



FOSSIL

A CAMPUS GUIDE TO FOSSIL FUEL DIVESTMENT

FREE

IT'S TIME TO TAKE A STAND. Extreme weather events around the world—the floods, droughts, and wildfires that are ravaging our planet—make it clear that climate change is no longer a future threat: it's a clear and present danger. We have the solutions to solve this crisis, but so far, our politicians have refused to rise to the challenge.

The reason is clear. Every year, the fossil fuel industry spends millions of dollars to corrupt our democracy and maintain a stranglehold over our economy. Three simple numbers make it clear why. If we're going to limit warming to 2°C, a goal that even the most conservative governments in the world have agreed to meet, then we can only emit 565 gigatons more of carbon dioxide. But the fossil fuel industry has 2,765 gigatons of carbon in their reserves—nearly five times the safe amount—and every day they're searching for more.

A global movement is coming together to challenge the fossil fuel industry in a fight for the planet and our future on it. This activist guide—written by 350.org and adapted for Canada by the Canadian Youth Climate Coalition with help from our many allies—aims to provide specific ideas, tactics, and resources to help you lead this movement.

Join us.

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This guide will help you get started running a fossil fuel divestment campaign on your campus or challenging the industry on the ground in your community. Make sure to check our website (350.org/fossilfree) for more resources and don't hesitate to get in touch with our team with questions or ideas.

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INTRODUCTION

THE STAKES

It's time to write a new chapter in the fight against climate change.

A few years ago, global warming seemed like a distant threat—something that would maybe affect our great grand-children, but not us. In 2012, that all changed. Now, millions of people have witnessed climate disruption first hand in the terrible droughts, floods, heat-waves, wildfires, and storms that have ravaged much of the globe. Scientists warn us that we're reaching tipping points where the system could spin out of control.

We have the solutions to solve this crisis. Every day, scientists are inventing new technologies that can free us from the tyranny of fossil fuels. Around the world, people are coming together to transform their communities—planting gardens, putting up solar panels, fighting dirty energy projects, painting bike lanes, and advocating for change. Local governments are implementing groundbreaking new policies that will dramatically reduce pollution and improve quality of life. Around the world, people power has shut down coal plants and mining operations, occupied the offices of corporate polluters, and blocked major projects like the Keystone XL and Northern Gateway pipelines.

But we still have more work to do. Here in Canada, climate change has been taken off the political agenda. Environmental protections have been gutted to pave the way for uncontrolled fossil fuel expansion. To understand why, just follow the money. Every year, the fossil fuel industry spends hundreds of millions of dollars to lobby politicians and buy policy. They've bought the silence of our politicians and filled our airwaves with misinformation.

A NEW STRATEGY

Unless we can break the stranglehold these industries have over our democracy and our economy, we're never going to see the climate progress we need.

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EVEN THOUGH THEY'VE DONE
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SITUATION. ONCE AGAIN, WE
CAN JOIN TOGETHER AS A
WORLD AND PUT PRESSURE
WHERE IT COUNTS."

ARCHBISHOP
DESMOND TUTU

Past movements can help teach us how. In the late 1980s, a movement sprung up on college campuses and in communities across the United States to divest from the apartheid government of South Africa. Eventually, 155 universities ended their investments in companies that were helping prop up the regime. Divestment not only applied direct economic pressure, but also helped reveal the immorality of apartheid, galvanizing a movement of concerned citizens around the world. The divestment campaign was successful because it was supported by a wider movement that included protests, demonstrations, marches, and creative campaigns that highlighted the atrocities occurring in South Africa. Combined with the incredible leadership of the South African freedom movement, the apartheid government crumbled decades earlier than many thought was possible.

A similar strategy can help us topple the fossil fuel regime. This guide is broken up into two main sections: "How to run a fossil fuel divestment campaign on university and college campuses" and "How to build a powerful movement off campus that takes on the fossil fuel industry."

The campus divestment movement will be at the core of our strategy. Just the presence of student groups advocating for divestment at a hundred or so universities and colleges will send ripples through the industry; as schools begin to actually divest, it will send shockwaves. Alumni, professors, and community members will play a key role in this campaign, along with students.

Also, schools aren't the only institutions that can and should divest from fossil fuels. Religious institutions, foundations, and pension funds all have major holdings in the industry. As this campaign gains momentum, we'll be looking for opportunities to expand in these directions.

While you'll hear a lot about the campus divestment work, our work in communities everywhere is just as important. Off-campus, we will work to strip away the fossil fuel industry's social license, using creative action and online campaigns to help our communities connect the dots between extreme weather events, climate change, the corruption of our democracy, and the overwhelming power of fossil fuel companies. And at every turn, we'll challenge new dirty energy projects – the fracking, tar sands extraction, mountaintop removal, pipelines, and more that are poisoning our communities and climate.

We can stop them, but only if we work together. Let's get started.

You only need to know three numbers to understand the need to challenge the fossil fuel industry in order to save our climate:



2°C: The maximum amount of global warming without causing runaway climate change. Almost every country in the world, including the most oil-soaked, have agreed to meeting this target.

565 gigatons: The amount of carbon scientists say we can burn and keep warming below 2°C. At current rates, we'll burn this amount of carbon in just 16 years.

2795 gigatons: The amount of carbon fossil fuel companies have in their reserves. That's enough carbon to cook the planet nearly 5 times over—and everyday the industry is searching for more carbon to burn.

FOSSIL FUEL DIVESTMENT ON CAMPUS

INTRODUCTION

Imagine this: you wake up one morning, walk down to the student center or store on campus and see a copy of TIME Magazine. The cover story is all about a new, fossil fuel divestment movement that has swept the nation. It started with just a small group of campuses, but quickly spread like wildfire. Now, dozens of campuses are freezing new investments in fossil fuels and committing to draw down their holdings over the coming years. At dozens more campuses, students are mounting big, creative campaigns to pressure their administration to make the commitment. And across the country alumni, economists, activists, artists, and community members are chipping in to help the cause.

This moment could be right around the corner. Over the last few years, a coalition of groups including the Energy Action Coalition, the Responsible Endowments Coalition, and the Sierra Student Coalition have been laying the groundwork for a powerful divestment campaign in the United States. The first target was coal – one of the filthiest forms of fossil fuels and an especially risky investment. Now, these groups have joined with 350.org and others to take this effort to the next level:



challenging the entire fossil fuel industry. In Canada this campaign is being spearheaded by the Canadian Youth Climate Coalition along with student groups all across Canada. At the time this went to print, there were already over forty divestment campaigns, both on and off-campus, throughout Canada. And that number is only growing. We need you to play a crucial role in this fight. If we're going to be successful, we need to spread this movement to hundreds of colleges and universities across the country. Whether you're an economist or an artist, there's a place for you in this campaign.

OUR DEMAND:

- 1. FREEZE NEW FOSSIL FUEL INVESTMENTS IMMEDIATELY.**
- 2. FULL FOSSIL FUEL DIVESTMENT WITHIN FIVE YEARS.**

And remember, if you've got ideas, questions, or are hungry for more in-depth materials on divestment, campaign planning, media training, direct action, climate science, or more, don't hesitate to get in touch with our team: divest@gofoossilfree.ca

UNDERSTANDING DIVESTMENT

What's an endowment? Who manages it? And how does one "divest" from fossil fuels anyway? Don't worry, there's no need to be a financial expert to run an effective divestment campaign. And better yet, we've got an incredible coalition of organizations and experts who can help guide you through the divestment process and answer all these questions and more. At the end of this booklet and on our website, you'll see a section with links to more detailed resources about endowments and divestment. For now, here's a quick primer:

What is divestment?

