### APPENDIX IX: SWARTHMORE MOUNTAIN JUSTICE'S CAMPAIGN SCHEDULE, 2014-2015

<table>
<thead>
<tr>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
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<tr>
<td><strong>Key dates</strong></td>
<td><strong>Fall break: October 12-20</strong></td>
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<td><strong>Engage with Board members following semester of kicking ass &amp; get to place where we can ask them in early February to give soft endorsements. Invite them to publish in Phoenix stand apart from monolith of the Board, express openness to divestment.</strong></td>
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**Mass training with everyone from PCM & their roommates week after PCM. Theory of change & strategy. Follow-up ask for orange square distribution.**

**Act-recruit-train post PCM into shift.**

**Shift campus majority into active allies through act-recruit-train cycle, return to ladder of engagement for a second or third time & passive allies (wear orange squares, support divestment if asked, maybe engaged once).**

**Win high-profile alumns support.**

**Prepare student, alumni, parent base for NVDA.**

**Coordinate with other campuses.**

**Dep't organizing for September, re-assess what other outreach tactics. Organize POLS, ENVS, SocArts PEAC, Math Bio.**

**Mass internal meetings: create clear ways for supporters to publicly affiliate w/campaign.**

**Public media campaign: posters & infographics across campus showcasing all endorsements of movement (passion in PA?).**

**Develop alumns core, alumns withholding donations. (Alumni working on 1) fund 2) letters. Nation/Builder is huge for alumni.**

**Have sign-up for network of alumns, petition in support of divestment. Get it on National/Builder before PCM.**

**100 faculty pledged by mid-March → 60 faculty by end of November.**

**All campus allies & neutral's, liberal's, SOC/SCI, WRC, SMCo, green's.**

**Natural sciences & Econ.**

**High-profile alumni & donors.**

**Pre-PCM: week after retreat, open meeting to turn a lot of people out. Intro campaign, etc:**

**3 orange square ask around.**

**Come to PCM & come to this meeting next week to prepare for PCM.**

**Post-PCM: mass training, media & alumni plan for & faculty to blast out endorsements.**

**Marcie Smith lecture Oct. 21 or 22.**

**Train & retain 150 people over course of semester. 75 do more leadership development by end of fall.**

**60 faculty pledge.**

**1,000 alumni e-mails.**

**10-15 people in the core.**

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<th>Projects</th>
<th>Targets (groups being moved)</th>
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1st week: low barrier, highly visual:

**BIoM 1: Mark Wallace & student give positive vision & narrative YouTube.**

**BIoM 2: Reiterate positive vision, make direct ask to CN.**

Public debate between MJ, fossil fuel industry supporter, and Swarthmore Activities Fair.
<table>
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<th>Feb</th>
<th>March</th>
<th>Spring 2018</th>
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<td>BOARD MEETING: 20-21</td>
<td>SPRING BREAK: 7-15</td>
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**Building hype/giving ultimatum for March action**
- Escalated action begins
- Creating space for Board to take action

Collective pledge to sit-in, which incorporates commitment to NVDA training.
NYTimes (ex) shares the message that ~200 students pledge sit-in if Board does not agree to divestment during February meeting.
Contacting alumni, parent, & faculty divestment supporters to let them know this will be happening & getting commitments from them to organize others. E.g., we will need 30 calls to Parachute a day, we will need 100 e-mails to Chris N., a day, will need donations every day of sit-in, etc.

Public endorsement (even passive) from some Board members.

Getting people to sign on to pledge:
- Send deepening in advance of Board meeting.
- DG/Phekno video showing videos of Board members’ responses & asking people to pledge to take action.
- Choose one person within meeting that will stand up to interrupt meeting & read student ultimatum.
- Mass training after BoM meeting followed by big ass party.
- Art builds for action? Pub Nite takeaway? Built-in celebration & fun around organizing!

Logistic people: 160 pledging to take action, getting trained on NVDA, messaging, & public narrative.

Media identify key social media folks. It's 20-30 people who are doing media (1 person in core organizing them), including spokespeople training.

Spokespeople: identify 20-30 people.

Pledges to NVDA, more participants in sit-in & gets commitments from 5 friends.
- One week of e-mail actions. One week of calls to alumni.
- High-profile media hits (NYTimes, Al Jazeera) & high-profile alumni drop endorsements of action.

Faculty issues call for divestment. Train alumni, parent, & student base for varying degrees of NVDA & NVDA support.

Major admin targets: Maurice, Liz Braun.
Chris N.
Major donors & alums

BoM 2 (February): Why Side Are You On? Fit Board meeting we cannot miss.
- Multiple campuses, escalated action & victory mid-spring
- If necessary: Ride the Tide of Victory action/occupation.

Faculty: All-faculty letter for with majority plus support. 30-40 faculty active support - video petition? Action support?

Students: Majority support (700-800 students) via creative petition.

Alumni: Getting $100,000 in the fund plus 50 alumni willing to come to campus. 2,000 emails on alum petition in NE.