

STUDENT GROUP STARTER GUIDE

JANUARY 2016

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Introduction



This guide is for individuals and groups who want to deepen their commitment to the human rights movement through Amnesty International. If you are a student interested in getting active, this is your guide.

AIUSA staff and members collaborated to bring together tried-and-true activist practices and organizational knowledge to mobilize, inspire, and empower you. You will find resources on how to run effective group meetings, how to lobby, planning materials, communications, and guidelines for starting a student group.

For more online resources, follow the link:

<http://www.amnestyusa.org/get-involved/lead-in-your-community>

About Amnesty International USA

Mission

Our vision is of a world in which every person **enjoys all of the human rights enshrined in the Universal Declaration of Human Rights** (UDHR) and other internationally recognized human rights standards. The UDHR states that the “the recognition of the inherent dignity and of the equal and inalienable rights” of all people is “the foundation of freedom, justice and peace in the world.”

We are funded by members and people like you. We are independent of any political ideology, economic interest or religion. No government is beyond scrutiny. **No situation is beyond hope.**

How We Work

Amnesty International unites people from all over the world to fight for human rights using our signature tactics.

Research

Amnesty International keeps vigilant watch on the rights of people around the world and publishes hundreds of independent reports based on our rigorous research, free of corporate and government influence.

Action

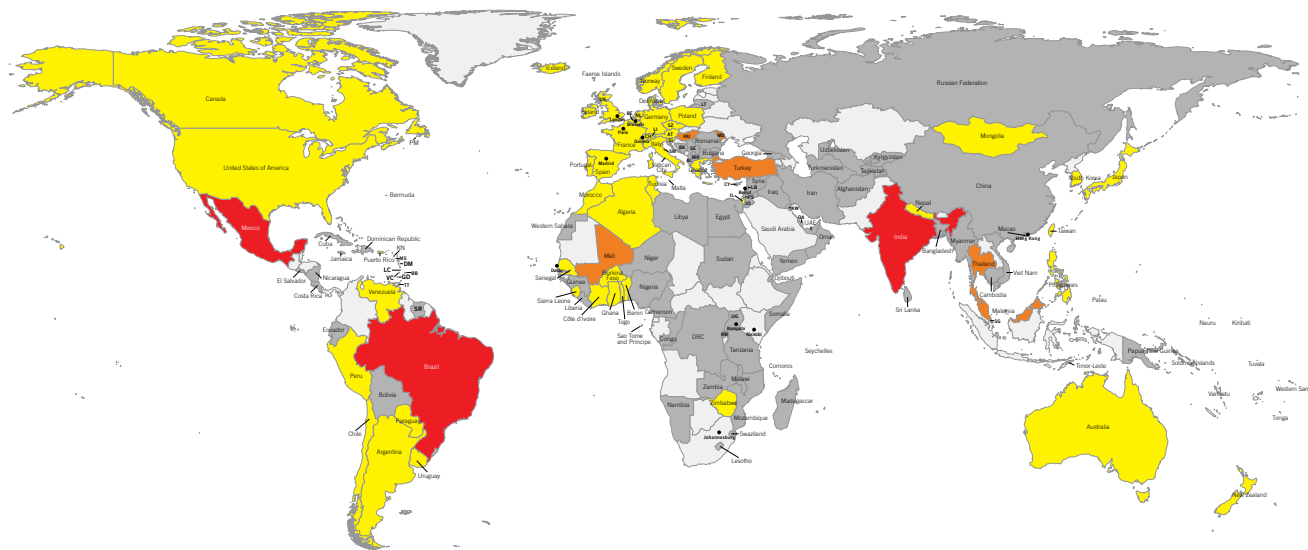
Through our dynamic campaigns and long-term casework, Amnesty International members propel key human rights concerns and stories of individuals at risk into the glare of the international media and demand the attention of government officials, corporations, international institutions and policy makers.

Advocacy

We combine high-level legislative work, media outreach and grassroots mobilization to shape and promote legislation and policies to advance human rights, protect individuals and free prisoners of conscience.

Amnesty International is a global movement of more than 7 million people who take injustice personally. We are campaigning for a world where human rights are enjoyed by all.

A GLOBAL MOVEMENT



INTERNATIONAL SECRETARIAT

Beirut
Brussels
Dakar
Geneva
Hong Kong
Johannesburg

Kampala
London
Madrid
Nairobi
Paris

SECTIONS

Algeria
Argentina
Australia
Austria (AT)
Belgium (BE)
Benin
Bermuda
Burkina Faso
Canada
Chile
Côte d'Ivoire
Czech Republic (CZ)
Denmark
Faeroe Islands
Finland
France

Germany
Ghana
Greece/Hong Kong
Iceland
Ireland
Israel and the Occupied Palestinian Territories (IL)
Italy
Japan
Mexico
Mongolia
Morocco
Nepal
Netherlands (NL)
New Zealand

Norway
Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Senegal
Sierra Leone
Slovenia (SI)
South Korea (Republic of Korea)
Spain
Sweden
Switzerland (CH)
Taiwan

Togo
Tunisia
United Kingdom (UK)
United States of America
Uruguay
Venezuela
Zimbabwe

STRUCTURES

Hungary (HU)
Malaysia
Mali
Moldova (MD)
Thailand
Turkey

NATIONAL OFFICES

Brazil
India
Mexico

INTERNATIONAL MEMBERSHIP

Afghanistan
Albania (AL)
Bangladesh
Barbados (BB)
Bolivia
Bosnia and Herzegovina (BK)
Bulgaria
Cambodia
Cameroon
China
Comoros
Congo (Republic of)
Costa Rica
Cuba
Cyprus (CY)
Djibouti
Dominica (DM)

Dominican Republic
DRC (Democratic Republic of the Congo)
Ecuador
Egypt
El Salvador
Georgia
Grenada (GD)
Guatemala
Guinea
Iran
Iraq
Jamaica
Jordan (JO)
Kiribati
Kuwait (KW)
Kyrgyzstan
Lebanon (LB)

Lesotho
Liberia
Libya
Liechtenstein (LI)
Lithuania (LT)
Macao
Macedonia (MK)
Madagascar
Malawi
Malta
Montenegro
Montserrat (MS)
Mozambique
Myanmar
Namibia
Nauru
Nicaragua

Niger
Nigeria
Oman
Palau
Palestine (State of) (PS)
Papua New Guinea
Qatar
Romania
Russian Federation
Rwanda (RW)
Saint Kitts and Nevis (KN)
Saint Lucia (LC)
St Vincent & The Grenadines (VC)
San Marino (SM)
Sao Tome and Principe

Saudi Arabia
Serbia (SE)
Seychelles
Singapore (SG)
Solomon Islands
Somalia
Sri Lanka
Sudan
Suriname (SR)
Swaziland
Syria
Tajikistan
Tanzania
Timor-Leste
Tonga
Trinidad and Tabago (TT)
Turkmenistan

Tuvalu
Uganda
United Arab Emirates
Uzbekistan
Vanuatu
Vatican City
Viet Nam
Western Sahara
Western Samoa
Yemen
Zambia

GOVERNANCE

Board of Directors

The elected Board of Directors cultivates a clear vision for the organization through policies that set goals and priorities for AIUSA. They provide stewardship for the organization; establish appropriate and meaningful working relationships with staff; and ensure the financial health of the organization through fiscal oversight and support of fundraising strategies. For information on our current Board of Directors and their specific role within the organization, please visit the “Governance” tab on the Activist Resource Community (ARC).

Board Elections, Candidates and Processes

The Board of Directors holds elections every year. Each year, the Nominating Committee seeks candidates who, during a three-year term, are willing and able to dedicate considerable time and energy to AIUSA governance. To learn more about the election process, interact with current candidates running for the Board (seasonal), and get information on how to apply to become an AIUSA Board Member, visit the Board Elections, Candidates and Process page on the Activist Resource Community.

Resolutions

Any individual member or group of members has an opportunity to impact the mission, methods, policy, organization, or allocation of resources. Resolutions are a means by which members can influence policy on a regional, national, or international level. The purpose of resolutions is to direct a change in policy, in the method for instituting policy, or in Amnesty International’s organizational structure. At AIUSA Regional Conferences, resolutions may be voted on by individual voting members who have paid dues to AIUSA and by one designated delegate from each AIUSA student or local group.

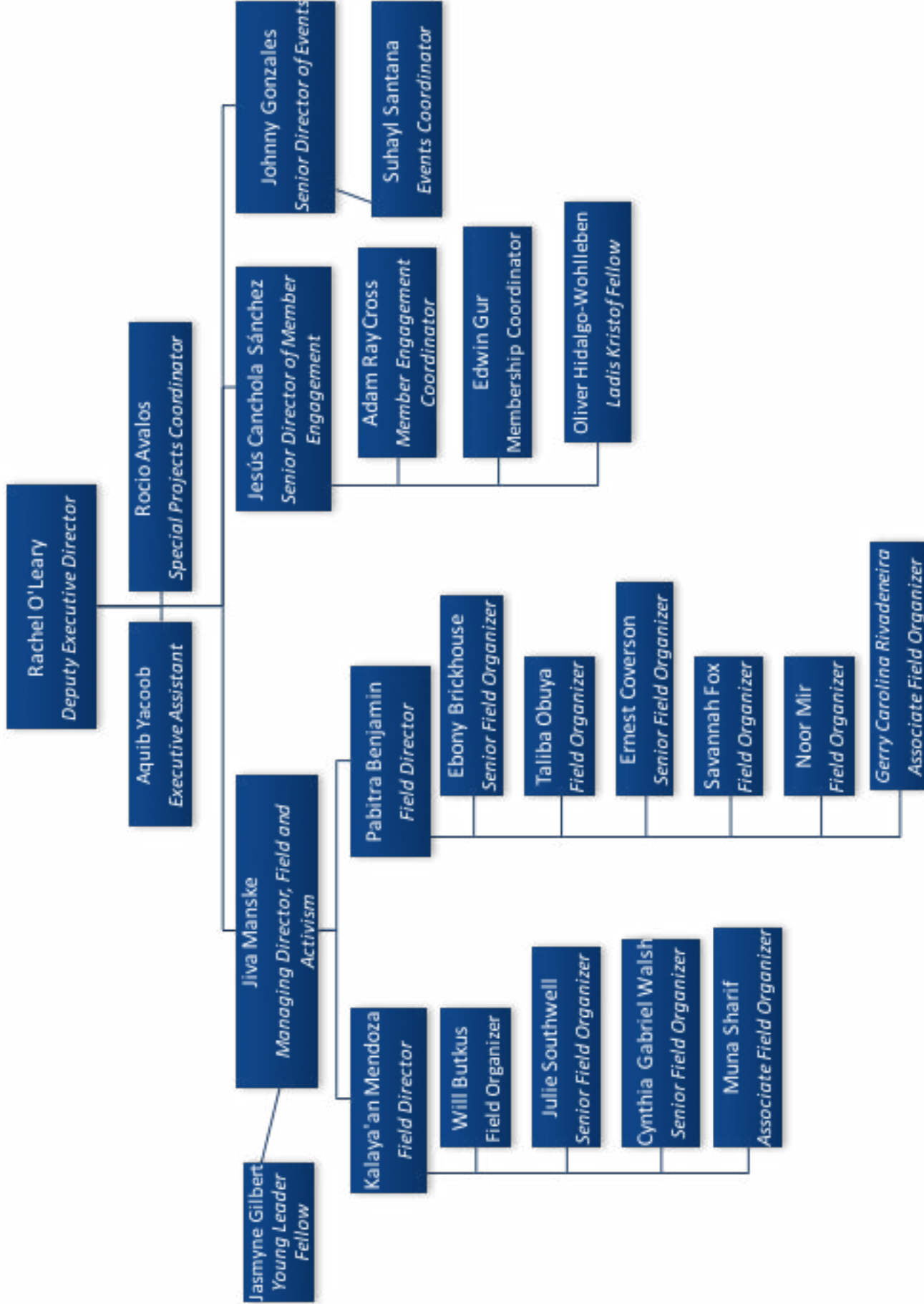
National Resolutions Committee

NRC members promote and facilitate the Membership Resolutions Process, assist sponsors in drafting resolutions, prepare background for the regional and AGM resolutions packets, and advise the Board regarding the process. Involvement is year-round, with the heaviest workload September-November (from submission deadlines through Regional Conference follow-up).