When you invest your money, you might buy stocks, bonds or other investments that generate income for you. Universities and Colleges, like religious institutions and pension funds, put billions of dollars in these same kinds of investments to generate income to help run their institutions.

Divestment is the opposite of an investment—it simply means getting rid of stocks, bonds or investment funds that are unethical or morally ambiguous. Fossil Fuel investments are a risk for investors and the planet—that’s why we’re calling on institutions to divest from these companies.

Why is divestment an effective way to create change?

By pressuring institutions, such as universities and colleges, to divest from fossil fuel companies, we are able to send a clear message that these industries no longer have the social license they require to operate.

Bringing divestment to the forefront also provides opportunities to clearly demonstrate the economic risk inherent to fossil fuel investments, since, as we know, the majority of fossil fuel reserves on which extraction companies depend have to stay underground.

And, as opposition to these industries continues to mount on all fronts, investments in fossil fuel companies become more and more risky. First Nations communities across Canada are launching legal challenges against these corporations and the government where their traditional land and treaty rights have been ignored for the sake of resource extraction. Pipelines and fracking projects are being blocked by indigenous and non-indigenous communities alike from the east coast to the west coast. These industries are simply no longer considered acceptable and citizens are taking a stand. The divestment campaign adds another vital tactic to this mix and provides the opportunity for institutions to support the important work that is taking place on the frontlines.

**KEY GROUPS
SUPPORTING
THIS CAMPAIGN:**

 **350.org**

 **OUR CLIMATE.CA**
CANADIAN YOUTH CLIMATE COALITION


Sierra Youth Coalition

cfs fcée
CANADIAN FEDERATION OF STUDENTS
FÉDÉRATION CANADIENNE DES ÉTUDIANT·E·S


**Fossil Free
Canada**

These new arguments focused against the tar sands, and other fossil fuel extraction industries, help engage the media, drive public opinion, and put pressure on politicians to move away from a carbon-based economy. The divestment movement in Canada is a powerful tool as well in challenging the “inevitability” of tar sands development being pushed by industry and government.

Finally, by accompanying a push for divestment with strong support to re-invest in renewable energy and sustainable technology, universities and other institutions can lead the way in beginning to fund a just transition to a clean energy economy in Canada.

Does it make financial sense for institutions to divest?

There is often a great deal of concern that fossil fuel divestment will hurt the performance of an institution’s investments. But that need not be the case. In fact, several recent studies have looked into the impact of divestment on endowments and conclude that if the market is working reasonably efficiently, then we can expect non fossil-fuel investments to offer similar returns to fossil fuels.

A study by S&P Capital IQ found that divesting from fossil fuels a decade ago would actually have increased endowment returns. And, an analysis by the Aperio Group found that divestment only very slightly increased the risk of an investment portfolio, with only a tiny 0.0034% impact on returns, concluding that the impact of divestment “may be far less significant than presumed”.¹

A report by the Generation Foundation, committed to sustainable capitalism, urges “divesting fossil fuel-intensive assets in order to mitigate or eliminate risks related to carbon”.² HSBC has also reported that fossil fuel companies could lose up to 60% of their market value.³ Even Jim Yong Kim, the chief of the World Bank, has stated his support for fossil fuel divestment! Clearly we’re not alone.

Remember those numbers at the beginning of this toolkit – that we can only burn 565 of the existing 2795 gigatons of fossil fuels? Based on those numbers, it’s clear that the true costs of carbon are not

1. Do the Investment Math: Building a Carbon-Free Portfolio. http://www.aperiogroup.com/system/files/documents/building_a_carbon_free_portfolio.pdf

2. Stranded Carbon Assets: Why and How Carbon Risks Should Be Incorporated in Investment Analysis. <http://genfound.org/media/pdf-generation-foundation-stranded-carbon-assets-v1.pdf>

3. <http://www.carbontracker.org/site/news/hsbc-study-finds-oil-majors-are-at-significant-financial-risk-from-unburnable-reserves>

being taken into account in evaluating a company's stock market value. As governments and society realize that up to 80% of the carbon in the ground is unburnable, those industries will drop in value. We call this the 'carbon bubble'. Just like we've seen the housing bubble pop in the past, the carbon bubble will inevitably burst in the future when governments and companies realize that fossil fuels have been far over-valued. Institutions that continue to invest in these industries will be left with 'stranded assets' that no longer carry the value they once had.

Often university and college administrations tell us that they can't divest because they need to abide by their fiduciary duty. But based on these reports, and more that are available on our website, it's pretty clear that, in the long term, divestment is actually the least risky financial option.

Companies like ExxonMobil, Shell and Enbridge have billions of dollars. How can divesting the funds from a few institutions like universities, colleges, pensions and churches make an impact?

The top 500 or so college and university endowments hold nearly \$400 billion.⁴ That's a huge number—and getting all of that money out of coal, oil and gas will make a pretty big splash. Add in the big public pension funds, and church, synagogue and mosque investments, and we're well on our way to making ExxonMobil, Shell and Enbridge sweat.

Divestment is also a really important way to shake up the financial markets, and show the big finance firms on Wall Street and Bay Street that fossil fuels are risky investments. The more we can reveal just how irresponsible these companies are—and how irresponsible it is to invest in them—the better.

How does my college or university's endowment work?

The endowment acts as your school's savings account, the place where most alumni donations and other major gifts end up. It helps pay for many of the services and programs that your tuition doesn't cover. The account is invested in a variety of different, and often very confusing, financial products that aim to increase the total amount of money in the endowment. These products include domestic equities, basically Canadian companies; international equities; short term and fixed income assets; and complex, high-risk, high-return vehicles.

4. Colleges recoup recession losses, USA Today, 9/10/12

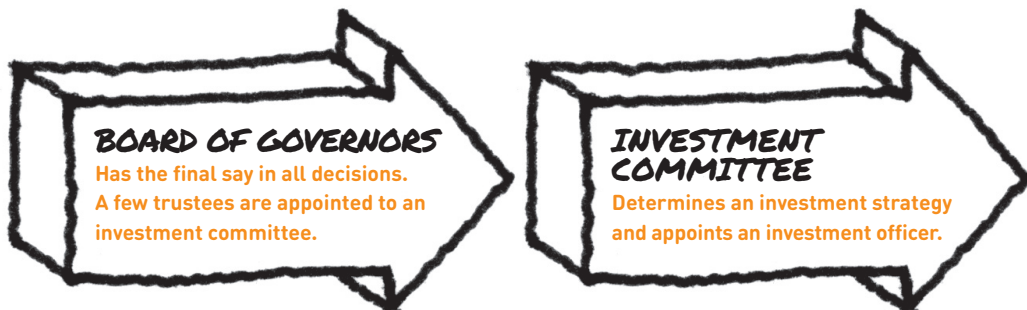
Who manages it?

