

Campaigns Toolkit

Contents

What is campaigning?	2
How can you get involved in campaigning?	2
Identifying the issue	3
Gathering evidence	3
Impact Measurement	6
Putting students at the heart of your campaign	7
Campaign actions	8
How to make your campaign engaging?	10
Communication and Progress	10
Evaluation and what comes next	11

What is campaigning?

Campaigning is the coordination and collectivisation of people around an issue in order to create positive change.

Strath Union has a long and colourful campaigning history. Our organisation is led by our student members, for our student members. It is our mission to represent and empower our members on campus, to ensure that the student experience is truly beneficial to all. We ensure that students are represented at all levels of policy-making and in any decision that may affect their experience as a student.

How can you get involved in campaigning?

If you ever want to create your own campaign on campus, there are a number of ways you could make it happen. We have reps on your courses and part-time officers. As a rep at any level, not only do you represent the students of Strathclyde but you can also advocate and campaign with or for them.

- **Use your Reps:** You can raise issues with class, faculty, part-time or full-time reps and take the campaign on from there, we'll discuss more about campaign strategy later on. This is the most effective way of campaigning on course or class-specific issues.
- **Student Parliament:** This is the main democratic decision-making body of the Union. All students can sit and vote on decisions about campaigns, policies and projects that will improve everyone's student experience at Strathclyde. Any student can raise a motion at Student Parliament and if the parliament passes that motion, it becomes Strath Union policy. It is a great platform for students to get their campaign off the ground - if the parliament passes your motion then you would work with Strath Union staff and officers in achieving your campaign goals.
- **Create a Club or Society:** This is the ideal platform for campaigns that go beyond the University and can be national or international issues. For example, the Feminist Society campaigns on women's issues.

Strath Union has a Campaigns Room on Level 5. This is free for anyone to use – this space can be used to host meetings, plan strategies or create promotional materials.

Identifying the issue

The first step to any campaign is identifying the issue that you want to campaign on. This is the thing that you want to see changed, this could be anything from a University policy to a social issue at the national level.

How you identify an issue can vary; it may be an issue that directly impacts you, it might be an issue that your fellow students have raised or it could even be an issue raised in a government or academic report.

Thinking exercise 1a: Can you think of any campaigns at Strathclyde Students' Union in the past 5 years? Think about why these campaigns have stood out to you and whether or not they were successful.

The issue is the centrepiece of your campaign and it is essential for the success of the campaign that you not only understand it, but have evidence and support behind the campaign. There are significant benefits of evidence based campaigns:

- Students and the wider community know exactly what the issue is
- Policy/Decision makers will understand what you are trying to change
- It gives you a talking point when you are raising awareness of the campaign

If you are campaigning on issue within the University, it is highly likely that other Student Unions, or the National Union of Students, have campaigned on the same issue and they are always a great source for campaign evidence and advice.

Gathering evidence

The evidence for your campaign can vary; often campaigns use a mixture of evidence bases for their campaigns. Existing evidence from previous research are often the base points of campaigns including government reports, reports from charitable organisations, reports from other campaign groups and academic reports.

You can also conduct your own research and this is often the most successful campaign evidence for issues at the

Thinking exercise 2: Let's imagine your campaign issue is around University Mental Health support provision. Think about what kind of evidence that already exists, would it be useful for your campaign?

University level. There are two different types of data gathering techniques; quantitative methods and qualitative methods.

Quantitative methods are statistical in nature and can be used by campaigns to convey support/opposition to a policy. This data is often gathered by conducting surveys or petitions. It is essential that when gathering this type of data that the question you are asking is clear.

Qualitative methods give a more in-depth understanding and often capture the experiences of those you are asking questions. This kind of data will capture why students are opposed or in support of a policy/campaign and offers an in-depth understanding of student experience. You can gather this data through in person interviews, focus groups or open questions.

A lot of campaigns utilise a combination of both these kinds of research. A mixture of both types of data not only shows how many people support or oppose a policy, but why and how it impacts them.

Case study 1: HaSS Zero Marks campaign.

The HaSS Zero Marks was a campaign launched by HaSS reps in the last few months of 2017. They came together on behalf of students to campaign against the zero mark penalty for late submissions.