MEMBERSHIP

When you become a member of Amnesty International, you are joining over 7 million people around the world in a powerful movement that is fighting to free prisoners of conscience, stop torture, abolish the death penalty and ensure the human rights of all people.

Membership Mobilization Department



DESCRIPTIONS OF MEMBER LEADERS

Area Coordinators (AC)

Provide support for the Local Groups in a geographical area; sometimes an entire state, sometimes an area with a large population. They work very closely with Field Organizers and their regional office staff. Area Coordinators give Local Groups a connection to the greater world of Amnesty International beyond their immediate and state boundaries, advising on event organizing and other advocacy work.

Area Coordinator Steering Committee (ACSC)

The Area Coordinator Steering Committee of Amnesty International USA connects Area Coordinators (AC's) to resources that will aid their human rights work, and represents ACs' needs and experiences in regional and national decision-making bodies. Each of the five AC's on the ACSC represents one of the five regions of AIUSA. The Committee also communicates and makes recommendations on issues of policy in their regions, provides training opportunities and mentoring, and attends AIUSA conferences.

Country/Thematic Specialists

Part of a corps of volunteer leaders who serve as country or issue experts and strategists for Amnesty International, these specialists develop a solid understanding of AI's concerns in the target country or issue, and may be called upon to represent the organization in relevant forums.

Country and Thematic Specialists are organized into 21 Coordination Groups (Co-groups), which collectively cover nearly every country, as well as several thematic issues including: (1) Business and Human Rights; (2) LGBT Human Rights; (3) Military/Security/Police transfers; and (4) Women's Human Rights. Coordination Group members commit to working for at least two years in their position.

National Youth Action Committee (NYAC)

Envisions a powerful, inspiring and sustainable grassroots youth movement working through an intersectional framework to advance human rights both at home and abroad. NYAC consists of one Regional Representative from each of the five AIUSA regions: West, Mid-Atlantic, South, Midwest and Northeast. NYAC representatives work on both their delegated regional level and the national level on youth leadership development and youth engagement.

State Death Penalty Abolition Coordinators (SDPAC)

Keeps AI groups, volunteer leaders, and staff informed of death penalty news in their state and mobilizes activists to take action when executions are scheduled. Additionally, the SDPAC will mobilize activists to engage in grassroots legislative advocacy.

State Legislative Coordinators (LC)

Engage U.S. political leaders to stand up for human rights. These volunteer leaders work with AI members and advocacy staff to lobby Members of Congress and other key officials on legislation and initiatives to safeguard rights and protect people at risk.

Student Activist Coordinator (SAC)

An experienced Amnesty International student or youth volunteer who represents the organization to assigned groups by serving as an advisor to student and youth groups on group activities, campaign opportunities and policy related issues; acts as a liaison between AI groups, staff and other volunteer leaders; promotes area-wide initiatives; and acts as a spokesperson for AI where appropriate. Contact your regional office to learn

Young Professionals Amnesty International Networks (YPAI)

Engages and supports Amnesty activists from diverse backgrounds entering the working world. This dynamic young professionals group provides Amnesty and other human rights activists a space to network, organize and contribute to the struggle for human rights in the US and abroad.

Fellowships

Ladis Kristof Memorial Fellowship for Organizing and Activism

Amnesty International USA is proud to strengthen and expand Ladis Kristof's legacy and honor his lifelong commitment to human rights by joining the Kristof family in supporting the Ladis Kristof Memorial Fellowship for Organizing and Activism, a fellowship to honor and inspire a new generation of human rights defenders.

Ladis Kristof's personal generosity and determination inspired many: family and friends, colleagues and students, and the human rights activists of Amnesty International USA's Portland, Oregon Local Group #48.

<http://www.amnestyusa.org/about-us/grants-and-awards/ladis-kristof-memorial-fellowship>

Fellowship Description

One exceptional Amnesty International USA (AIUSA) student activist will receive the Kristof Fellowship for his or her outstanding efforts on behalf of human rights. The Fellow will be awarded a ten-week residency with an AIUSA Regional Field Organizer with whom she or he will work closely on individual cases, human rights crises, and grassroots organizing and campaigning at the regional and national level. The Fellowship will promote a deeper understanding of human rights work, strengthen the Fellow's organizing and advocacy skills, and further prepare her or him to be an effective life-long activist.

The Fellow's residency expenses for the ten-week period, including airfare to and from the New York or DC office, will be covered. The Fellowship resides within the Member Engagement Unit of the Membership Mobilization Department.

Young Leaders Fellowship

In order for AIUSA to expand our capacity for effective youth engagement, we are recruiting a Young Leaders Fellow. This program will establish the infrastructure to grow and empower passionate young leaders who challenge and activate their peers locally and worldwide. The purpose of the program is to build a flexible foundation for large-scale, self-sustaining, youth-led organizing initiatives. With a focus on deepening AIUSA's relationships with youth members, Young Leaders Fellows will create and use innovative tools, platforms, and initiatives to engage youth activists, develop youth leadership, and grow AIUSA's youth movement.

Fellowship Description:

The Young Leaders Fellowship is a one-year, paid fellowship that aims to develop the next generation of human rights leaders and build capacity for membership growth. Fellows will channel their commitment to human rights and social justice, and their unique skill-sets into building a diverse and powerful AIUSA youth membership. Fellows will use innovative tools to effectively engage youth in new organizing initiatives on campuses and in communities across the country. They will train and develop member leaders, organize in youth-only spaces and beyond, and seek out new ways to make AIUSA a part of youth lives.

<https://careers.aiusa.org/vacancy/young-leaders-fellowship-0204/230/description/>

IV. Getting Started

7 STEPS TO STARTING YOUR STUDENT GROUP

- 1.) Build & Register your group:** Find friends, classmates, and roommates who are interested in human rights to form a group at your school. You can put posters up, ask a teacher for help or make an announcement in your class that you are looking for people interested in forming an Amnesty International Student group. Registration is simple, quick, and essential for you to receive communications from AIUSA and find out about exciting opportunities. Register your group: www.amnestyusa.org/youth. Remember, re-registration happens every spring!
- 2.) Get connected:** After you register your group, you'll receive more information about staying connected to AIUSA. Reach out to your Field Organizer—staff members who have a wealth of experience in grassroots organizing—and they'll help you get in touch with others in your area, including your Student Activist Coordinator. Staff contact info is in the back of this guide as well as AIUSA social media information to keep you connected.
- 3.) Recruit a Faculty Advisor:** Find a teacher, professor, or other faculty member who you know cares about human rights, and ask them to be a part of your group. A strong Faculty Advisor can help you interact with your school's administration, recruit new members, and be a valuable member of your team.
- 4.) Get recognized:** Getting recognized by your school as an official Amnesty International group can help you organize events, raise money, and more. Every school has a different set of rules for how to create a student group, so work with your Faculty Advisor to find out what your school's policies and procedures are.
- 5.) Schedule your first meeting:** Pick a date, reserve a room, and start promoting! Your first meeting is your opportunity to tell as many people as possible why you care about human rights, why you chose to be a group leader with Amnesty International, and to motivate them to join you in our mission to change the world. This meeting should be at a time that works for a large number of people on campus and should introduce people to Amnesty International, the issues we work on and how their involvement can make a difference.
- 6.) Create your leadership structure:** At Amnesty, we believe that one person can make a difference, and when we join together with other activists, we change the world. Find other students who care about human rights and justice, ask them to come to your first meeting, and have a plan for sharing leadership. Incorporate the tips from the Find and Develop Leaders section, and work with your Student Activist Coordinator (SAC) to come up with a structure that will help you succeed. Including others from the start, and constantly looking for leadership qualities in others will not only help you succeed this year, it will also ensure that your legacy lasts and your group stays strong long after you graduate.
- 7.) Plan your year:** What is your vision for advancing human rights movement on your campus? In your community? In your city? Throughout the world? If you're strategic about mapping out your year, you can make that vision a reality. Use the tools in this toolkit, work with your SAC to learn more about AIUSA's priority issues and campaigns, check out the calendar and plan to attend conferences, and you'll be successful as you mobilize for human rights.

Become a Member and Shape the Movement!

Become a card carrying member of AIUSA for \$15 a year and make your voice heard by going to www.amnestyusa.org/join! Your membership gives you an opportunity to shape the policies and plans of the Amnesty movement. Your voice matters, and as an Amnesty International USA member, you are not only investing in the work, but you also have a say in the priorities and policies we set.

By registering, you have joined a community of more than 7 million members, supporters and activists around the world campaigning for human rights worldwide.

Fundraising is vital in grassroots organizing! Amnesty International is a grassroots membership organization and our work is funded by donations from groups and members. Student groups are asked to pay an annual \$50 assessment fee that helps to cover the costs of materials that your group will receive. Membership dues and group assessment fees support effective rapid responses to human rights crises, and help to develop the research and tools that have long made our movement a global leader for human rights.

GROWING YOUR GROUP

Think about an experience when you joined something for the first time. Why did you attend that first meeting, event, or rally? Chances are likely that someone invited you. While flyers, posters, social media, and announcements are all great tools for promoting your group, the best way to get people to come to something and commit is to ask them face-to-face. Here are some tips for recruiting people to join your group:

The Four C's:

1.) Connection. Take the time to get to know a person at the start of the conversation. Ask how they're doing, ask them about themselves, find out what motivates them and let them know how you got involved and what motivates you.

2.) Context. Share what motivates you. Tell a bit of your own story in a way that gives context to the issues you're working on.