Although the structure may vary slightly from one institution to another, typically the board of trustees/governors/managers (for the sake of this guide, we'll call it the board of governors, but it has different names at different institutions) and your school's president are ultimately responsible for the endowment and how it is invested. They in turn appoint an investment committee that determines an investment strategy for the endowment and appoints an investment officer to carry it out. The investment officer then hires fund managers who select investments, move money, and report back to the school.

University or college boards often try and use these layers of complexity to argue they don't have a direct say over how their endowment is invested. They're wrong. Remember, the buck stops with the board: they hired the fund manager and they can make them divest from fossil fuels.

At some large schools, alumni donate to an affiliated foundation that's not directly tied to the administration. In these cases, it makes sense to target the president and board of the foundation rather than the university administration. Make sure to do your own research and know the ins and outs of your own institution before you get started!

Check out the handy graphic below that our friends at the coal divestment coalition put together to show how all this works.



What are we asking for?

We want College and University Presidents and Boards (as well as Religious and Pension funds) to immediately freeze any new investment in fossil fuel companies, and divest from direct ownership and any commingled funds that include fossil fuel public equities and corporate bonds within 5 years.

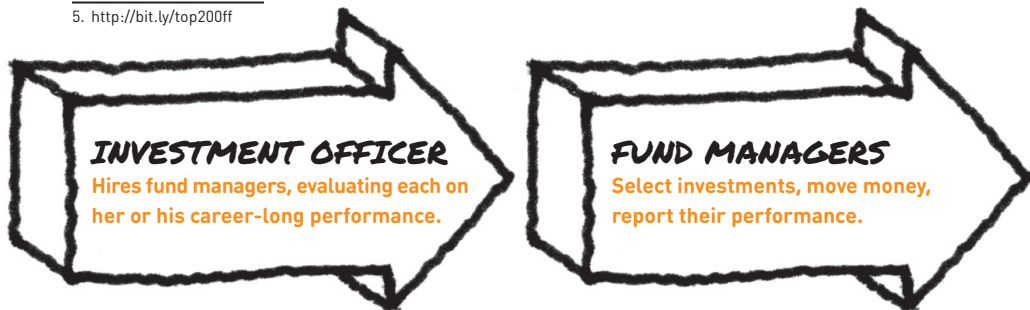
200 publicly-traded companies hold the vast majority of the world's proven coal, oil and gas reserves.⁵ We've also added Enbridge, TransCanada and KinderMorgan to this list, the biggest pipelines pushers helping to expand Canada's tar sands. At a minimum, those are the companies we're asking our institutions to divest from. Our demands to these companies are simple, because they reflect the stark truth of climate science:

- They need immediately to stop exploring for new hydrocarbons.
- They need to stop lobbying in Ottawa and provincial capitals across the country to preserve their special breaks.
- Most importantly, they need to pledge to keep 80% of their current reserves underground forever.

Is it even possible for my college or university to divest from fossil fuels?

Yes! Boards of trustees can tell their money managers to develop responsible investment strategies that excludes direct investments in fossil fuel corporations and funds that include fossil fuels in their portfolio (it's called "screening"). As people realize the threat of the climate crisis, more and more of these funds are becoming available. As we write this guide, over a dozen universities and colleges in the United States have already committed to divesting from fossil fuels, along with more than twenty cities or other municipalities. Check out our website for more resources and information about how exactly your school can go about divesting at gofossilfree.ca

5. <http://bit.ly/top200ff>



Can we still make a reasonable return without investing in fossil fuels?

While it's true that fossil fuel companies are extremely profitable (the top five oil companies, last year, made \$137 billion in profit—that's \$375 million per day), they're also very risky investments.⁶ Coal, oil and gas companies' business models rest on emitting five times more carbon into the atmosphere than civilization can handle, which makes their share price five times higher than it should be in reality. In addition, disasters like Exxon Valdez, the BP oil spill, along with massive fluctuations in supply and demand of coal, oil and gas, make energy markets particularly volatile, and therefore risky.

Report after report has shown that investing in clean energy, efficiency and other sustainable technologies can be even more profitable than fossil fuels.⁷ It's a growing market, with over \$260bn invested globally last year, and a safe place for your institution to invest.⁸

There are also a number of ways to re-invest locally that help build your community and stimulate good jobs. Projects like energy efficiency and rooftop solar have high upfront and labor costs, but save institutions money in the long run, because electricity, heating and other costs are reduced significantly. Check out our website for more information about bringing green funds to your campus and community reinvestment options.

How does re-investment work?

Re-investment takes place when institutions divest and then decide to put that money into another sector of the economy instead. When we talk about re-investment in this context, we are referring to investment of capital in solutions to climate change. In other words, re-investment is investment in the technologies and infrastructure that will allow us to meet our energy needs in a way that improves community health, supports local autonomy, and mitigates the impacts of climate change.

Renewable technology, energy efficiency, and other sustainable energy technologies are a growing market, with over \$260 billion invested globally last year. And there's huge potential for growth! Furthermore, re-investment options provide alternatives with fewer health impacts and better opportunities for more living wage jobs than investments in the fossil fuel industry. When we ask universities and colleges to not only divest, but also re-invest, we ensure that these institutions will fund real solutions to the climate change crisis.

6. <http://www.ceres.org/resources/reports/sustainable-extraction-an-analysis-of-sec-disclosure-by-major-oil-gas-companies-on-climate-risk-and-deepwater-drilling-risk/view>

7. <http://www.forbes.com/sites/mindylubber/2012/03/20/investors-are-making-money-on-renewable-energy/>

8. <http://www.reuters.com/article/2012/01/12/us-clean-tech-investment-idUSTRE80B1NX20120112>

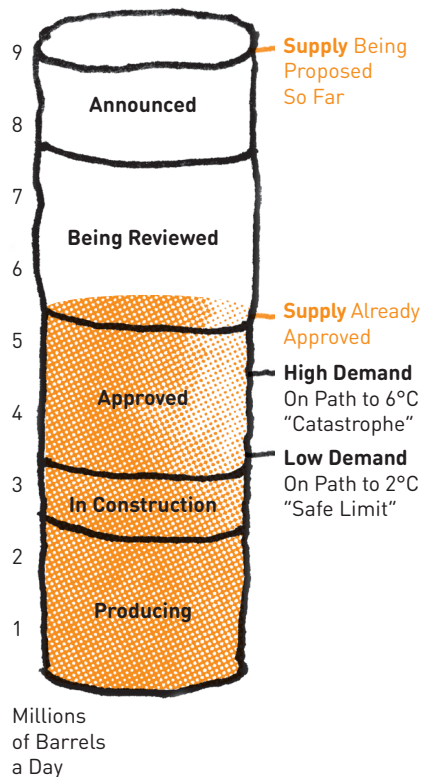
FOCUS ON THE TAR SANDS

Canada is sitting on top of one of the largest carbon bubbles on our planet. According to the International Energy Agency, tar sands growth is on track to grow three times the size that they can under a 2°C warming scenario. They already emit more than all of New Zealand, and have potential emissions twice that of all the oil we have burned to date.

Indigenous communities downstream and downwind from the tar sands are living in a toxic landscape, their air, water and land polluted by rampant tar sands extraction and expansion.

The tar sands are also polluting our politics. The government acts as a lobby arm for the tar sands around the globe, while at home, industry has been linked to the rollback and cutting of environmental protections, lobbying hard to smooth the pathway to new mines, pipelines and more pollution.