They conducted research through the Student Union, using both quantitative and qualitative data they researched how the policy had an impact on students and whether or not they supported. They used this data to create a report which was represented to the HaSS faculty, detailing why this policy does not work for students and why it has to change.

As a result of their campaign, the faculty ended the zero marks policy and consulted with students and reps as to what new the submission policy would be for the year beginning 2018/2019.

This is a prime example of how a collaboration of campaigners came together to change a University policy. Through advocacy, evidence and negotiation they acted on the behalf of students for positive change.

However, campaigns cannot always rely solely on evidence to be successful. Your campaign has to be representative of what students want and how students feel, this is what makes your campaign engaging. It has to be relevant to them and you have to be ready to convince them to support the campaign if they don't already.

The best way to model this is by thinking about how widely an issue is felt and deeply an issue is felt.

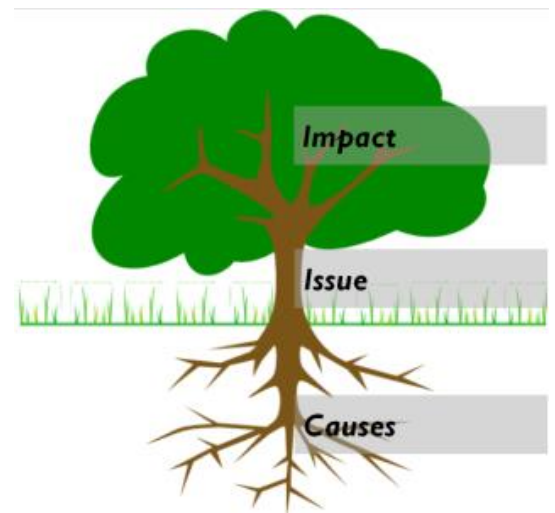
- **Is this issue widely felt?** This is when you need to consider how many people are aware of the issue. If this is an issue that people are not aware of then your campaign will have to draw attention to the issue, informing people of what you are campaigning on and why.
- **Is this issue deeply felt?** This is when you need to consider how deeply this issue affects people, the extent to which they care about it. If people don't feel deeply about the issue than your campaign has to show people why they should care.

If you map out the issue while thinking about these two things, your campaign should start to take shape. Maybe you have to begin raising awareness of an issue as your first action, or maybe you have to design material to show people why they should be caring about the issue.

After you have completed this step, you can begin to breakdown the issue so that you may think about the causes and consequences of the issue and the outcome of the campaign

To help with this, campaigners should sit down and create **a problem tree**:

1. Draw out a tree and write your issue on the trunk of the tree.
2. At the roots, write down what you think to be the causes of the problem.
3. And in the branches, write down all the consequences of the problem.



It is essential that you do this in a diverse group of people, as different students may have different experiences of the issue and it may affect them in different ways. You can then create **a solution tree**.

1. At the tree's trunk, write down your campaign's aim.
2. At the roots, write down the campaign's desired solution and ensure that all the different causes have been considered.
3. Then finally in the branches, write down all the positive effects that would come out of a successful campaign.

Impact Measurement

The next part in developing your campaign strategy is thinking about the impact that your campaign will have. This is what the outcomes of your campaign will look like and it is up to you determine the desired outcomes. Your outcomes should have a meaningful impact on the student experience, students should see how this campaign has benefited them and how it has brought around positive change.

The best way to ensure this is campaign clarity, by mapping out your campaign objectives you can ensure that your campaign remains on track and on target. One method of achieving this is by using the SMART objectives model (**S**pecific, **M**asurable, **A**chievable, **R**ealistic and **T**ime-bound):

- **Specific:** You should state what you want to achieve in a clear and detailed manner.
- **Measurable:** Your progress in achieving your desired outcome should be measured throughout the campaign. This ensures that you know what to do next and what is yet to be done.
- **Achievable:** Your campaign's desired outcome should be something that is possible within a reasonable timeline – how long is up to you. Just remember that campaigns may sometimes lose momentum and the issue is lost.
- **Realistic:** You have to ensure you have the resources to achieve the desired money, if you do not think you have the resource capacity to achieve the outcome then you would build on this until you have it.
- **Time-bound:** It is important to keep your campaign on track, you should set deadlines and time-based goals so that you do not lose momentum.