3.) Commitment. Pay attention to what you think they are prepared to do, and then just ask. What do you want them to do? If you want them to come to a meeting, ask them to come. If you think they'd make a great Student Outreach Coordinator, Treasurer or Co-Group Coordinator, ask them to commit to that.

4.) Catapult the person into action. Be ready to offer a concrete step they can take to get involved. Remember to listen for their answer and for their commitment, and have a plan for following up!

NOTE: While face-to-face interactions are the best way to create a core group of human rights activists, also consider posting to campus listserves, and leaving fliers at campus news boards, the student center, and other centers on campus that draw students who may be interested in joining. You can also make announcements in your classes asking your peers to join your Amnesty International USA group.

STORYTELLING AS AN ACT OF LEADERSHIP

Leadership means taking responsibility for enabling others to achieve purpose in the face of uncertainty. Storytelling is an act of leadership. When we tell stories about the choices we've made, we invite others into a relationship, into a community, and motivate them to take action.

Every good story of change has an urgent challenge, a strategic choice, and a hopeful outcome. Good stories also include details and emotions that paint a picture that conveys the values you live by.

Advocacy storytelling moves an audience to action. The storyteller turns things over to her/his audience.

Craft your story with your SAC

- *When did you decide to be a leader within the Amnesty International movement? Where were you? What happened? Who were you with?*
- *Why are you inspired to fight for human rights?*
- *Where did those values come from? What challenges have you faced, and what choices have you made as a result of your values and your passion for human rights?*
- *How will the world be different if more people take action?*
- *What are the solutions?*
- *What action(s) should others take to make positive change?*



Photo Credit: David Rendell

DEVELOP LEADERSHIP FROM THE START

When a person makes a commitment to come to a meeting or an event, look for meaningful ways to involve them. If you want 20 people to come to your next meeting, ask each person who commits to coming to also recruit a family member, friend, or co-worker. If you want 50 people to come to your event, ask each person who commits to coming to be involved in the event in some way. If people feel a sense of ownership of the group, they are more likely to stay involved for the long haul.

FIND AND DEVELOP LEADERS FROM WITHIN YOUR GROUP

Once you have a core group of members, it is time to start creating the leadership structure.

Group Coordinators are responsible for organizing, leading, and maintaining the group. They can be the person who started the group. They may have been voted into the role by their peers. They may be taking over the role from a previous group coordinator.

The Group Coordinator has many roles and responsibilities, but those may be different for every group. Typically, however, all **Group Coordinators** have the job of identifying and developing other leaders in the group as well as developing the structure of the group. This could be as simple as identifying members who come

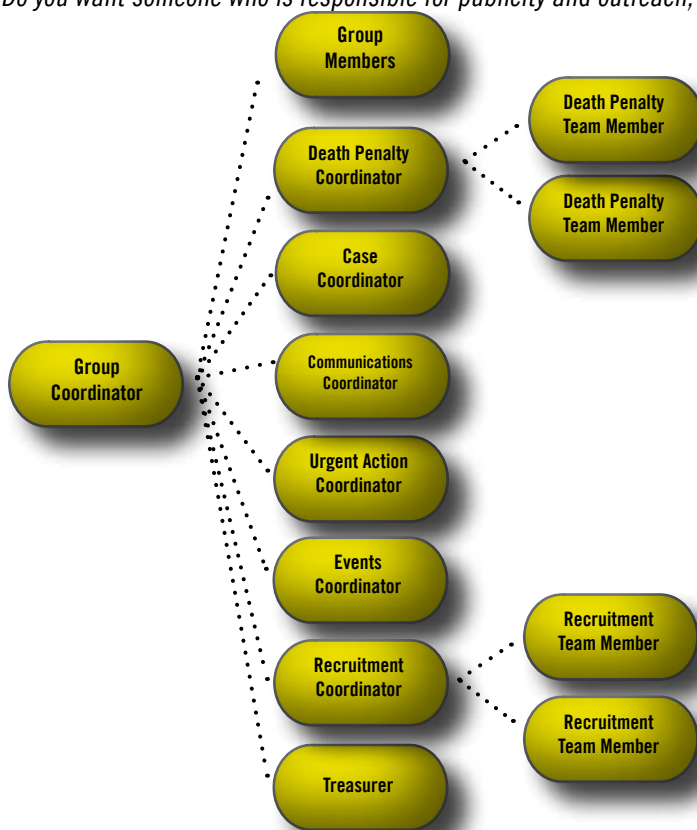
to every meeting, participate, and seem genuinely passionate about human rights. It could also mean dividing up the group into committees and seeing which leaders arise from those. Working with passionate group members and rising leaders to develop their leadership skills and capacity is one of the cardinal responsibilities of the Group Coordinator.

Creating the Leadership Structure

Once you have a core group of members, it is time to decide which leadership positions make the most sense for the kind of work your group would like to do. Some groups have specific human rights issues they want to work on; so they structure their leadership positions accordingly. Other groups want to work on many issues, campaigns, and events; so they build in positions like, events coordinator, or case coordinators. Additionally, many groups have Co-Coordinators, like Vice Presidents, to co-lead the group; this optimum structure can be very helpful, especially with larger groups. Work with your Student Activist Coordinator and this guide to figure out the best structure.

Below is an optimum group structure that outlines a leadership role for each of AIUSA's main campaigning arms. Your group may not have enough members for each of the positions outlined below, and that's okay. Some groups may have multiple Events Coordinators, for example, depending on the size of the group and the events they organize.

Do you need a Co-Coordinator? Do you want someone who is responsible for publicity and outreach, or someone who is responsible for your group's money?



Group Meeting Facilitation Guidelines

- 1. Variety Keeps People Awake:** Use go-rounds to get more people talking; brainstorm in a large group; or split folks into small groups and have them report back to the big group after. Bottom-line: change it up.
- 2. The Agreements Have Your Back:** Keep your agreements up on the wall so that if (for example) someone is speaking an awful lot, you can refer to the “step up step back” agreement and get more voices heard.
- 3. Summarize and Keep Movin’ (Re-cap to Advance):** If you hear people saying the same thing in different ways, or you feel like you can reconcile two thoughts, try something like, “what I’m hearing people say is XX. Does that seem right?”
- 4. Let’s Take This Outside:** Try to recognize when a particular conversation could happen in a smaller group and/or at different time. For example, if logistics of an event are being discussed, but only two people in the group are planning the event, or, if it’s something long and complicated, but there are more pressing things to deal with at this meeting.
- 5. Brilliant Ideas:** If things aren’t moving forward or an idea is confusing, sometimes the secret is asking a small group to come up with a proposal to bring to the group. Usually this would happen before the next meeting, but it could happen during the meeting if time were tight.
- 6. End on a Sweet Note:** Summarize key decisions and next steps, thank everyone, ask for a facilitator (rotating facilitators!) and note taker (rotating note takers!) for the next meeting, etc.

Guidelines for Respectful Participation

- 1. Be aware of time:** Time is limited and there are other sessions and commitments people have to honor. Being on time and respecting the flow of the agenda is one way to respect your fellow participants and facilitators. This will help everyone get their needs met.
- 2. Step up, step back:** If you speak a lot, try to limit your comments and create space for others to speak. If you don’t speak much, encourage yourself to speak. Everyone has something important to contribute. This will help ensure people don’t dominate the space or feel silenced.
- 3. Respect that we all have knowledge & ignorance:** Even the most seasoned Amnesty volunteer has some thing new to learn. Be patient with your own and others’ learning processes.
- 4. Avoid jargon:** Heavily academic terms or Amnesty acronyms and abbreviations are not always understood by everyone in the room. Avoiding jargon can foster a more inclusive environment where everyone understands what is being said and doesn’t feel intimidated to participate. If you don’t understand something someone said, or you hear lots of jargon (that you may understand), don’t be afraid to raise your hand or use humor to stop the jargon flow and have the word(s) broken down.
- 5. Use “I” statements:** Speak from your own experience. Don’t assume your experience is universal or that you know how others feel and think. Take responsibility for your own thoughts and comments.
- 6. Assume best intentions and take responsibility for impact:** Assume that everyone is operating from a place of good intent. We have all chosen to be human rights activists. Nevertheless, each of us is responsible for the impact we have on others and on our individual processes. We may not intend to offend, but if someone expresses that they have been offended or hurt, then we have a responsibility to listen to that comment, sit with it and acknowledge you have heard it without defending, justifying or excusing your actions. After all, the way a person feels, is the way a person feels – it’s not a point of debate.

As much as we fight against the “ism’s” in our human rights work, they are a part of the society in which we are immersed and can sometimes play out even among people of good will. Be aware of your impact on others and be willing to learn about it. Recognize that if someone feels offended they may not feel ready or obligated to explain why, but there are usually others in the room who will be willing to examine the situation with you. This tool provides a way to address an uncomfortable social situation if you have been offended. For example, you might say, “I’m sure you didn’t mean to offend when you said “x”, but it landed on me in a negative way”. It can also be a good tool if you were the offender: “I didn’t mean to offend you when I said “x” and I’m sorry I offended you.”

- 7. Use the “ouch”:** You can say “ouch” to note prejudicial or discriminatory words or actions made by an individual or group of people so that they can be addressed. The “ouch” is not a mechanism for general disagreement or points of clarification but rather a process that engages, and when grounded in respect and trust, aids in overcoming and working through the intentional or unintentional hurtful statement or behavior.

8. One Diva, One Mic (Practice Active Listening): One person to speak at a time in order to allow for real active listening (i.e not talking over each other or simply waiting to jump in).

9. Stick with the process: Actively listen. Allow room for disagreement. Lean into the “growing edge” - sometimes moments of conflict or discomfort provide important opportunities for learning. Stay engaged.

Meeting Setup

Pre Meeting

Strong meetings are the product of the **three C's: concise, comprehensive and careful preparation.** The components below will assist you in preparing for a meeting:

- 1. Identify and bring materials:** handouts, minutes from last mtg, as well as resources that may be useful for this meeting like flip chart, tape, markers, etc.
- 2. Set the Date & Time:** It is important to set times and dates that work for most of the participants. Try to keep standard dates/times. However, in cases where this is not possible, identify dates/times in advance or at the end of every meeting. We recommend that you not hold meetings beyond 1 hour and 30 minutes if possible.
- 3. Agenda:** Get input and AGREEMENT on GOALS of the meeting and agenda IN ADVANCE of each meeting, and determine how long each agenda item will take. Circulate the agenda before meeting to participants once completed as well as relevant materials for preparation.
- 4. People:** Remind members that need to be there to be there!
- 5. Delegate:** Have members prep and present different agenda items so more folks are involved, engaged and accountable.
- 6. Space:** Find a good meeting space (pay attention to temperature, chairs, noise, bathrooms, windows) and create the space. What does this mean? How participants are positioned in a room can affect the level of participation and engagement. Think about how the room is set





Photo Credit: David Rendell

During the Meeting

So now you're thoroughly prepared for holding a meeting. What are some ways we can make it go as smoothly as possible?