The tar sands and pipelines have also spurred resistance across Canada, and the divestment movement is coming at a crucial moment. Some of the biggest investments that Universities in Canada hold, are also the biggest players in the tar sands. On campus campaigns are a great way to take on the tar sands on a new playing field, supporting Indigenous rights and stopping the expansion of climate destroying dirty oil projects.



THE 6-STEP PLAN

Whether you're a seasoned campus activist or a first-time organizer, here is a simple guide to get you started running a divestment campaign. Think about remixing these steps or adding a few of your own – you'll quickly find out what works best on your campus.



Step 1: Building a Team

All good campaigns start with a good team. Get together with your friends, recruit the best activists on campus, and remember to think outside the box about who to invite: a diversity of experiences and opinions often makes a group stronger. If you can, find members of your school's faculty who you can bring into the mix. One-on-one conversations are always the best way to start putting your team together and to build strong, meaningful relationships which will be vital as you start amping up your work.



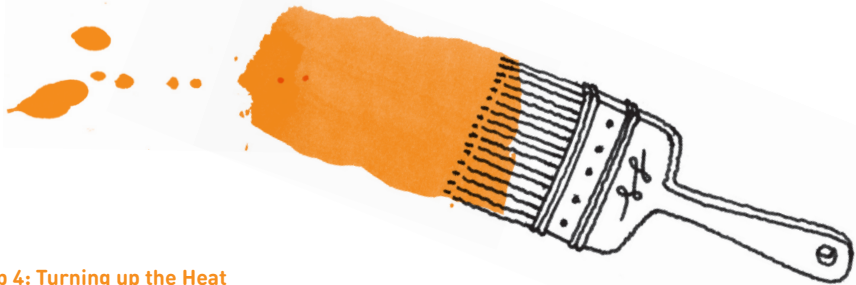
Step 2: Planning your Campaign

Do some initial research into your school's endowment and who runs the show. Do you think your President will get on board with the effort? Are there any sympathetic trustees who could support you? Which faculty could help out? Who's going to stand in the way? Then plan out your campaign to build the necessary pressure to win.



Step 3: Building Campus Support

You don't need 51% of the campus on board to win a divestment campaign, but student and faculty support counts. Run a student petition to show that there is support on campus from divestment (it's also a great way to build up your group). Launch a faculty open letter for professors to sign onto. Host events, debates, and film showings to educate your peers about the issue. Plan some creative actions that make divestment the cool thing happening on campus. And try and meet with every group on campus to get them to sign on to your campaign. Contact [HYPERLINK "mailto:divest@fossilfree.ca"](mailto:divest@fossilfree.ca) divest@fossilfree.ca for support in deciding on tactics or for resources, sample letters and petitions to meet all of your campaigning needs!



Step 4: Turning up the Heat

Once you've built up some student support, it's time to turn up the heat. Deliver your petition to the college or university president, host a creative demonstration outside the administration building, publish an oped in the campus newspaper pushing for divestment. Now is a great time to bring in alumni to help out: ask them to write letters to the school, publish ads in the alumni magazine, and support your efforts.



Step 5: Pressuring the Board

Boards of governors usually meet on campus a few times a year. Make sure to request a meeting with the board of trustees to ask them to commit to our demand: a freeze on new fossil fuel investments and a drawdown over current holdings over the next five years. As the meeting approaches, keep up the pressure with creative actions and other tactics. Host a big demonstrations during the trustee meetings if you think they need the extra nudge (the likely scenario).



Step 6: Escalation

If the trustees turn you down, it's time to escalate the campaign. Escalation can take a number of different forms: maybe you want to get alumni to withhold donations until the institution commits to divestment or maybe it's time to occupy the administration building. Escalating your campaign can be a serious decision, as well as very exciting. Remember, you'll have the support of a movement across the country as you take action: no one will be fighting this fight alone.

Thanks for being a part of this movement to take on the fossil fuel industry and save our climate! Read on for more in-depth organization on each organizing step.

1. BUILDING A TEAM

Great organizing starts with an amazing team. Working together on a project that matters is a great way to meet friends, deepen connections, have fun, and even find love, (trust us, it happens more often than you think!). And you never know where it might lead you: 350.org started as a group of six college friends and has now expanded to nearly every country on Earth. Here are some tips on getting people involved:

Make it personal:

If there isn't already a group on your campus, you can find interested folks by sending emails or text messages to your friends, making announcements at meetings of related groups, or putting up posters in key places with meeting information. By far the best way to get somebody to come to a meeting is to ask them personally: a one-on-one conversation is more effective than a group email or putting up lots of posters (though those help too).

Celebrate diversity:

Reach out to the usual suspects to get involved – the environmental club on campus and your activist friends – but also think about faith groups, economics majors, the international students association, and other organized groups on campus who may want to get involved. They'll bring new people into the process, and new and valuable perspectives.

Be equal:

Changing the course of history is a big undertaking, and no one can or should run the show by themselves—we need to lean on each other for creativity, time and support. You may have heard about the divestment campaign first and called the first meeting, but make sure you treat your fellow organizers as equals. Each person in your group has talents or skills that will be critical to the effort; let them take responsibility for parts of the planning process and make sure to include everybody.

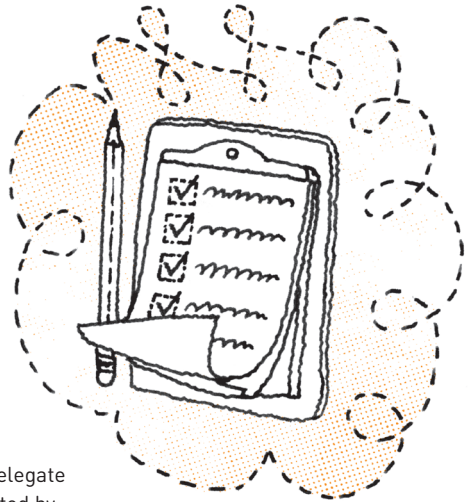
Make it fun:

People are much more apt to be part of the effort if they're likely to have a good time doing it. Good ways to keep morale up are to work with others, bring food and beverages to meetings, be positive and creative about your planning (no idea is too crazy!), hold meetings outside, and try opening and closing meetings with a song or game!

Running a Good Meeting:

There's nothing worse than sitting through a meeting where one person talks the whole time and nothing gets done. There is an art to running an effective, dynamic meeting. Here are a few tips that will help you get the job done:

- Make sure to have an agenda with approximate times for each item, and circulate it ahead of time. Leave enough time for others to make their points, but try to stay on schedule. Circulate the agenda before the meeting, and ask for input.
- Assign somebody to run the meeting (a facilitator), and a note-taker to write everything down and distribute the notes to the group. The facilitator and note-taker could be yourself, but it's often better to delegate those tasks to somebody else who may not be distracted by other leadership tasks.
- Listen, understand and share ideas with others; understanding is different than agreeing, so you should learn to understand and accept even opposite opinions. A leader uses their heart as well as their head.



HELPFUL TIP:

For more great resources on becoming an effective leader and planning great campaigns, visit: workshops.350.org

- Stay positive and have fun. It makes communication much easier.
- Circulate the notes after the meeting, with action items delegated and clearly highlighted so that people on your team will know exactly what they need to do before the next meeting. Decide on a next meeting time.

