ✓ I know that life happens! If you are ill or need to miss class, **please email** to alert me, and review materials to stay caught up in the course!

In Class and Online Participation (30% of final grade) - Your participation in class sessions and online forums and other GauchoSpace activities accounts for 30% of your grade. Keeping up with the readings and videos is essential. And contributing questions to weekly discussion forums will help ensure that guest speakers shape their remarks to most serve you, and that you guide conversations about readings and other issues.

- ✓ This my way of formally inviting you to participate in creating a lively and rich conversation in the class, honing your verbal communication skills and sharing your insights on the materials. We have an opportunity to explore compassionate communication and radical truth telling together, let's do this!

Course Project Parts 1 and 2: (60% total, 30% of final grade for each part)

You'll have the opportunity to choose an issue of your choice and analyze existing grassroots organizing, outreach and campaigning models being implemented to address this issue, evaluate their success and strategic merits, offer alternatives based on what you have learned in the course, then prepare communications materials for the cause.

- ✓ Part 1 - Due Friday February 16th by 6pm in GauchoSpace
- ✓ Part 2 - Due Friday March 16th by 6pm in GauchoSpace

Course Activities:

Tuesday January 16th:

Course Welcome, Overview of Strategic Communications and the G.A.M.E

- ✓ *Online Assignment Due Sunday January 21st by noon:*
 - *Read articles and book chapters (if possible), and watch videos*
 - *Post questions for next week's guest (Gopal) in the discussion forum*

Tuesday January 23rd:

Resilience, Resistance, Restoration and Reimagining: Strategies for a Just

Transition with [Gopal Dayaneni, Movement Generation Justice and Ecology Center](#)

- ✓ *Online Assignment Due Sunday January 28th by noon:*
 - *Read articles and book chapters, and watch videos*
 - *Post Personal TOC Inquiry Questions in discussion forum*
 - *Prepare for discussion on TOC Inquiry for class Tuesday January 30th*

Tuesday January 30th:

Theories of Change: Surfacing Underlying Assumptions and Making Meaning on the Path to Deep Democracy

- ✓ *Online Assignment Due Sunday February 4th by noon:*
 - *Read articles and book chapters, and watch videos*
 - *Post questions in the discussion forum*

Tuesday February 6th:

Grassroots Organizing 101: Movement Models, Story-Based Strategy, Points of Intervention, and the Basics of Communicating to Mobilize

- ✓ *Online Assignment Due Sunday February 11th by noon:*
 - *Read articles and book chapters, and watch videos*
 - *Post questions for next week's guest (Tafari) in the discussion forum*

Tuesday February 13th:

Case Study: Engagement and Outreach Strategies to Build a New Transportation Reality in Los Angeles with [Tafarai Bayne](#), Commissioner, [City of Los Angeles Transportation Commission](#); Strategist, [CicLAvi](#); and Founder, [EMH Creative Group](#)

- ✓ Online Assignment Due Sunday February 18th by noon:
 - Read articles and book chapters, and watch videos
 - Post questions for next week's guest (Jennifer Krill) in discussion forum

Tuesday February 20th:

Corporate Accountability Campaigns and Clean Energy with [Jennifer Krill](#), Executive Director, [Earthworks](#)

- ✓ Online Assignment Due Sunday February 25th by noon:
 - Read articles and book chapters, and watch videos
 - Prepare notes on your Class Project for in-class discussion

Friday February 23rd:

Class Project Part 1 Due

- ✓ ***Class Project Part 1- Due by 6pm in GauchoSpace***

Tuesday February 27th:

Class Project Discussions

- ✓ Online Assignment Due Sunday March 4th by noon:
 - Read articles and book chapters, and watch
 - Post questions questions for next week's guest (Jacqui) in discussion forum

Tuesday March 6th:

The Power of Networks and Chapter Organizations: Case Studies in Doing Justice with the Oldest Civil Rights Organization in the Nation with [Jacqueline Patterson](#), Director of [the Environmental and Climate Justice Program, NAACP](#) (National Organization for the Advancement of Colored People)

Tuesday March 13th:

Putting It All Together: Parting Thoughts On What Really Matters

Friday March 16th:

Class Project Part 2 Due

✓ ****Class Project Part 2- Due by 6pm in GauchoSpace****

“Effective communication is 20% what you know and 80% how you feel about what you know.”
- Jim Rohn

“The single biggest problem in communication is the illusion that it has taken place.”
- George Bernard Shaw

“The only way to deal with an unfree world is to become so absolutely free that your very existence is an act of rebellion.” - Albert Camus

How We Roll:

In my classroom I believe: Black Lives Matter; Women’s Rights Are Human Rights; No Human is Illegal; Science is Real; Love is Love; and, Kindness is Everything!

All students have the right to learn and participate in a classroom environment free of intimidation, harassment, and discrimination based on characteristics such as gender, race, age, sexual orientation, disability, religious or political beliefs and affiliations. I will address any related issues that surface immediately; please help me to cultivate a positive classroom environment by communicating any concerns that you have. I also invite us all to cultivate a collaborative learning environment together in these powerful times. My invitation is to co-create ‘brave space’ in the classroom.

Invitation to Brave Space - By Micky ScottBey Jones

Together we will create *brave space*

Because there is no such thing as a "safe space"

We exist in the real world

We all carry scars and we have all caused wounds.

In this space

We seek to turn down the volume of the outside world,

We amplify voices that fight to be heard elsewhere,

We call each other to more truth and love

We have the right to start somewhere and continue to grow.