When you break down the campaign into aims and objectives, you will begin to formulate the basis of a campaign plan. You should begin to prioritise objectives, giving your campaign focus from the get go.

Thinking exercise 3: Take some time now to think about a potential campaign that you would like to see or even run! Think about what the outcomes would be if this was to be successful and write down the key things that would need to happen for this success.

Putting students at the heart of your campaign

Having developed the objectives, it is now time to think about how you are going to campaign. It is essential that in any campaign, students are placed at the heart, which is known as student centred organising.

At Strath Union we recognise that “Autonomy is crucial to any liberation campaign; autonomy is the idea that oppressed or disempowered groups of people organise for themselves.” All campaigns should abide by this and ensure that their campaigns are representative of all students and you should seek to include and empower oppressed students by making your campaign intersectional i.e. considering different backgrounds and attributes and how they interact with one another.



Once you put students at the heart of the campaign, you will ensure that your campaign is both representative and engaging. One major advantage of this is that students can naturally

Case study 2: Fight for the Night Campaign, 2018.

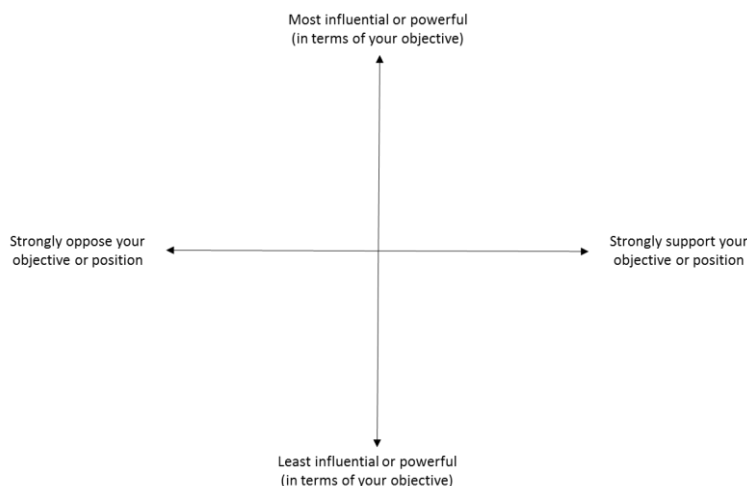
The Fight for the Night campaign is a prime example of students being at the heart of a campaign. This campaign was organised by the Strathclyde Feminist Society and supported by both staff and officers within Strath Union. They organised a march and rally in Glasgow’s City Centre and worked with other women’s groups, activists and networks.

organise support and grow your campaign at the grass roots. Below is a model in which a student is placed at the heart of a campaign. By exploring their relationships across society and campus you can begin to map support for your campaign.

In this model of campaigning, students identify potential allies and explore this relationship with them to gauge the extent to which they will be beneficial to their campaign. Campaigns should not be led by one single student, ideally it would be a group of students leading on this campaign.

From there, we then use a table that measures both agreement with the campaign and how influential potential allies would be, see below:

In this scatter graph the X axis measures how influential an ally may be. This is used to determine what steps may be taken to make allies more influential and to identify which allies would apply to most pressure to decision makers/policy makers.



The Y axis measures how likely allies are to agree with the campaign or issue. This is done to map out immediate allies and also how to bring other groups on board. to demonstrate, if the campaign issue is about microwaves on campus then the opposition may be the estates team. They would be identified as being the most influential while also being the most in disagreement.

Campaign actions

Actions are what your campaign will use to achieve your objectives and raise awareness of your campaign. You always need to be mindful of your resource capacity when planning actions and also how accessible they are for other activists,

When strategizing your actions, you should think about what exactly you are trying to achieve through them. Is it to raise awareness, influence decision makers, or get more people involved? You should consider these when considering what actions to take. Here are some of the different actions that you may want to consider:

Lobbying: This would see you meeting with both decision makers and influential people to convince them to support your campaign or objectives. It is highly beneficial in these meetings to have evidence as to why they should support the campaign/objectives.

- **Leaflets, posters and stalls:** This method is one of the most successful methods to raise awareness. It is important that you are student facing and your material explains to people why they should support the campaign. Be sure to use both factual and emotive information and be ready to answer any questions people may have.