2. PLANNING YOUR CAMPAIGN

Once you have a group together, it's time to start planning out your campaign. There are lots of different ways to plan a campaign, but here are some tips to get you started on the path to success:

Research

A good first step is to learn as much as you can about your school's endowment, the administration, and the board of governors. See if you can get information about where your endowment is being invested (this is often hard to find). Talk to students or faculty who have been involved in previous divestment campaigns on campus. Once you've got a little bit of info under your belt, try and set up a meeting with the in-house money manager at your school. Be sure to check out our website for links to more guides that can help you with more in-depth research.

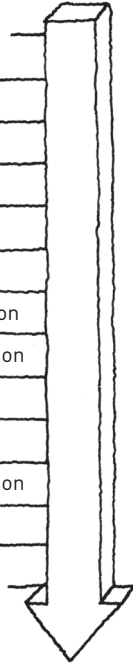
Power Mapping

A "power map" is a way to think about the people who have influence at your institution. First, figure out who is on your board of governors – they're the ones who are going to make the final call about divestment. Learn their names, see if they have connections to the fossil fuel industry, figure out if they have kids who are students there (they'd be good people to recruit). Next, map out the people who influence your school's president: is there an influential professor or alumnus to get on board? What sorts of pressure do you think your President will most respond to? If you're having trouble, remember to drop us an email at: divest@gofossilfree.ca



CAMPAIGN STRATEGY

Campaign Stages



Set goals
Educate
Build organization
Negotiate with target
Low-level confrontation
High-level confrontation
Negotiate
Win
Monitor implementation

Campaign Goal



Write out a Campaign Plan

A campaign plan is a living document that you can use to order your thoughts and set clear benchmarks that will help keep you on path. You can find a sample campaign plan up on our website, but feel free to come up with a format that works best for you.

It helps to work backwards—think about where you want to be when you win the campaign, and think through the steps that will get you there. First, set some clear goals that will help you achieve your objective. Then, identify the strategies you will use to achieve those goals. Again, be sure to think creatively – and be ready to adapt as the situation changes.

Create a Calendar

One of the most important things for a successful campaign is keeping up momentum. Sit down with a calendar and figure out how you can keep up excitement over the coming months – nothing happening in February? Think about bringing a speaker to campus. Remember, good campaigns are like good stories: the more interesting your narrative, the more likely people will want to follow along and take part.

3. BUILDING CAMPUS SUPPORT

Divestment campaigns often falter because they turn into backroom negotiations with an investment committee rather than a public-facing effort that galvanises campus and community support. As you plan out your campaign, make sure to identify ways that you and your group can build campus support for your effort. Here are some ideas:

Open Letter

Write a letter to the administration urging them to divest from fossil fuels and collect as many influential signatories around campus as possible. Publish the letter in the college or university newspaper as an editorial or an advertisement. Email it out to students, alumni, and the press. Check out our website for a template that you can use to get started. Some groups in Canada have worked with professors to write an open letter specifically from faculty. Working one-on-one with members of stakeholder groups can be a great way to find strong champions and help broaden the support of your campaign.

Petition

Start a petition on our website or your own asking your university or college president to work with the board of governors to meet our demand: freeze new fossil fuel divestments and fully divest within five years. Collect signatures online and on campus, at the dining hall, going door to door, in front of a creative display. Build momentum by publicizing exciting signatures, like the student body president or a popular professor on campus. Plan a dynamic and media-worthy petition delivery.

Engaging Your Students' Union

The students' unions on campus are a political body that can serve as a great source of support. There may be multiple unions representing students on campus so contact them all to request support and potential collaboration on the campaign and upcoming actions. Typically, students' unions have



access to direct communications to students via avenues including newsletters and emails; they also typically have access to meeting and organizing spaces, resources like printing and craft materials, as well as connections and contacts with certain decision makers and other potential supporters on campus such as the various labour unions representing staff and faculty at your institution. They are an invaluable source of support, so be sure to reach out to them early on in your campaign!

Student or Faculty Association Votes

You can work with your student union or faculty association to hold a vote on divestment. Student unions will usually vote at the board level, with all elected students participating, to send a clear message that the voices of students support this initiative. Faculty associations can also hold a vote of all faculty members of your college or university. Try and get as many stakeholder groups like these to add their voice through a vote or other means. Be sure that you know you will win the vote before you take this step. We've got resources to support you with all of this. Get in touch!

Debates

Host a debate on whether or not your school should be invested in fossil fuels. Debates often draw a larger crowd because they're often more exciting than a regular presentation. Got a great debater or professor on your side? Challenge the president or a trustee to debate a student on the resolution to divest.

Speakers

Invite a topical speaker to campus. Get in touch with our campaign staff at divest@gofossilfree.ca and we can try and hook you up with inspirational speakers who can talk about the divestment, tar sands, pipeline campaigns, social movements in Canada, or other topics. Getting a voice off-campus to validate your work is a great way to build support.

Film Screenings

You don't just need to show *An Inconvenient Truth*. There are lots of great movies about the climate crisis, as well as films that tell the story of activists fighting against incredible odds. If you haven't seen it already, you should definitely check out *Do The Math*, which tells the story of the rising movement to change the terrifying math of the climate crisis and fight the fossil fuel industry.

STORY-TELLING

Throughout the whole process of your campaign, it is vital that you keep in mind the story you are trying to tell, and to emphasize certain pieces of that narrative depending on your audience. The story we are creating is about students demanding the institutions that claim to support them stop investing in industries that will destroy our futures. It's about thinking for the long-term, being leaders, and taking a stand for what is right and just. The way you tell that story, or whatever version your team decides to tell, should shift depending on who you're talking to. Your board of governors will want to hear more about why it makes sense financially to divest. A climate activist who you're trying to get to support your campaign will want to hear about how social stigmatization of the fossil fuel industry can create the political space for legislative changes. A student might just want to hear about why, morally and ethically, it's the right thing to do.



Parties

Not every event has to be serious politics. Throw a dance party with projections of melting glaciers on the walls or make everyone wear a vest and then “divest.” Get a campus band to write the next climate anthem or host a rap battle debate on divestment. Parties are a great way to boost morale and bring in new supporters on campus.

Creative Stunts

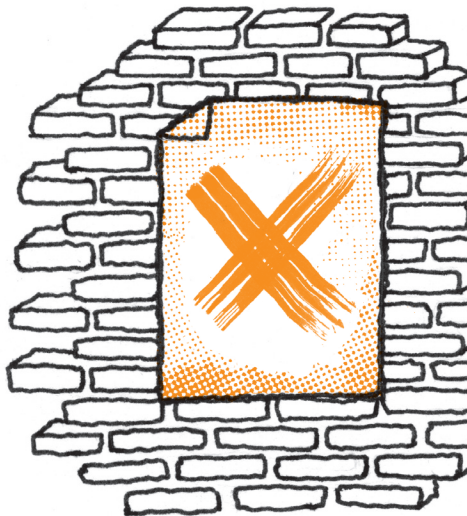
Think about creative actions that you can do on campus that will win student body support and turn up the heat on your administration. Host a “march of the fossils” across campus dressed as dinosaurs, create a climate refugee camp, drop a giant banner from a residence building, paint a big mural about divestment, and more. Check out our website for a place to get ideas and share your best tactics. Want even more? Take a look at Beautiful Trouble (beautifultrouble.org) or other great books listed at the back of this guide.