1. Welcome/Open
2. Introduce new participants
3. Go over the Agenda
4. Identify roles: Facilitator (if new), note taker, time keeper. Other optional roles are stack-keeper, etc.
5. Ground Roles/Agreements: If the group does not have ground rules collectively agree on or identify ground rules/agreements that will allow and promote productive meetings (ex. be present, respect others, don't judge, step up, step back, take care of your needs (bathroom etc), silence cell phones, listen, no acronyms/jargon).
6. Be sure to start and end on time.
7. Schedule short breaks during the meeting. Even a quick stretch can lighten the mood and make everyone more productive and civil.
8. Stick to the agenda and try to keep to time, but recognize the need to be flexible and transparent when it is necessary such as when there is a need to change the agenda. Ask for the group's consent if you are about to go over time.
9. Use appropriate facilitation tools to get the most out of the voices in the room. Use a go-around, small breakout groups to generate lots of ideas quickly, or basic popcorn discussion to start things off.
10. Ask everyone to use hand signals to indicate agreement (fingers snapping), confusion (arms out, bent, hands outstretched) etc.
11. Try to keep the conversation flowing and summarize fairly often. Elicit responses from each member when addressing a key topic. Consensus does not mean that each person gets to say the same thing five times. If members state the same thing in different ways, try to summarize and move forward. Ex: "So what I'm hearing people say is that we're not quite prepared to rally outside the president's office but that there is interest in putting increased pressure on him within the next week. Do members have other ideas for a more strategic next step?"
12. Utilize the meeting roles. They're there to help the meeting go more smoothly but they only work if people understand what they're suppose to do and others help reinforce them.

Closing the Meeting

1. Spend a few short minutes recapping your plan of action at the end of the meeting. Did you meet your goals?
2. What are the next steps? Who's doing what? Answer these questions quickly and remind everyone to read the meeting minutes
3. Assign roles for next time and schedule the next meeting.
4. Always leave on a positive note.

Planning your Year

3 STEPS TO CREATIVE BRAINSTORMING

- 1.) Set a timer. Begin the brainstorming session in an uninterrupted block to maximize your creative flow.
- 2.) Write down any and all ideas that come to mind. Continue writing all ideas until the designated time runs out.
- 3.) Share and map out. Build onto your ideas and expand them with resources available and practicality to make sure it will be effective, on message, and aligned.

KEY DATES

Skillshare Webinars/ Online Trainings: Every month AIUSA staff and member leaders host webinars and Google Hangouts, and calls to share information about human rights issues and the skills needed to organize and mobilize your community into action. Lookout for emails notifying members of topics and dates for the webinars. Check in with your Student Activist Coordinator or Field Organizer to learn about upcoming trainings and if there are Google Hangouts or upcoming calls.

CONFERENCES:

Annual General Meeting

April 2016 - Miami, Florida

Human Rights Leaders Institute

August 2016

2016 Regional Conferences:

Southern Regional Conference - October, 2016

Midwestern Regional Conference - October, 2016

Northeastern Regional Conference - November, 2016

Mid-Atlantic Regional Conference - November, 2016

Western Regional Conference - November, 2016

CAMPAIGN CALENDARS

Individuals at Risk Program at AIUSA

1. First week of January: Finish Write for Rights report backs using our online form
2. First week of March: Spring Case Commitment Recruitment Drive
3. June 26: International Day in Support of Victims of Torture
4. First week of September: Fall Urgent Action Network Recruitment Drive
5. First two weeks of December: Write for Rights!

Identity and Discrimination Program at AIUSA

16 Days of Activism Against Gender-Based Violence – November 25-December 10

Ireland (Decriminalize Abortion):

- January 1st -- 2nd anniversary of the enactment of the Protection of Life During Pregnancy Act: Social media push
- End of the Fall semester: Ireland petition closes January 18th – big push for signature gathering/hosting events before January

Burkina Faso (breaking barriers to contraception):

- Continue to collect signatures for the petition. Petition closes March 8th (which is also International Women's Day and the launch of Amnesty's report on Burkina Faso)

Burkina Faso (Child Marriage Case):

- Dec 4 – 18th -Write 4 Rights Case (ongoing)

El Salvador (Abortion Ban):

- Continue to push the solidarity action with women imprisoned in El Salvador

United States (Human Rights Education):

- Continue to engage in human rights education (HRE) activities with groups and community members/conduct HRE trainings

Tunisia (Protect Survivors of Sexual Violence):

- Actions taking place throughout 2016

GLOBAL EVENTS:

These dates can be useful in planning actions and events throughout the year. For example, for the Anniversary of Troy Davis' Execution (September 21), you can organize teach-ins, tweet-a-thons, and other events to educate your student body about the death penalty.

January

- 11th: Anniversary of the arrival of detainees at Guantanamo
- 17th: Anniversary of the resumption of executions in the USA
- 22nd: Anniversary of President Obama's missed deadline for closing the Guantanamo Bay detention facility

February

- 6th: International Day of Zero Tolerance of Female Genital Mutilation
- 21st: International Day for the Elimination of Racial Discrimination

March

- 8th: International Women's Day
- 22nd: World Water Day

April

- 7th: World Health Day
- 13th: Day of Silence (LGBT Bullying and Harassment)
- 22nd: Earth Day

May

- 3rd: World Press Freedom Day
- 5th: Atenco Anniversary (Twenty six women were sexually assaulted during police operations in Mexico)
- 8th: Mother's Day
- 17th: International Day Against Homophobia, Transphobia, & Biphobia
- 28th: Anniversary of the Founding of Amnesty International
- 28th: International Day of Action for Women's Health

June

- 4th: Tiananmen Square Anniversary (Hundreds killed or injured in crackdown on protests in China)
- 5th: World Environment Day
- 20th: World Refugee Day
- 23rd: International Widow's Day

- 26th: International Day in Support of Victims of Torture
- 29th: Anniversary of Georgia v. Furman death penalty decision
- Pride Month

July

- 17th: International Justice Day

August

- 9th: Day of the World's Indigenous People
- 23rd: 9 Year Anniversary of Hurricane Katrina
- 26th: Women's Equality Day

September

- 8th: International Literacy Day
- 13th: Anniversary of the Declaration of the Rights of Indigenous People
- 21st: International Day of Peace; Anniversary of Troy Davis' Execution

October

- 1st: World Habitat Day**
- 8th: Indigenous People's Day
- 10th: World Day against Death Penalty
- 11th: National Coming Out Day; International Day of the Girl
- 16th: World Food Day
- 17th: Day for the Eradication of Poverty
- 24th: United Nations Day

November

- 19th: World Toilet Day
- 20th: Trans Day of Remembrance
- 25th: International Day for the Elimination of Violence Against Women
- 29th: International Women's Human Rights Defenders' Day

December

- 1st: World AIDS Day
- 7th: Anniversary of the first lethal injection (Texas, 1982)
- 10th: International Human Rights Day
- 18th: International Migrants Day

V. Maintaining Your Group: Recruitment, Retention, and Fundraising

How to Recruit New Members

Promoting your group is an important ongoing process. Reaching out lets everyone know that AIUSA is at work in the community and serves as an invitation to collaborate in the fight for human rights.

Here are a few suggestions:

1. Increase Visibility

- o Be visible on your campus or in your community. The more active you are, the more people will want to work with you.
- o Tabling and hosting events are great promotional tools.
- o Increase visibility when you publicize events and activities by using social media, flyers and emails, and by placing ads in your local or school newspaper. TIP: hosting your meeting in a public, visible space is a great way to attract new interest!

2. Make One-on-One Contact

- o Use a sign-in sheet whenever you host an event or work a table.
- o Be sure to follow up within one week with each person who attended or expressed interest.
- o Encourage participation in your next event, track their interests and skills, and ask them take on projects or events.

3. Hold an Informational Meeting

- o Plan an introductory agenda about human rights and Amnesty International, and advertise the meeting in your community or on your campus.
- o Remember that hungry people don't pay as much attention—so offer snacks, coffee and sodas!

TIP: Check out the Sample Plan of Action for Recruiting New Members in the Appendices



GROUP STRENGTH

So your group is up and running, but you want to do more! There are many ways to strengthen your group while developing your passions and skills as a human rights leader. Below are a list of roles you and others in your group can step up to.

- 1. Designate an Urgent Action Coordinator or Death Penalty Coordinator for your group.** This person will work with AIUSA campaign staff to ensure your group is on top of the latest urgent action cases released by Amnesty as they pop up. You can designate these roles online using the Activist Resource Community (ARC), or by reaching out to your Field Organizer .
- 2. Attend an Amnesty Conference.** Regional Conferences (held every Fall) and Annual General Meetings (held every Spring), are great opportunities to learn from human rights leaders, gain knowledge and learn skills, and connect with other activists.
- 3. Become a Student Activist Coordinator (SAC):** SACs are passionate AIUSA member leaders, like you, who want to work with other groups in your region to coordinate local human rights activism. Talk to your Student Activist Coordinator or Field Organizer about becoming an SAC. Amnesty will train you in the skills you need to become a dynamic community organizer for social change.
- 4. Become a Legislative Coordinator:** These volunteer member leaders are trained by AIUSA to engage members of the U.S. government stand up for human rights. They coordinate and lead AIUSA members and groups in their state to lobby members of congress and other key officials on a local, state and national level! Connect with your Student Activist Coordinator or Field Organizer if you or a group member is interested in applying for this role.
- 5. Become a County/Thematic Specialist --** These volunteer leaders server as country or issue experts. They work with and advise AIUSA staff and members on developing strategies to bring about positive change in human rights situations in the target country or issue. Connect with your Field Organizer if you or a group member is interested in applying for this role.

FUNDRAISING MADE EASY

There are infinite ways to raise funds, especially when it's for a good cause. Before putting together a dinner, concert, or any fundraising event, always consider costs and revenue. The most important part of fundraising is to limit costs, maximize profit and work within your budget.

Fundraising Is Human Rights Work

Yes, you are raising the money to finance your group's activities at the local level. You are part of the world's largest, most respected and effective grassroots human rights movement.

FUNDRAISING IDEAS

- 1. Grants:** There are many grants that support human rights causes and events. Amnesty has a Special Initiatives Fund, which is a grant AIUSA groups can apply for.

Many student groups are able to secure funding by contacting different departments of their schools such as political science, sociology and area studies to cover the travel or lodging costs of speakers. Reaching out to your student governments as well as other student organizations that have similar interests can also be a beneficial way to break down event costs.

- 2. In kind donations:** While organizing an event or a road trip to a conference, many of the costs associated can be subsidized. Many businesses have a fund set aside for donation requests. An example could be to contact local coffee stores to donate coffee for an open mic night.
- 3. Table sales:** Baked goods, morning coffee, Amnesty buttons and T-shirts sales at events like community or school fairs are simple and effective projects.
- 4. Fundraising event:** Plan an event with ticket sales or some kind of donation as admission.