We have the responsibility to examine what we think we know.

We will not be perfect.

This space will not be perfect.

It will not always be what we wish it to be

But

It will be *our brave space together,*

and

We will work on it side by side

Theory of Change: Your Personal Inquiry

Please take an hour of quiet time to do a free flow writing exercise, based on the following prompts. Then:

- ✓ Post in at least **five** of the discussion forum threads by Sunday January 28th at Noon, sharing your thoughts and reactions to others. Word count is not as important as content, please be remarkable!
- ✓ Bring your notes for a discussion on Tuesday January 30th during our class session.

Prompts:

What does your experience and observation of social action, movements for social change, civic engagement and public participation in environmental issues and sustainability efforts tell you about...

- The nature of human beings
- The nature of power and sources of power
- The nature and sources of truth and authority
- Culturally prevalent analyses of the causes of social problems
- The role of individuals and institutions in social and environmental change
- The role of civil society (community folks) in designing and implementing sustainability, resilience, adaptation and mitigation practices
- The vision of the way it can or should be
- The mechanisms of change, existing or potential

(Don't feel compelled to write on every point.)

Class Project Details

Scenario: For this assignment you will act as a social change communications consultant hired to advise on a contemporary environmental, environmental justice, climate justice or sustainability issue of your choice. Choose an issue around which organizations or movements are currently engaged in grassroots organizing, outreach and campaigning activities. In the first part of the assignment, utilizing all materials available to you (including online and offline communication materials, social media, media coverage and, when possible, direct contact) explore and analyze the efforts, evaluate their success and strategic merits. In the second part of the assignment, you'll offer recommendations and alternatives, and craft a suite of communications materials for the cause, based on what you have learned in the course.

Specifics: Choose your topic ASAP, but please no later than the end of Week 2. **Share it** in the 'Class Topics Forum' (located in GauchoSpace on Week 2) so others can share relevant resources and insights. Your project will be due in two parts, and should include a sophisticated treatment of the following elements:

Part 1: Due Friday February 23rd by 6pm in GauchoSpace:

- An **introduction** to your scenario and the topic and efforts you are analyzing, including the group(s), organization(s), movement(s) you are advising in this scenario
- An **explanation** of how you are accessing key information about the topic, listing specifically what internal and external communications you are monitoring
- An **exploration** and **analysis** of the communication, organizing, outreach and campaigning efforts to date and your perspective on their **effectiveness**

Part 2: Due Friday March 16th by 6pm in GauchoSpace:

- Your **advice** and **recommendations for revisions** based on relevant course content, including a brief communications strategy memo outlining your new G.A.M.E. (Goals, Audience, Message/Messenger, Engagement Tactics)
- **Three** written campaign communications, based on your recommendations, choosing from:
 - Opinion Editorial
 - Letter to the Editor
 - Email Action Appeal
 - Blog
 - Press Release
 - Social Media Materials

Note: For the narrative sections, **word count is not as important as substantive content that illustrates strategic and critical thinking. No fluff please!** For the materials in Part 2, consult readings for specific formats, word counts, and other criterion.

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Please base your thinking on and include references to course elements, including **at least ten (10)** of the following in detail:

- Theories of Change, Communication and Outreach Strategies and Tactics
- Mapping Spheres of Influence (Power-Mapping)
- Principles of Community Organizing Employed
- Points of Intervention, Including Points of Assumption Leveraged
- 5 Stages of A Living Revolution
- Organizational Structures Employed
- 10 Rules of Networks (and their Accompanying Principles)
- MAP Model Elements (4 Roles of Social Activism, 8 Stages of Social Movements)
- The Tactics Star
- Potential Pitfalls of Bias(es) and How to Overcome Them
- Evolutionary, Cognitive and Social Psychology Considerations Considered in Strategies
- Addressing the Five Psychological Barriers in Messaging and Engagement Tactics
- Use and Effectiveness of Storytelling, Especially Public Narrative
- Online and Offline Tools and Tactics Employed
- Digital Organizing, Including Potential Filter Bubble Pitfalls
- The Power of Context
- Content based on Case Studies from Guest Speakers

Evaluation: This assignment is worth 60 points total, 30 points for each part. Please write, read, edit, rewrite and reread and edit with attention to grammar, spelling and syntax, as writing conventions are weighted heavily, as is the case in life! Each section will be scored as follows:

(8 points) Readability—organization, clarity, cohesion, and flow: the ideas are organized and structured in a manner appropriate for the assignment and in such a way that the writer can show skill and knowledge of the course lectures, videos and all reading materials. Sentences are constructed and arranged effectively to show variety, clarity, and concision.

(15 points) Specifics—substantive ideas and application of concepts explored in the readings, class sessions and online video lectures and activities: the ideas are developed with sufficient details so as to show depth of thought and ability to generate new ideas based on foundational organizing, outreach and communications concepts and best practices. Analytical reasoning is explained and the ideas are clearly informed by the readings and lessons in the course. Terms, core concepts, jargon and language of organizing, outreach, campaign and communications from the readings and presentations are referenced appropriately.

(7 points) Writing conventions—compassion for the reader: shows care in revising and editing so as to eliminate most problems in usage, syntax, punctuation, spelling, and grammar. Although the reader might encounter an occasional error, there should be no pattern of errors; shows precise and consistent adherence to documentation conventions when outside sources are used.