Presentations

Develop a short, compelling, and powerful presentation that you can give on divestment (we’ll have some samples to work from up on our site). Give the presentation to the investment committee, key clubs, student council, the newspaper, faculty council, community members, other students, and anyone you can think of.

***“IF I CAN’T
DANCE, I DON’T
WANT YOUR
REVOLUTION!”***

EMMA GOLDMAN



The Campus Newspaper

The campus newspaper is a great place to get the debate over divestment going. Develop a relationship with the student who is going to be covering your efforts and feed them exciting updates and events to cover. Meet with the editorial staff and try and get them to write in your favor. Check out the media section of this guide and our website for ideas about how else to use media coverage to help your campaign.

Online Organizing

Your campus is a digital community as well as an offline one. Set up a Twitter and Facebook account for people follow the campaign with and make sure to share your handle with our team. Got a friend who's good with graphics? Get her to develop online content that you can distribute. And keep in touch with our social media team who will be highlighting inspiring, interesting, and motivating content to share media@gofossilfree.ca.

4. TURNING UP THE HEAT

Got a base of support and ready to start really pushing for divestment? Here are some more ways to start turning up the heat on campus. This is where your campaign really starts to take off and get serious. Here are a few ways to crank up the volume:

Publishing Ads

Got some resources that you've raised from the community or alumni? Try publishing an ad in the student newspaper (maybe your open letter) to push the administration to take action. Print out the ad and put it around campus. Send the ad to trustees and key alumni.

Engaging Alumni

Alumni are a great resource to tap into. Ask your alumni supporters to write letters to the administration or call up the president. Alumni can also write letters in the school's magazine, buy ads, attend reunions and alumni gatherings to talk about divestment, and more. Remember, your school is always working hard to get alumni donations – if they want to talk money, make sure they talk divestment.



ORGANIZING TIPS:

The following are just a few important key lessons for continuing to build excitement, staying flexible, and multiplying your impact:

Make friends: Look, no matter how you slice it, solving the climate crisis is going to be a long haul. Focus on building a community of friends who you can work with to win this campaign and many more to come. Potlucks, music, dinner, parties: these are just as important as strategy meetings and debates.

Just say 'yes': One of the things we've learned is how much less time it takes to say yes than to say no, and that sometimes the wildest ideas are the ones that really catch on. Instead of being stuck justifying your decision and wasting time and momentum in debates, let people try out some creative ideas.

Be creative: Creativity and fun are great low-cost solutions to getting the message out about climate change and divestment. Tap into your friends and community to find artists, musicians, dancers, athletes, writers, and anyone else who can add a creative edge to your campaign.

Look outwards: Organizers often get caught spending the majority of their time talking to each other, debating ideas, coming up with elaborate plans and forgetting to talk to the public. Don't let this fight become a backroom negotiation: your power comes straight from your ability to mobilize your fellow students and community. Make sure that at least one person on your team is focused on continuing to engage the community in your efforts.

Holding a Referendum

If you've already got a large amount of student support on your campus for fossil fuel divestment, maybe it's time to hold a referendum through your student union. You can have a vote amongst students on your campus to show in massive numbers that they support your school divesting from fossil fuels, or if they want the student union to do everything in their power to make divestment a reality. Make sure you have enough student support and the people power you will need to be successful and get a high voter turnout before you take this step.

Targeted Campaigns

Try and find a creative, short term campaign that you can run that will turn up the heat on divestment. For example, urge your campus drop a fossil fuel company as a sponsor, reveal the connections between a board member and the industry, push your president to take a trip with you to see a community impacted by climate or extreme energy.

SOME ACTION IDEAS FROM GENE SHARP AND OUR FRIENDS AT THE RUCKUS SOCIETY

Protest:

- Public speeches
- Declarations
- Group of mass petitions
- Mock awards
- Displays of flags or banners
- Vigils
- Teach-ins

Non-Cooperation:

- Student strike
- Social disobedience
- Boycott
- Refusal to disperse

Solutions or Alternatives:

- Alternative social institutions
- Alternative communication system
- Moving your money

Intervention:

- Occupation
- Blockade
- Guerilla theater
- Disrupting a proceeding

Check out our website
for more action ideas!

Once you've built up some student support, it's time to turn up the heat. Deliver your petition to the college president, host a creative demonstration outside the administration building, publish an ad in the campus newspaper pushing for divestment. Now is a great time to bring in alumni to help out: ask them to write letters to the college, publish ads in the alumni magazine, and support your efforts.

Petition Delivery

Make a big event out of delivering your petition to your university or college president (and the board of trustees or managers if they are on campus). Print out a giant copy of the petition or march with other props: you don't need to be aggressive or angry, but you want to be strong. Make sure to do some media outreach.

Creative Demonstrations

Crank up the demonstrations and creative actions that you're doing on campus. Trustees coming to town? Host events throughout the time they're on campus. Administration giving you the cold shoulder? Maybe it's time for a human oil spill outside their office.

5. PRESSURING THE BOARD

The board of governors/trustees/managers meeting on your campus is going to be a big moment for your campaign. Boards usually meet on campus only a few times a year. Here are some ideas about how to prepare for these key moments:

Leading up to a Board Meeting

Once you've built student support on campus and begun to turn up the heat on divestment, it's a good idea to request an opportunity to present to the board of trustees. Leading up the presentation, you'll want to prepare all your information about why divestment is a good option, power map the board of trustees to identify potential allies and adversaries, and build student and faculty support so you're not going in alone. Our campaign team and our allies can help with each of these steps – make sure to get in touch!

Presenting to the Board

Presenting to the board of trustees can be intimidating, but you're completely prepared to rock it. And remember, you're not alone: lots of student leaders have already met with their trustees and can help give you ideas for the best ways to present. One key is staying confident – you may not know the ins and outs of every investment, but you know the climate math and what needs to be done. Dress for success, practice, practice, practice, and go kick some butt.

Make it personal

Facts and figures aren't the only way to make your case. If you can track down the contact info for different board members, send them personal letters urging them to divest. And do your research: if they donate to environmental causes, bring it up, or if they voted to divest from apartheid, urge them to make the right decision again.

Demonstrations

Whether you're presenting to the board of trustees or not, organizing demonstrations on campus when they're having their meeting is a good idea. Depending on where the board is at on the issue, you're demonstrations can be supportive actions that cheer them on to make the right decision or protests that push them to change their minds. Or, if they refuse to meet with you at all, now could be the time for escalation.

Follow-up

Remember, the board of trustees or administration isn't our enemy, the fossil fuel industry is. If you're invited to present to the board or have any interactions with them, make sure to follow up with a thank you note – it's a way to show respect, but it's also another great chance to make your case. A degree of civility will often go a long way.



6. ESCALATION

The board has shot you down, the president doesn't want to listen to you (or you're stuck with some go-nowhere committee) and it feels like your campaign is stuck in neutral. We're all going to face moments like this. The key is to not back down – now is a time to see how you can tactically escalate your campaign.

Circling the Administration Building

In 2011, when US President Obama looked like he was going to approve the Keystone XL pipeline, over 15,000 people came to Washington, DC and surrounded the White House. It was a powerful action – three days later, the President delayed the pipeline's permit. Build up to a big action of circling the administration building with as many students and faculty as possible.