- **Social Media:** Social media is continuing to be a more and more important part of campaign strategy. It is also very useful for raising awareness to a wide audience. Through the use of pictures, videos and blogs you can reach people explaining why they should support your campaign. It is important your posts are engaging and informative.
- **Public meetings:** Public meetings can be useful for having a more informed discussion on your campaign and can be a source of new activists. It also allows you to bring in other organisations or activists as keynote speakers, given your campaign more attention.
- **Direct action:** This type of action may involve a rally, march, demonstration or even a sit-in protest. This shows the visible presence your campaign has in a very public way. It is both highly engaging and empowering and can galvanise support in new places.

It is important that you strategize these actions in accordance with your campaign's objectives and to time them correctly. This is where you should develop your campaign plan in conjunction with a campaigns team.

Campaigning alone is not advised and it is essential for any campaign to develop a campaigns team before launching into actions. This can be done through the student-centred model that we discussed earlier; you should explore the relationships with potential allies and bring them on board.

You should undertake a mapping exercise to think about potential campaigners and how you could get them on board. Below is an example of a campaign team map:

Potential Campaigner	Why would they be interested?	How can you empower them?	What can they do?	What will they get out of it?

You should always have meaningful engagements with your campaign team, be thankful, respectful and mindful of each other. Remember that all decisions should be made as a team.

It is also important to be mindful that your campaigners are also students, and this they should not be expected to give everything to the campaign (and neither should you!). Always be mindful of yourself and do not be afraid to take a break.

How to make your campaign engaging?

One tried and tested method is to use the **Anger, Hope, Action model**. This model is useful in building support for your campaign and galvanising new supporters.

- **ANGER:** By 'anger', we mean making people feel an emotional response to an issue. This could be done through a range of the campaign techniques we discussed earlier. Methods of doing this could include talking to people, posting a video on social media. It is important to explain what the issue is and why people should be angered by it.
- **HOPE:** You then tell them about the potential for a positive outcome, thus giving them hope for change. Hope is important to ensure support for your campaign, so make sure that your achievement is believable. You would do this through some of the techniques discussed earlier.
- **ACTION:** Finally, get them on board by telling them what action they could take to see that positive change happen. Actions do not always have to be full involvement in the campaign team, it may be as simple as sharing a post on social media. Always be sure to empower people in your actions, no matter how big or how small.

You may not always engage everyone with your campaign, this is normal so do not worry about it! Campaigns will gain more success over time and some people just cannot be won over.

Communication and Progress

By this point in the campaign, you need to ensure that the logistics of the campaigns team is efficient and internally organised. Firstly, you want to ensure that everyone understands their roles within the campaign and that they have the support of one another to carry them out.

Communicate with each other clearly and in a way in which everyone in the team can access it. If you have a team meeting, you should minute it for anyone who didn't make it to know what went on. You could also have people video/voice call in to meetings they cannot make.

If you are going to use social media or other online modes of communication, make sure everyone can access it and is comfortable with it happening. Ensure communication is consistent so that everyone is kept informed.

You should also continuously monitor the campaign's progress, asking yourself if the campaign is keeping up with the campaign's outlined objectives and outcomes. Make sure to keep focused on your progress, across all aspects of the campaign, to ensure that it runs smoothly and preventing any potential barriers.

Evaluation and what comes next

Evaluating your campaign is always important, you need to determine the extent to which your campaign achieved its objectives and if any further action is required.

You should have been monitoring your campaign throughout its duration, so hopefully there were no shortfalls! If there were any shortfalls, ask yourself and the campaigns team why this might have happened. It's important to use these as an opportunity to develop your campaign.

Campaigns are always a cycle and even though you might have achieved your desired outcome, you may not always immediately see the results that you wanted. That is why it is important to further research the outcomes and determine if your campaign had the desired impact. It may be the case, for example, that the campaign changed policy but the new policy has been poorly designed or implemented.

Finally, and maybe most importantly, celebrate your achievements! When the campaign is over, a celebration is a special way of showing thanks to all of those involved in the campaign. Your campaign team should feel appreciated and valued for all of their efforts.

Hopefully, you should now have a bit more information about creating and running an effective campaign. Don't forget, the staff and officers at Strath Union are here to provide advice and support. Feel free to pop into Level 7 of Strath Union to discuss your plans, we're happy to help however we can.