5. Sell Merchandise: Selling T-shirts, pins, and posters requires initial funds to purchase the products. Your group can order merchandise through Shop Amnesty or you can **design your own products. Always use fair trade ethical companies and materials.**

DID YOU KNOW?

Amnesty International receives almost all its funding from its members. **That's you!** All Amnesty groups are asked to make contributions to AIUSA to help cover the cost of training, resource materials and other support you receive throughout the year, including tabling materials and travel subsidies to Regional Conferences, and the AGM. **In short, the money comes right back to you.**

KNOW YOUR NEEDS

Before starting your fundraising efforts, it is important to set up goals. This will help in planning out your budget. Basic categories of group expenses include but are not limited to:

- Annual Group Fee: annual contribution of \$50
- Membership fee: annual contribution of \$15 per person (students)
- Publicity: flyers, banner, newsletter printing
- Postage: for petitions and newsletters
- Meeting costs: snack, agenda prints, A/V, rental
- Travel: events and conferences
- General supplies: Stationary and office supplies
- Speakers: travel, lodging, meals.

PLAN, PLAN, PLAN! When creating a fundraising plan, keep in mind the following tips:

- 1. Fun:** Fundraising activities should be fun for the donors and for the members who have put it together.
- 2. Simplicity:** Keep it simple. The more bells and whistles you add to the plan, the more things can go wrong.
- 3. Potential Hazards:** Beware of fundraising that requires large up-front investment, includes a high-risk of losing money
- 4. Involvement:** Involve members and others in a positive way, without drawing time and resources from other necessary work.
- 5. Donor Appreciation:** Make donors feel good about giving. Thank them and, when appropriate, do so publicly.
- 6. Other Events:** Add fundraising to what your group is already doing. Consider how you can add a fundraising element to already planned actions and activities.
- 7. Celebration:** Celebrate victories and achievements. Reward friends, allies, and hard-working group members.

INSIDER TIPS

Always include a fundraising aspect to any event you're holding. If you're hosting a movie night, have a simple concession stand. Always have an attended donation jar at your events.



Have a group brainstorming session. Encourage new and creative ideas.

- 1. Utilize your group's talent!** Is a member talented at painting henna tattoos? A chef when it comes to making sweets from another region of the world? These kinds of talents could be the start of a great and profitable event!
- 2. Consider partnering up with another organization.** It will mean splitting profits, but you'll also be splitting costs. However always check if their views and actions are in line with Amnesty's core values and policies.
- 3. Always tie your event back to Amnesty.** Making it clear that you are raising money for a good cause can also help you get discounts.
- 4. Be creative and resourceful.** Look for free venues and see if you can use any of the resources Amnesty has made available to you. Always keep your eyes open for places where costs could be reduced and profits made.
- 5. Invite everyone on your mailing lists!** Publicize widely to get maximum attendance!
- 6. Take photos! And then share them with us at youth@aiusa.org or on our Facebook page!**

"START UP" COSTS

By ordering in **bulk**, your group can save money on the cost per item, but it is difficult to come up with the money for this up front. Assess the number of potential buyers and **allow members to pre-order** items such as T-shirts and **pay in advance**.

Consider **all possible sources for funding**. A group member might front the money or student groups may be able to receive **funds from their student association**.



Photo Credit: David Rendell

TIPS ON STAYING IN TOUCH WITH YOUR SAC & FO

Have you connected with your Field Organizer (FO) and Student Activist Coordinator (SAC)?

They are AIUSA staff (FO) and volunteer member leaders (SAC) whose job is to ensure that you and your group are achieving success in your human rights organizing and campaigning. They can provide you with resources and tools, tips and advice, and hugs, as you organize your community towards human rights victories.

1. Set up clear communication from the get-go & update as needed.
2. Talk about best way to communicate: Is it through phone calls, Facebook, texts or email, or regular visits & meetups?
3. Get to know each other face to face!
4. If you're near a regional office, ask to be included on invites to local actions and events!
5. If you're at the Regional Conference or Annual General Meeting (AGM), be sure to say hello to your Field Organizer or Student Activist Coordinator - they'll definitely be there and would love to see you! Ask about connecting with other student and local groups in your area who may also be there.
6. Juggling a lot? Delegate a group member (or members!) to be the point of contact with your Student Activist Coordinator or Field Organizer.



Photo Credit: Eli Bartz

TIPS ON TIME MANAGEMENT

Being a student group leader is a huge commitment. Sometimes, things get overwhelming. You have a group meeting, an event coming up in addition to your family or full-time job.

Ensuring that you maintain a healthy balance is crucial to your group's success, and ultimately, the impact you have in your community and on human rights victories here at home and around the globe.

- **Delegate.** Are there tasks and projects you can hand off to other members in the group?
- **Plan ahead.** Our schedules sneak up on us sometimes -- be realistic when planning events and actions.
- **Partner** with other groups in your community with similar interests, and collaborate on event planning! Share the workload.
- **If you can't make it - don't stress it!** Are there other folks you can mentor and coach towards doing the events you'd like to do?

VI. Human Rights Framing & Messaging

Our Communication:

1. Our tone is straightforward. We keep sentences and paragraphs short. We're as brief as we can be, without over-simplifying. We avoid jargon. We make our main points really stand out. Less is more.
2. Members should acknowledge communications from other members or staff (whether phone, email, or correspondence) promptly, wherever practicable within 72 hours or less.
3. If a deadline is defined in the message, please respond by that deadline or specify when you will be able to address the inquiry.
4. If a member will be unavailable, he or she should inform key contacts who rely on her/his availability to carry out AIUSA work (e.g., by posting an "away" message on email and voicemail).
5. Our content is reasoned, logical, fact-based. We make a case and show the evidence. We use numerical data, and quotations from participants. We are never sensationalist. Let the facts speak.
6. We have a point of view, which is never strident, but which is often outraged and sometimes hopeful. We write in order to make things happen. It's urgent.
7. Our tone of voice is readable (or people will ignore it), authoritative (or people will dismiss it), and impassioned (or people won't act on it).



INTERRELATED PRINCIPLES UNDERPIN AMNESTY INTERNATIONAL'S WORK:

EFFECTIVE ACTION FOR THE INDIVIDUAL

GLOBAL COVERAGE

UNIVERSALITY AND INDIVISIBILITY

IMPARTIALITY AND INDEPENDENCE

DEMOCRACY AND MUTUAL RESPECT

INTERNATIONAL SOLIDARITY

THE PROTECTION OF HUMAN RIGHTS IS BOTH AN INTERNATIONAL AND A NATIONAL RESPONSIBILITY: WE COME FROM MANY CULTURES AND BACKGROUNDS, BUT WE WORK IN SOLIDARITY WITH EACH OTHER, WITH THOSE FACING HUMAN RIGHTS ABUSES, AND WITH THE WORLDWIDE HUMAN RIGHTS MOVEMENT. EACH OF US HAS A ROLE TO PLAY IN PROTECTING HUMAN RIGHTS.

WHAT IS "ONE AMNESTY"?

WE DRAW OUR PRIORITIES FROM MOVEMENT PRIORITIES.

OUR WORK PLAN IS DESIGNED TO HELP DELIVER MOVEMENT-WIDE GOALS.

WE RAISE AND CONTRIBUTE FUNDS TO SUPPORT GLOBAL OPERATIONS.

WHAT DOES INTERNATIONAL SOLIDARITY MEAN FOR HOW WE DO OUR WORK?

ALTHOUGH BASED IN THE US, WE REPRESENT THE GLOBAL AI MOVEMENT AT ALL TIMES.

WE BALANCE WORK ON ABUSES IN THE US WITH ABUSES GLOBALLY.

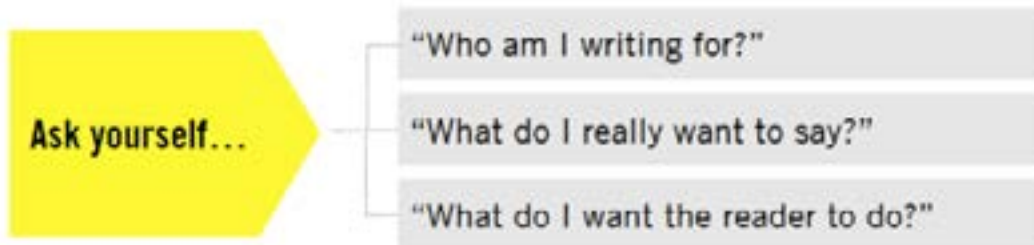
WE CONSIDER HOW OUR ACTIONS AS AIUSA MIGHT IMPACT AI'S WORK GLOBALLY.

Manifesto for World Change: By inspiring people to take injustice personally and by mobilizing the humanity in everyone, together we bring the world closer to human rights enjoyed by us all.

How to use the spectrum

“How we speak” is not channel specific. However, generally speaking, some channels such as Facebook and various campaign materials tend towards the left of the spectrum. Others, such as research reports and advocacy materials, tend towards the right of the spectrum.

How you choose to approach your communication depends on your audience and what you are trying to achieve.



A note of reassurance... Accuracy, impartiality and integrity underpin everything we say and do.

PERSONAL and SOCIABLE

Speak to people as your peers. Don't position Amnesty as a distant voice of authority. Seek people's opinions, find out what they know and feel as well as expressing our own views and insights.



Keep your text short and chatty. Take the opportunity to have fun with words.

The reader should feel

You have grabbed my attention. I want to know more.

LESS

Amnesty has launched a new campaign to protect your privacy.



COMPOSED and FORMAL

Speak without emotion and stick to the facts.



Be rational. Avoid overstatement and sensationalism.

The reader should feel

I have the facts and the reliable information I need.

LESS

In a terrible start to the year, Parliament passed a law that was catastrophic for the rights of transgender people.

MORE

In January, Parliament passed the Gender Act. A discriminatory law that would make gender reassignment surgery mandatory for people wishing to change their legal gender.

You might use Composed and Formal for: **Annual Report** | **Advocacy materials**

AUTHORITATIVE and INCISIVE

Speak with confidence and demonstrate expert knowledge. Say exactly what you mean and say it clearly.



Make bold statements. Avoid colloquial phrases and qualifiers such as, "It's likely that...". Writing with authority does not mean using lots of jargon, it means using the appropriate language for your audience.

The reader should feel

I have an invaluable insight into how people are affected. I know what action needs to be taken.

LESS

At least four children have allegedly been killed when a rocket hit their school. The rocket was reportedly fired by opposition forces who may have been aiming at a nearby military target.

MORE

Amnesty has received reports that opposition forces fired a rocket that hit a school, killing four children.

You might use Authoritative and Incisive for: **Research reports** | **Funder applications**

INCLUSIVE and OPTIMISTIC

Speak as a real person not a faceless organization and you are more likely to engage and inspire your reader.



Emphasize how the reader is part of the solution. Make them feel valued.