Organizing a Sit-in or Occupation

During the anti-apartheid movement, many students turned to sit-ins during trustee meetings or in the President's office to pressure their school to drop its investments. One Swarthmore trustee told students there that they only committed to divestment because students peacefully blocked them from leaving their meeting room. Organizing a direct action like a sit-in can be a big undertaking and something to be taken seriously – get in touch with our campaign team at divest@gofossilfree.ca and we can help you walk through the details.

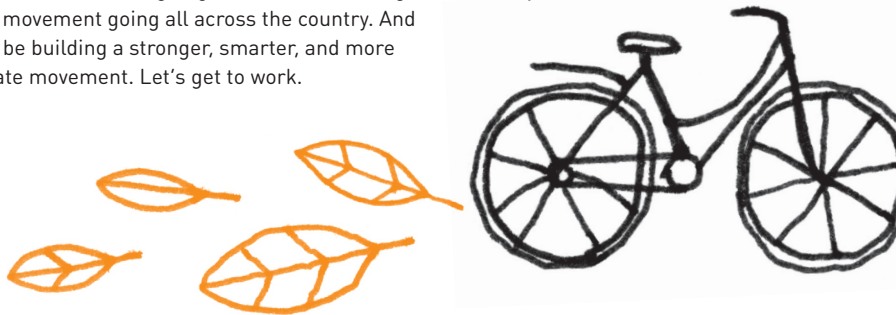
Holding Back Donations

During a Darfur divestment campaign at Harvard, seniors put the money that they normally give to the college as an unrestricted class gift into an escrow account that would go to a human rights center unless Harvard divested. Holding back class gifts or urging alumni to withhold donations can be a powerful way to influence the college.

Hosting a Walk Out

Your education shouldn't be paid for by destroying the planet. If you've got a lot of student support, host a walk-out from class on a certain day to call for divestment. Try and get professors on board so that they can cancel class or find other ways to support the effort.

Winning a divestment campaign isn't going to be easy, but the effort can be an incredibly powerful experience for everyone involved. It will also make a big impact: even if we don't all win divestment on our campus, we'll be sending huge shockwaves through the industry by getting this movement going all across the country. And together, we'll be building a stronger, smarter, and more powerful climate movement. Let's get to work.



Goals & Strategy: How does this tactic fit into our strategy and help us achieve our goals?

Regrouping:
How do we plan to celebrate and debrief this action?

Target: Who is the target and how are we influencing them?

Location: Where will the action take place and how does the location support your message?

Relationships:
How will this affect our relationship with allies, key stakeholders, and our team?

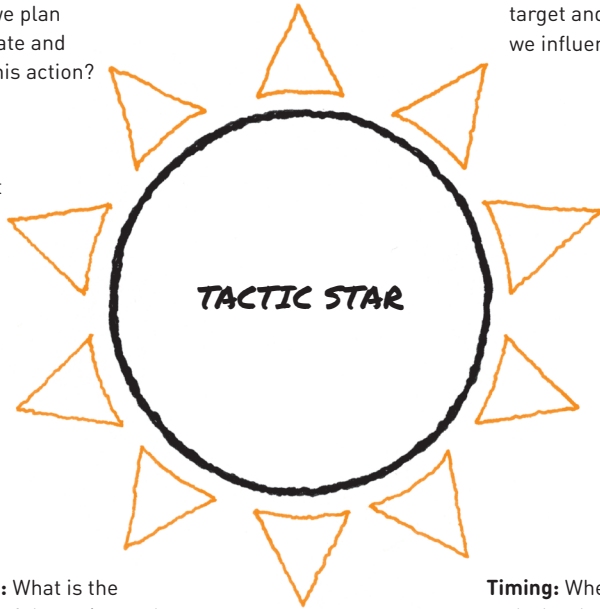
Message:
Is our tactic understandable and persuasive?

Organization:
How will this tactic affect our organization and how people perceive us?

Tone: What is the tone of the action and how will people react?

Timing: When and why should we do the action?

Resources: Is the action worth the limited time, energy, and resources of our group?



GETTING MEDIA ATTENTION

Getting media attention for your efforts is a key strategy for two major reasons.

First, it's a great way to build your campaign and turn up the pressure on key decision makers: institute presidents and the board of governors pay close attention every time their institution is mentioned in the news.

Second, remember that our larger goal is to use divestment to send shockwaves through the fossil fuel industry and take away their social license to operate. If universities and colleges divest silently, without significant media coverage, our efforts won't have the desired effect.

Here are some key tips to getting good media coverage.

1. Create media events that fit into an interesting narrative

It may seem obvious, but the key to getting good news coverage is to make some news. Your goal is to get as many stories about your campaign as possible, but the media isn't going to write the same story over and over again: it's up to you to come up with new, interesting angles or events that keep your narrative going. As you plan your campaign, try and calendar out a series of interesting moments when you can reach out to the press. Look for drama, conflict, strange bedfellows, new facts or revelations, scandal, curiosity, and all the things that make for a good story.

Here are some moments that you could create during your divestment campaign, each of which would be a good opportunity to reach out to the press:

- Declaring the launch of your campaign
- Letter from key faculty members in support of the campaign
- Getting a famous or influential alumni to support the campaign
- Delivering a petition to the university or college president
- Revealing the ties between trustees and the fossil fuel industry
- A creative action on campus
- Organizing your group to visit a fossil fuel site or impacted community
- Publishing a poll on campus that shows student support for divestment
- Bringing and interesting speaker to campus who can support the campaign
- Protesting the board of trustees meeting

Things to keep in mind while you're planning a media event:

- Find an interesting spokesperson who can talk to the media
- Make sure you know your 2-3 key messages that you want to get out to the press
- Think about the photo you want in the paper: a great picture really is worth a thousand words
- Controversy makes great press: if you can give your story an edge, it's more likely to get coverage

Crafting these press moments is a great job if you're a writer, communications student, actor, or have an eye for the dramatic.

2. Develop and cultivate a media list

Work on developing a media list of key journalists that you want to cover your story. Scan the online sites of local newspapers, blogs, radio stations, and TV networks for the names of reporters who cover education, the environment, or local news. Do a Google Search for any news on your school and find the reporter who did the piece.

Then, to get their contact info, find a general number for the outlet you're looking to contact, give them a call, and ask to be connected to the reporter you're trying to reach. Once you have their info, you're off and running. You can also contact our campaign team and we can look up contact info in our media database.

Remember, reporters are people too. Don't swamp them with too many emails or phone calls and as much as possible, try and turn them into a friend or acquaintance. Doing media is a lot like dating: you'll get turned down a lot, but it can pay some great dividends.

3. Send media advisories and press releases

Before an event that you're trying to get coverage for, send out a media advisory with all the key information and call up reporters to give them the heads up. Immediately after the event, send out a press release with a description of what happened, key quotes, and a preview of how the story is going to continue to develop (sample advisories and releases can be found up on our website). Email media@gofossilfree.ca to get media kit and sample press releases you can adapt, we can also help to send releases to our contacts.

4. Be the media

The media landscape is changing fast. More than ever before, we have the tools to become our own media. As you plan your campaign, find creative ways to tell your story and build support through blogs, videos, podcasts, interviews, and more. As you build out your team, find friends who are filmmakers, musicians, actors, and artists – their creativity is going to be a key asset to your campaign. Check out www.rabble.ca and www.mediacoop.ca for great platforms to get your story out!

Our national media team is a great resource to help you develop a communications plan, reach out to key press, and get media coverage. We'll also be working to build up all of our efforts into a national story that gets major attention. Let's go make some headlines.



NOT A STUDENT? YOUR ROLE

The anti-apartheid divestment movement was successful, in large part, because it engaged people far beyond students in the fight. We're going to need non-students supporting the campus divestment campaign, divesting their personal holdings in the fossil fuel industry, pressuring religious institutions and pension funds to divest their fossil fuel holdings, and supporting the campaign in a number of other important ways. And remember: divestment is only part of this fight. Whether it's working to stop the Northern Gateway or Energy East pipeline or implementing clean energy solutions from the bottom up, there are lots of ways to get involved in this movement. Let's get to work.

SUPPORTING CAMPUS DIVESTMENT CAMPAIGNS

Even if you're not a student, there are lots of ways to support divestment campaigns that will be springing up on campuses across the country. Here are some ideas:

Recruiting New Student Leaders

Got a young friend or family member who is currently a student? Encourage them to get involved in the campaign!

Alumni Engagement

Alumni can have a powerful voice in swaying their institution to make the right call when it comes to divestment – after all, they're counting on you to donate to the endowment! There are lots of ways that alumni can support the campus effort: writing letters to the president, publishing ads in the alumni magazine, making public statements to the media, and donating to support a campaign on your campus.

Professors & Staff

Students aren't the only people that make up a campus community. Professors and staff can play a crucial role in helping support a divestment effort at their institution. You can help pass a faculty resolution calling for divestment, support a student group on campus as a faculty advisor, and organize fellow staff to join the campaign.

Community Member

Lots of people live near universities or colleges. Try and connect with a divestment campaign at a school near your and offer your support. Students will be organizing everything from film screenings to sit-ins and may need your help!

Amplifying the Campaign

If our work is going to be successful, people need to hear about it! Help amplify the work of student activists across the country by sharing their stories on Facebook and Twitter, joining in key online actions, and getting your friends in the media to cover this campaign.

DIVESTMENT OFF-CAMPUS

We've launched this new fossil fuel divestment movement on university and college campuses because of the unique role that they play in our society. But as in the anti-apartheid movement, this effort will be most successful when it spreads off campus to religious institutions, city and state pension funds, and people's own individual savings accounts. Here are some of the ways that you can help support the fossil fuel divestment movement off-campus:

Push Your Religious Institution to Divest

Climate change is a moral issue and our religious institutions – the churches, mosques, synagogues, and temples where we worship and build community – shouldn't be a funding the destruction of the planet. Religious institutions played a key role in the anti-apartheid movement and we'll need them to help lead this effort as well. Check out the campus divestment section of this handbook and think about ways to apply those same lessons to your religious institution. And take a look at our website for more detailed information about how your religious community can divest quickly and responsibly. Contact [HYPERLINK "mailto:divest@gofossilfree.ca"](mailto:divest@gofossilfree.ca) divest@gofossilfree.ca and we can connect you with folks already doing work in this area!

Move Your Money

If you have a savings account or a retirement fund, it's likely that you're invested in fossil fuel companies. Moving your individual money is a powerful way to deepen your own commitment to the cause while sending powerful signal to the industry itself. We'll be working with partners to develop more in-depth resources about how to divest your own money from the industry and invest in socially responsible (and financially sound) funds.

As with any investment, take the time to read through all the fine print, and make sure you're making the right financial choice for you. We're not money managers, so before you make any decisions, make sure to talk to a professional.

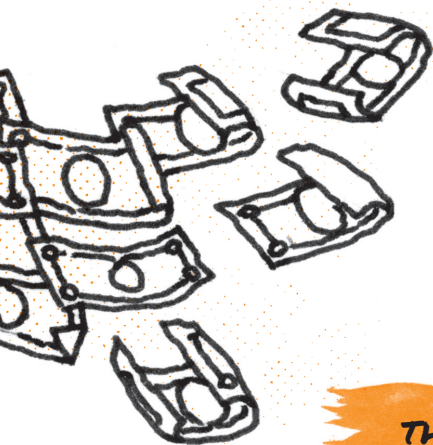
Pressure Your Pension Fund

Pension funds are some of the largest investors in the world and play a big role in shaping markets. During the anti-apartheid movement, a number of large pension funds divested from South Africa, making a huge impact. Getting big pension funds to divest from fossil fuels and reinvest in clean energy and sustainable climate solutions will be a major effort, but you can get the conversation started now. Talk with fellow employees, learn more about your pension fund, and send letters to your fund managers urging them to consider divestment.



Pass Divestment Policies

States and cities can also pass resolutions supporting divestment and begin transforming the funds that they manage. Learn more about the role that your state or city played in the anti-apartheid movement, talk to allies in government who can help you develop a campaign plan to get the divestment conversation started, and build a movement to turn up the heat. Our limited number of field organizers will have their hands full supporting campus divestment efforts, but that doesn't mean that you can't get the ball rolling in your community.



Start a Discussion

We want to make fossil fuel divestment the dinner table conversation of money managers and investors everywhere. Got friends or family in the industry? Keep them up to date about our efforts and encourage them to start looking into divestment. You can also help spread the word by blogging about divestment, sharing articles and updates online, writing letters to the editor, and simply talking to your friends about the movement. Every conversation helps!

THANK YOU FOR READING THIS GUIDE!

We hope it was a helpful resource in getting you started running a divestment campaign on campus or in your community. This movement is just beginning. Stay tuned to 350.org/fossilfree for updates and don't hesitate to get in touch with us at: divestment@350.org. Many thanks for all you do.

MORE RESOURCES

Visit gofossilfree.ca/resources for a complete list of updated divestment resources, tools and templates.

Key Reports and Articles

Global Warming's Terrifying New Math - Bill McKibben (in Rolling Stone): go.350.org/rolling-stone

Unburnable Carbon - Carbon Tracker Initiative: carbontracker.org/site/wastedcapital

Action Resources

Beautiful Trouble: beautifultrouble.org

The Ruckus Society: ruckus.org

smartMeme: smartmeme.org

Training for Change: trainingforchange.org

Organizing for Power: organizingforpower.org

Canvass: Canvasopedia.org

Praxis Makes Perfect (list of resources): go.350.org/praxis

Additional Websites with Divestment Resources

Responsible Endowments Coalition: endowmentethics.org/resources-for-students

350.org

gofossilfree.org

Fossil Free Partners

Responsible Endowments Coalition: endowmentethics.org

Sustainable Endowments Institute: endowmentinstitute.org

Energy Action Coalition: energyactioncoalition.org

As You Sow: asyousow.org

and many more to come!

NOTES



NOTES



GLOBAL PARTNERS

This campaign was started in the United States by a coalition of groups. As this campaign grows, we'll be working with partners large and small, from national organizations to local campus groups in every corner of the country. If you work at an organization and would like to partner with us on this effort in Canada, please contact us at: divest@gofossilfree.ca. If you're an international group interested in divestment contact divestment@350.org.

The founding partners of this effort include:



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