The reader should feel

Amnesty gets things done. Together we can make change happen.

LESS

Amnesty International is calling on EU governments to resettle Syrian refugees.



LESS

Work with Amnesty International to help improve people's lives through campaigning and international solidarity.



INSTRUCTIONAL and DIRECT

Be plain-spoken and cut to the chase. Only include information that is absolutely necessary to get your message across.



Give one clear action - do not ask the reader to do multiple things at the same time. Begin with a verb ("Write", "Take", "Follow").

The reader should feel

I understand and know what to do.

LESS

Learn about the justice system in the Philippines.



You might use Instructional and Direct for: **Human Rights Education toolkits** | **Online actions**

Social Media Best Practices for Engaging Supporters Online

Good content should be:

- 1. Relevant.** Post content that is relevant to the news and what is going on in the world to bring in new audiences.
- 2. Useful.** Many people use social media as their primary news source. Be sure to provide useful content that your audience can learn from and use.
- 3. Interesting.** Grab the attention of your audience by posting interesting content that is likely to be shared with their networks.
- 4. Easy to share.** Consider how easy your message is to share or “like” on Facebook or “retweet” on Twitter.
- 5. Action-Oriented.** You can use social media to help build awareness and direct audiences to take action. Social media messages should have a call to action, urging people to take the next step.
 - Use calls to action like “Please help,” “Please retweet,” “Spread,” “Join,” and “Learn.”
 - Use more verbs and adverbs and less nouns and adjectives to maximize engagement.
 - Include links to Web content that offer an easy way to take action.
 - Link to AIUSA website as often as possible to ensure we’re moving supporters from Facebook/Twitter to our website.
- 6. Creative.** Original photos, videos, and articles that you took the time to create will grab more attention (in fact, on Facebook, original content like photos and videos are much more likely to show up in user news feeds) and be shared more often than content from another source.
- 7. Efficient.** Use tools like Tweetdeck and Hootsuite to schedule your posts ahead of time so you never miss an opportunity to engage your audience.



Engagement

1. Remember to respond to user mentions, questions, and commentary.
2. Respond to positive feedback. Thank your community for sharing your content or taking action. Invite members to share their stories and work.
3. If you receive negative responses, respond to ones that you can try to resolve or engage with. Provide additional information and engage in a respectful and levelheaded conversation. Delete offensive content and block users who continue to harass or spam the account.
4. Report back. If you ask your supporters to sign a petition, show them who you’re delivering the petition to and what kind of impact it will have. If you ask your supporters to volunteer at a phone bank, report what kind of impact phone banks are having in your campaign.
5. To ensure that our content spreads far and wide, create an online street team – people who commit to regularly sharing your content on their walls to retweeting you.

Anatomy of a Facebook Post

1. Keep it short < 250 characters.
2. Be visual: images > words.
3. Post regularly.
4. Be relevant and timely.
5. Check the data. [CLICK HERE](#) to view your Facebook performance data.
6. Make an ask.
7. Remember: There's a person on the other end.
8. Trim your link share images to 560x293 or 200x200 so nothing gets cropped.

Avoid this



560x293 fits in this box



Anatomy of a Tweet

1. Must be 140 characters or less.
2. 100-120 characters is the ideal length to maximize engagement.
3. Use a shortened URL.
4. The “#” symbol turns a word into a link to all tweets with that tag.
5. Check the data. [CLICK HERE](#) to view your Twitter performance data.
6. Tweet photos and original blog content.
7. Add another hashtag to include your cause in other discussions.
8. Remember: There's a person on the other end.

A Manifesto for World Change

By inspiring people to take injustice personally and by mobilizing the humanity in everyone, together we bring the world closer to human rights enjoyed by us all.

Our values underpin everything we do and are reflected in everything we say. Whether it's written, spoken or visual, if it doesn't express these values, it's just not us.

SOCIAL MEDIA LOWDOWN

Social media are important online tools you can use to interact and share information online—and using social media can help your group spread the Amnesty word, recruit new members, get the latest news and promote actions in a creative way. Here are just a few of the tools you can use:

FACEBOOK

You can create a group or page for your group and use it to connect with members, publicize events and share news and pictures. Now that the whole world is on Facebook it's an indispensable group tool. Creating events on Facebook using your group's Amnesty account rather than your personal account also makes them more legitimate and official.

Check out AIUSA on Facebook here and become a fan.

facebook.com/amnestyusa

facebook.com/AIUSAYouth

TWITTER

Twitter is a service that allows people to communicate and stay connected through the exchange of 140-character, frequent messages. You can use Twitter as a news source, a way to share information and a recruitment tool!

Follow Amnesty and AIUSA Youth on Twitter today...

twitter.com/amnesty

twitter.com/AIUSAYouth

BLOGS

At its simplest, a blog is a website where you write your thoughts on a regular basis. It is a great way for members of your group to express their opinions about human rights issues, and to describe your activities in more depth.

Starting a blog is pretty easy; take a look at ours...

blog.amnesty.org

amnestyusa.tumblr.com

aiusayouth.tumblr.com

pinterest.com/amnestyusa

YOUTUBE

Youtube is a simple and great way to share videos of events or specific issue information among members and your wider networks!

Check out our Youtube channels for more videos and resources!

youtube.com/amnestyusa

youtube.com/user/AIUSAYouth

OTHER

foursquare.com/amnesty

Google + Amnesty International USA

linkedin.com/company/amnesty-international

PHOTO SHARING

Some important Amnesty sites for photo sharing...

FLICKR -www.flickr.com/photos/amnestyinternational_usa/

PICASA www.bit.ly/NFmnXh

GET CONNECTED

Online Resources

The Amnesty International USA website is updated daily with the latest news, events, actions and campaign information.

www.amnestyusa.org

- Find events: Learn about nationwide AIUSA events and to post your own events at www.amnestyusa.org/events
- Take action online and sign up for the Human Rights Action Center at www.amnestyusa.org/act
- Activist Resource Community (ARC) - Get a password for the members-only area, where you can find internal documents: http://arc.amnestyusa.org/li/in/soc_rme=2&redir=p%2Fus%2Fin
- Amnesty International Secretariat contains additional news releases, full-text versions of all external reports since 1994, worldwide campaign information and more. www.amnesty.org

Find a Local/Student Group:

<http://www.amnestyusa.org/get-involved/lead-in-your-community/local-groups/find-a-group>

- Twitter: <http://www.twitter.com/amnesty>
- Facebook: <http://www.facebook.com/AmnestyUSA>
- Instagram: <http://instagram.com/AmnestyUSA>
- YouTube: <http://youtube.com.com/amnestyusa>
- Spotify: <https://open.spotify.com/user/aiusa>
- Tumblr: <http://amnestyusa.tumblr.com/>
- Pinterest: <http://pinterest.com/amnestyusa>

Amnesty International USA social media accounts:

Southern Region Facebook:
<https://www.facebook.com/amnestysouth/>

Northeast Region Facebook:
<https://www.facebook.com/events/1632062573726716/>

Northeast Region Twitter:
https://twitter.com/aiusa_ne

Midwest Region Facebook
<https://www.facebook.com/amnestychicago/>

Midwest Region Twitter
<https://twitter.com/amnestymwro>

Midwest Region Instagram:
<https://instagram.com/amnestymwro/>

Midwest Region Tumblr:
<http://amnestymidwest.tumblr.com/>

Western Region Twitter
https://twitter.com/AmnestyWest?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

Western Region Facebook
<https://www.facebook.com/Amnesty-West-537116763092670/>

Western Region Instagram
<https://instagram.com/amnestywest/>

Mid-Atlantic Region Twitter
<https://twitter.com/aiusamaro>

Mid-Atlantic Region Facebook
<https://www.facebook.com/www.amnestyusa.org/?fref=nf>

Mid-Atlantic Region Instagram
<https://instagram.com/aiusamaro/>

VII. APPENDICES

COUNTRY & THEMATIC SPECIALISTS



Amnesty International's Country and Thematic Specialists tackle critical human rights issues around the world. When Amnesty USA takes action, it calls upon the expertise and dedication of its extensive body of volunteer experts to help develop and deliver efforts that have an impact.

What can Country and Thematic Specialists do for you?

- Provide background information on a country or theme
- Link your group with others working on the same issue
- Help strategize with you to develop specific actions on a case or issue
- Speak at your event or suggest someone who can
- Help you locate audio-visual or other materials for your meetings and activities
- Advise you on how to plan vigils or other actions
- Suggest discopora or other groups in area for collaboration

Contact a Country or Thematic Specialist:

WORLD REGIONS

AFRICA

Central_Africa_Contact@aiusa.org

East_Africa_Contact@aiusa.org

Southern_Africa_Contact@aiusa.org

West_Africa_Contact@aiusa.org

AMERICAS

Andes_Contact@aiusa.org

Caribbean_Canada_Contact@aiusa.org

Central_America_Mexico_Contact@aiusa.org

Southern_Cone_Contact@aiusa.org (includes Brazil)

ASIA

China_Contact@aiusa.org

Northeast_Asia_Contact@aiusa.org (Koreas)

South_Asia_Contact@aiusa.org

Southeast_Asia_Contact@aiusa.org

EUROPE/CENTRAL ASIA

Eurasia_Contact@aiusa.org

Europe_Contact@aiusa.org

Turkey_Contact@aiusa.org

MENA

Middle_East_Contact@aiusa.org

North_Africa_Contact@aiusa.org

THEMATIC ISSUES

Business and Human Rights:

corpaction@aiusa.org

LGBT Human Rights:

LGBT_Contact@aiusa.org

Military/Security/Police Issues:

MSP@aiusa.org

Women's Human Rights:

WHR@aiusa.org

--- *Grassroots Advocacy with Global Impact* ---

State Legislative Coordinators

Amnesty International's Legislative Coordinators engage U.S. political leaders to stand up for human rights. These volunteer leaders work with Amnesty members and advocacy staff to lobby Members of Congress and other key officials on legislation and initiatives to safeguard rights and protect people at risk.

State Legislative Coordinators advise activists in their state on advocacy tactics and issues, and build networks to win legislative successes. Their responsibilities include:

- **Know the Issues:** Keep current on Amnesty International's legislative priorities.
- **Advocate:** Maintain regular contact with Members of Congress and their staff regarding human rights issues. Provide information, and seek their support on key votes.
- **Mobilize Action:** Coordinate and inspire advocacy efforts by Amnesty activists in your state.
- **Train Advocates:** Lead workshops and other initiatives to build the lobbying skills of people in your state.
- **Spread the Word:** Help garner media and social media coverage on legislative issues.
- **Network:** Forge strategic alliances with other organizations where appropriate to help advance legislative initiatives.
- **Build Amnesty International:** Work collaboratively with Amnesty members, staff and other volunteer leaders to grow and strengthen the organization's capacity.



LCs at the U.S. Capitol

Find an LC:

To reach your Legislative Coordinator, contact us at the phone number or email below.

Can You Be an LC?

Are you interested in becoming a State Legislative Coordinator?

Candidates should be familiar with the work of Amnesty International and enthusiastic about promoting government advocacy. They should be full-time residents of their state and be able to engage and organize others. A two-year commitment for this volunteer position is requested.

Contact us for more information about openings and applications.



Member Advocacy Team
Phone: 202.509-8169
grassroots@aiusa.org

The Legislative Lobbying Process

Amnesty International USA

Preparing for the meeting:

1. **Select an issue**
2. **Schedule the meeting(s):** Contact the officials' district offices or Washington DC offices, send background material, and work with staff members and schedulers to set meeting times and locations. Be persistent!
3. **Know the issue:** Do background research using the resource packet and know your asks.
4. **Prepare meeting agendas and leave behind materials:** Send background materials to the person with whom you will be meeting.
5. **Practice the meeting(s):** Meet with your delegation to decide who will say what, practice what each person will say, and brainstorm answers to possible questions from the official or staff member.

The meeting: Remember the ABCs: Accurate, Brief, and Courteous

1. Introductions: Be memorable, human, and friendly. Introduce Amnesty International and its presence in the state or district.
2. Thank the elected official for previous positive actions
Delegation Member: _____
3. Make the ask
Delegation Member: _____
4. Give brief background on the issue
Delegation Member: _____
5. Discuss the ask
6. Arrange follow-up communications
Delegation Member: _____

The follow-up: Develop a relationship

1. Send a thank you note
2. Send responses to questions raised during the meeting: Contact your AIUSA Legislative Coordinator for help answering questions.
3. Follow-up on the issue
4. Publicly thank the official: If the elected official takes the requested action, thank him or her publicly, with a letter to the editor or via social media.
5. Do follow-up actions: Letter writing, phone calls, letters to the editor, community education sessions, vigils or social media help thank the official or urge him or her to take action.
6. Contact the office the next time the issue comes up: Provide new information and Amnesty's stance.
7. Continue to build a relationship with an elected official or staff person

Other resources

1. Your AIUSA State Legislative Coordinator: grassroots@aiusa.org
2. AIUSA Raise the Roof video: <http://www.amnestyusa.org/learntolobby>
3. Information on legislation: <http://thomas.gov>, <http://house.gov>, <http://senate.gov>

How We Can Help You Reach Other Members

If you want to send an email to member leaders or group members in your region, please follow these steps:

- 1.) Email/Call
 - a. Ed Gur, Membership Coordinator, (egur@aiusa.org, (212) 633-4272), or
 - b. Adam Cross, Member Engagement Associate, (across@aiusa.org, (212) 239-7321).
- 2.) Include the following information:
 - a. Intended audience
 - b. Draft of your email (250 words or less)
 - c. Desired date of sending communication
- 3.) Send your information a week before, at least, of your desired send date.
- 4.) We will review our calendar of emails scheduled to go out and we'll confirm whether we are able or not able to send the email.
- 5.) If we are able to schedule the email send, we will review the draft language to make sure it is in line with our core values and policies. We may suggest edits and will work with you to finalize the language.
- 6.) The email will be sent on your behalf.
- 7.) Your name and email address will appear as the sender, and recipients will be able to communicate directly with you to continue the conversation.



TRANSITIONS CHECKLIST

To have a long-lasting healthy group you need to think ahead and plan for the future. This means ensuring that when you transition from one year to the next, and one leadership to the next, you take the time to make sure information and skills are transferred.

MOST IMPORTANT TASK: Make sure your group has re-registered for the upcoming year! Without re-registering (at www.amnestyusa.org/register), you won't receive access to all the Amnesty resources for the following school year.

LEADERSHIP

- Set a date for your transitions meeting where you and your members will decide on the new leadership structure and positions for the next school year (Leave time for overlap between the outgoing and incoming committee – many groups officially hand over a month before the end of term to allow the new committee to lead the last meetings)
- Provide clear descriptions of officer positions
- Have outgoing officers identify or nominate members they believe would be strong leaders. Have officers work with these members throughout the year to develop their leadership skills.
- Publicize elections for at least one month beforehand in order to make sure that all interested candidates have time to prepare.
- Design an application form, manifesto template and ballot paper for the meeting to facilitate the decision making.
- Hold elections before the end of the school year so that new members have the time to transition into their new role and connect with previous leaders
- Invite all members to attend elections and make sure the elections are run according to the organization's constitution (secret ballots are recommended).

PASSING THE TORCH

- Have meetings between all outgoing and incoming leaders to allow them to learn their new roles and responsibilities
- Pass on all important information e.g. bank account, email and Facebook access information, AI constitution and by-laws, minutes from previous meetings, frequently referenced lists such as contacts, mailing lists, resource lists, year-end report of events and meetings with thorough evaluations, budgets and financial records from previous years, clearly defined job expectations and responsibilities, comprehensive reports on any on-going or planned future events, personal notes and advice.
- Consider planning for a team-building retreat with all outgoing and incoming leaders to set goals, discuss the direction of the chapter, and talk about leadership styles.

MOVING ON

- Have you re-registered your group with Amnesty for the new school year?
- Have you re-registered your group with your school/department for the new school year?
- Have you applied for relevant school funding and make room reservations for the new school year by the deadlines set by your school?



ACTIVIST RESOURCE COMMUNITY [ARC]

WHEN WAS THE LAST TIME YOU LOGGED ON TO ARC?

The ARC offers exclusive benefits to members to learn about human rights issues, access organizing materials, share stories and tactics, and collaborate with other members and volunteer leaders on common issues and events.

CREATE AN ACCOUNT

Once your membership is verified, follow the steps below to set up your account (Allow 1 business day)

STEP 1

SET UP YOUR ACCOUNT

Click the Member Center link at the top of the AIUSA website, create an account

GO TO: MY OPTIONS

STEP 2

CONNECT with other members

GO TO: MEMBER DIRECTORY

STEP 3

EXPLORE Community Pages

GO TO: ACTIVISM, TOOLS, CASEWORK, & COUNTRIES

Have a suggestion or want to get involved in organizing a community? Let the online community manager, Adam, know at: arcsupport@aiusa.org

Sample Plan of Action for Recruiting New Members

Fall Recruitment Plan - Key Dates and Events:

August 1st: Common Ground State Fair - Host an action table

- **Needs:** Banner, two case petitions, sign-up sheets, 50 Save the Date cards for September 18th Group Meeting, Stickers/Buttons/T-shirts for donations
- **Goals:**
 - o 100 petition signatures
 - o Get 50 people to sign up for events/ action email list
 - o 10 people to commit to Meeting on September 18th
- **Follow-up:** August 2nd
 - o Enter names into spreadsheet and email folks who signed-up
 - o Send in signed petitions to AIUSA

September 15th: Organizations Fair - Host a booth!

- **Needs:** Amnesty Banner, Computer with Excel spreadsheet for group sign-up, 100 Save the Date cards for September 18th Group Meeting, General-information poster board, Stickers/Buttons/T-shirts for give-away
- **Goals:**
 - o 75 Email List Sign-up
 - o Goal: Get 25 people to commit to Meeting on September 18th
- **Follow-up:** September 15th
 - o Email recruits "Welcome to Our Human Rights Activist Community" message
 - o Remind folks about the September 18th Group Meeting / Social
 - o Include poll about favorite snacks! And any accessibility needs

September 18th: Group Meeting / Interest Social - Social

- **Needs:** Light Snacks, drinks, background "About Amnesty" slideshow, petition/action, guest speaker, draft a light agenda,
- **Pre-event promotion:**
 - o School & Local Paper; Email Blast; Social Media; Flyers in local faith communities and community stores.
 - o Reach out to Field Organizer for additional ideas / outreach connections
- **Goals:**
 - o 30 people attend & bond
 - o Talks about opportunities to become a volunteer leader within group and AIUSA.
 - o Have 8 people sign up to help organize/coordinate October 12th event
 - o Have 15 people sign on to bringing a friend along to October 12th event.
- **Follow-up:** September 19th
 - o Email mailing list
 - o Thank everyone for coming
 - o Include link to action taken
 - o Include poster/flyer to the October 12th event
 - o Send signed petitions back to relevant AIUSA program.

TIP: Host in a public, accessible and visible space to attract passersby. Be in contact with your field organizer from the planning stages so they may provide additional support and any resources you may need!

October 12th: Event 1: Death Penalty Mock Executions

- **Needs:** Sign-up sheet, Save the Date Cards for next meeting
- **Goals:**
 - o Get an additional 15 people to join email list
 - o Goal: 5 more people at next meeting
- **Recruitment Follow-up**
 - o Email everyone, plus new additions
 - o Thank for coming out
 - o Include info about next meeting
 - o Recognize the individual members who led, volunteered and participated in demo.



Staff Contact Information

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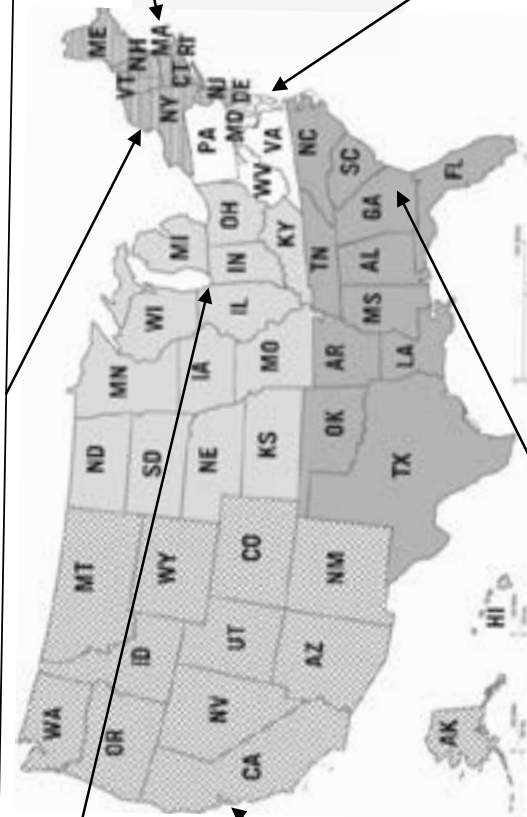
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GUIDELINES FOR SHARED LEADERSHIP

Adopted by the Board of Directors

April 9, 2010

I. Vision for Shared Leadership

A pillar of AIUSA's success in advancing human rights around the world is the effective partnership between volunteer leaders and staff. Through shared leadership, AIUSA can better tap the talent of all and inspire all to work hard. One way to improve the process of shared leadership is to have clear expectations, and the following Guidelines for Shared Leadership are intended to provide them. These Guidelines are aspirational goals. Even with the best intentions and efforts, AIUSA will never achieve perfect processes and outcomes. But even with imperfect implementation, these Guidelines will move the organization closer to those ideals and ultimately serve those on whose behalf AIUSA advocates.

II. General Principles

A. Definition of Shared Leadership: Shared leadership is the process by which AIUSA volunteer leaders and staff together guide AIUSA. The central concept is communication and collaboration in an atmosphere of trust and mutual respect. The following principles are fundamental:

1. Volunteer leaders and staff are in AIUSA together and work best for the cause of human rights when we empower each other and consult in an atmosphere of trust and mutual respect.
2. Volunteer leaders and staff recognize that decisions within AIUSA are made in three ways: those that staff should make alone, those that volunteer leaders should make alone, and those that staff and volunteer leaders should make jointly.
3. Volunteer leaders and staff consult on the process for decision-making and on the division of labor.

B. Values: The core values that make shared leadership work are:

1. Empowerment: AIUSA encourages everyone to develop and use their full talents in working for Amnesty International's mission.
2. Integrity: Staff and volunteer leaders should be honest with each other and keep agreements or acknowledge the failure to do so.
3. Openness: Staff and volunteer leaders should be open with each other and communicate clearly.
4. Respect: Staff and volunteer leaders should operate in an atmosphere of mutual respect and show courtesy to each other.
5. Knowledge: Staff and volunteer leaders should strive to understand Amnesty International's organizational policies, structures, and processes.

C. Coverage: These guidelines apply to relationships between and among volunteer leaders and staff, and are meant to work in conjunction with the Guidelines for Steering Committees, the Guidelines for Task Forces, the Guidelines for Appointment and Removal of Volunteer Leaders, and the conflict resolution guidelines and the process for working with the Ombudsperson. Together these documents form a framework guiding relationships among staff and volunteer leaders throughout AIUSA.



D. Accountability: All staff are accountable to the Executive Director. All volunteers are accountable to the Board of Directors.

III. Decision-Making

A. Presumption of Shared Leadership: Unless otherwise mandated (by the AI statute or policy, AIUSA Bylaws, New York State law, other guidelines, AGM or Board decisions, or addressed below), AIUSA seeks to make appropriate decisions through shared leadership and consultation between staff and volunteer leaders.

B. Areas Reserved to Staff Decision-Making: The AIUSA staff shall have the final decision-making authority over decisions that the AI statute or policy, AIUSA Bylaws, New York State law, these or other guidelines, or AGM or Board decisions reserve to staff and for expenditure of AIUSA resources, Human Resource decisions, and AIUSA public statements. The staff shall consult with volunteer leaders as much as practicable.

1. The staff shall consult with volunteer leaders, RPGs, steering committees, and task forces on the proposed budget for each program and leadership group and on the expenditure of funds pursuant to the approved budget (in accordance with 1998 AGM Decision 7 and 1997 AGM Decision C-2).
2. There shall be significant membership input in hiring decisions for all positions at the director level or higher with significant program responsibilities, including (a) soliciting input from the relevant volunteer group (e.g. Steering Committees and Regional Planning Groups, country specialists and networks) and leaders about the needs of the program, criteria for evaluating applicants, and possibly particular candidates, and (b) participation in interviews by at least one volunteer leader to be chosen from among leaders suggested by the relevant volunteer groups and leaders (in accordance with 2004 AGM Decision M-1).
3. The staff shall issue all press releases in the name of AIUSA, in conformance with the "Guidelines for National Media Work Governing Staff, Board Members, Country Specialists and Other Volunteers" (Media Guidelines), and approve all statements that volunteer leaders make in the name of AIUSA.

C. Areas Reserved to Volunteer Leadership Decision-Making:

Subject to the overall supervision of the Board, appropriate volunteer leaders shall lead the membership through AIUSA's resolutions process. During working parties and general voting plenaries at the regional conferences and the AGM, staff's role is to provide background and other clarifying information and the financial and programmatic implications of proposed resolutions. Additionally, staff who are AIUSA members in good standing may vote on resolutions.

IV. Communications

A. Responsiveness:

1. Volunteer leaders and staff should acknowledge communications (whether phone, email, or correspondence) promptly, wherever practicable within 72 hours.
2. If a staff person or volunteer leader will be unavailable, he or she should inform key contacts who rely on his/her availability to carry out AI work (e.g., by posting an "away" message on email and voicemail).



3. All requests for input should give a specific time frame for when the requester needs the input, and that time frame should be reasonable in light of the complexity and urgency of the matter. In general, for requests for input on major policy issues or papers, the process should allow for at least two to three weeks for comment.

B. Confidentiality:

1. Volunteer leaders and staff should respect requests for confidentiality.
2. Even without a request for confidentiality, volunteer leaders and staff should use discretion in forwarding communications (particularly emails) without permission.

V. Conflict Resolution:

Shared leadership may result in disagreement. The key is to disagree in an atmosphere of mutual respect.

A. Early and Direct Resolution: AIUSA seeks to address conflicts as they arise and encourages all to express their dissatisfactions early, directly with the person(s) involved, and in an atmosphere of mutual respect. Staff may need to consult with their supervisors about conflict with volunteer leaders. On the other hand, complaining to third parties about a staff member or volunteer leader may exacerbate rather than resolve conflict.

B. Third Party Conflict Resolution: Where the parties cannot resolve conflict directly, it may be helpful to involve a third-party (such as another AIUSA staffer or volunteer leader, the Human Resources Department, or the ombudsperson) to help resolve a conflict. The parties should act in accordance with AIUSA's conflict resolution, grievance, and other appropriate policies.

VI. Implementation:

A. Dissemination: Initial training/orientation of volunteer leaders and staff will include receipt of these Guidelines, a brief discussion of their importance and any tips for implementation, and the opportunity to ask questions about shared leadership.

B. Job/Role Descriptions and Performance: All staff job descriptions and volunteer leader role descriptions will state the importance of shared leadership and incorporate these Guidelines by reference. Staff annual reviews will consider performance working with volunteer leaders and activists. Staff should give feedback to volunteer leaders on their work with staff and other volunteer leaders.

C. Flexibility: These Guidelines are intended to be flexible and staff and volunteer leaders should apply them to facilitate their working relationship. Staff and volunteer leaders should discuss their work and communication styles when they commence working together and at least annually thereafter.



THE UNIVERSAL DECLARATION OF Human Rights

PREAMBLE recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world,

PREAMBLE disregard and contempt for human rights have resulted in barbarous acts which have outraged the conscience of mankind, and the advent of a world in which human beings shall enjoy freedom of speech and belief and freedom from fear and want has been proclaimed as the highest aspiration of the common people,

PREAMBLE it is essential, if man is not to be compelled to have recourse, as a last resort, to rebellion against tyranny and oppression, that human rights should be protected by the rule of law,

PREAMBLE it is essential to promote the development of friendly relations between nations,

PREAMBLE the peoples of the United Nations have in the Charter reaffirmed their faith in fundamental human rights, in the dignity and worth of the

human person and in the equal rights of men and women and have determined to promote social progress and better standards of life in larger freedom,

PREAMBLE Member States have pledged themselves to achieve, in cooperation with the United Nations, the promotion of universal respect for and observance of human rights and fundamental freedoms,

PREAMBLE a common understanding of these rights and freedoms is of the greatest importance for the full realization of this pledge,

ARTICLE 1 THE GENERAL ASSEMBLY

Proclaims this Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of Member States themselves and among the peoples of territories under their jurisdiction.

ARTICLE 1 (1) All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

ARTICLE 2 Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, wealth, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.

ARTICLE 3 Everyone has the right to life, liberty and security of person.

ARTICLE 4 No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited at all times.

ARTICLE 5 No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment.

ARTICLE 6 Everyone has the right to recognition everywhere as a person before the law.

ARTICLE 7 All are equal before the law and are entitled to equal protection in the exercise of the rights and freedoms set forth in this Declaration. All are entitled to equal protection against any discrimination on grounds such as race, colour or sex. Discrimination on any such grounds is prohibited.

ARTICLE 8 Everyone has the right to an effective remedy by the competent national tribunals for the violation of the fundamental rights guaranteed to him by the constitution or by law.

ARTICLE 9 No one shall be subjected to arbitrary arrest, detention or exile.

ARTICLE 10 Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.

ARTICLE 11 (1) Everyone charged with a penal offence has the right to be presumed innocent until proven guilty according to law in a public trial at which he has had all the guarantees necessary for his defence. (2) No one shall be held guilty of any penal offence on account of any act or omission which did not constitute a penal offence, under national or international law, at the time when it was committed. Nor shall a person be punished more than once for the same or for different acts or omissions of the same kind.

ARTICLE 12 (1) No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Every one has the right to the protection of the law against such interference or attacks.

ARTICLE 13 (1) Everyone has the right to freedom of movement and residence within the borders of each State. (2) Everyone has the right to leave any country, including his own, and to return to his country.

ARTICLE 14 (1) Everyone has the right to seek and to enjoy in other countries asylum from persecution. (2) This right may not be invoked in the case of prosecutions genuinely arising from non-political crimes or from acts contrary to the purposes and principles of the United Nations.

ARTICLE 15 (1) Everyone has the right to a nationality. (2) No one shall be arbitrarily deprived of his nationality nor denied the right to change his nationality.

ARTICLE 16 (1) Men and women of full age, without any limitation due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights in marriage, during marriage and on its dissolution. (2) Marriage shall be entered into only with the free and full consent of the intending spouses. (3) The family is the natural and fundamental group unit of society and is entitled to protection by society and the State.

ARTICLE 17 (1) Everyone has the right to own property alone as well as in association with others. (2) No one shall be arbitrarily deprived of his property.

ARTICLE 18 Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his faith, in worship, teaching, practice and observance through acts and rituals.

ARTICLE 19 Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

ARTICLE 20 (1) Everyone has the right to freedom of peaceful assembly and association. (2) No one shall be compelled to belong to an association.

ARTICLE 21 (1) Everyone has the right to take part in the government of his country, directly or through freely chosen representatives. (2) Everyone has the right to equal access to public service in his country. (3) The will of the people shall be the basis of the authority of government; this will shall be expressed through periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

ARTICLE 22 Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.

ARTICLE 23 (1) Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to promotion opportunities. (2) Everyone, without any discrimination, has the right to equal pay for equal work. (3) Everyone who works has the right to just and favourable remuneration ensuring for himself and his family

an existence worthy of human dignity, and supplementation, if necessary, by other means of social protection. (4) Everyone has the right to form and to join trade unions for the protection of his interests.

ARTICLE 24 Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

ARTICLE 25 (1) Everyone has the right to a standard of living adequate for the health and wellbeing of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control. (2) Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

ARTICLE 26 (1) Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit. (2) Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all races, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace. (3) Parents have a prior right to choose the kind of education that shall be given to their children.

ARTICLE 27 (1) Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits. (2) Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

ARTICLE 28 Everyone is entitled to a social and international order in which the rights and freedoms set forth in this Declaration can be fully realized.

ARTICLE 29 (1) Everyone has duties to the community in which alone the free and full development of his personality is possible. (2) In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society. (3) These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.

ARTICLE 30 Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein, or to engage in any such activities, whether or not they are authorized by law.

