Recruitment Toolkit

Growing Our Campus Movement

Sources: Sierra Student Coalition, REC, Energy Action Coalition, Wellstone Action, 350.org
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Why Recruitment Matters

Recruitment is one of the most important and most challenging aspects of running a campaign. In some ways, it is like our heartbeat -- the pulse of energy that brings life into our organizing. And like a heartbeat, a lack of recruitment is a good way for your campaign to fizzle out.

But why is recruitment so important? It depends on your theory of change. If you believe that winning campaigns means building the power of people until it outweighs the power of your opposition, then recruitment is the first and most important step. Recruitment helps us build the diverse movement we need -- it helps us get outside our social circles and connect with people we may have never otherwise reached out to. This is critical for our campaigns’ resilience, because it takes a huge variety of resources to win campaigns.

Recruitment is how we build our resources -- human energy, experience, skill, brilliance, and hope.

Why do we actively recruit?
We recruit to:

- **Grow the Campaign**: Build power for the campaign by creating visibility and by bringing in new members.
- **Spread the word**: Build relationships and share our vision with one-on-one conversations and broader recruitment like speeches, movie screenings, etc.
- **Strengthen our Team**: We’re not just after numbers -- we want to find the people who will bring new skills, perspectives and energy to our work.
- **Develop and Retain New Leaders**: Recruitment takes a lot of work, which makes it a great opportunity to build leadership and skills in new leaders. It gives people a chance to practice messaging, lead a recruitment team, and build commitment to our campaign. Nothing increases retention like having many people feel responsible for the retention of the people they’ve just recruited.
Recruitment Tips

- **Recruit continuously.** You may choose to focus on recruitment at the beginning of the semester, but don’t stop there. You can find new leaders in the most unexpected of places. Maybe your housemate or study buddy would be interested in getting involved but you’ve just never asked!

- **Plan ahead, and come prepared.** Knowing what recruitment techniques you plan to use will help you prepare materials and talking points in advance. If you’re talking to classes or gathering petitions on campus, have petitions and fliers ready with meeting information. Keeping a few petitions in your backpack doesn’t hurt! Always knowing your next event time/place will help you drive people to your events far more effectively than sending interested classmates to your facebook page or website.

- **Cast a wide net.** To build the level of power we need to win, we have to extend ourselves beyond the standard environmental and activist channels. There are so many facets to our campaigns that folks with all sorts of interests can find a way to help. From finance majors to art majors there is a place for everyone in our work.

- **Let ‘em hear from us from all directions.** You may not catch everyone with just one recruitment method. People are more likely to join us if they hear about us from multiple sources (ex: sign a petition on campus, attend a facebook event, get a phone call, and see a flyer in the restroom). It also helps us reach a broader, more diverse audience.

- **Keep it simple.** Although you don’t have to be a financial expert to know that our universities shouldn’t be investing in the fossil fuel industry, sometimes campaign messaging can get so bogged down with financial jargon that it just leaves people confused. You don’t need to have all the answers -- just a simple, compelling message.

- **Track your recruits.** Recruitment is a waste of time if you’re not tracking the people you bring in. Every time you talk to a new person, get their contact info, and keep all that information up to date in a central database (we like google docs for easy collaboration).

- **Follow-up with new recruits immediately.** Once you get someone to sign a petition or an interest form follow up immediately. Giving them a call and inviting them to the next meeting is so much better and more personal than email. From there, it’s time to move them up the leadership ladder.

- **Have opportunities ready.** When recruitment is going well, you may have dozens of new people engaging with your campaign each week. You’re most likely to retain those people by making sure there’s a clear and valuable next step for them to take so they feel
like a part of your campaign, instead of a spectator.

The 5 C’s of Recruitment:

1. **Connection**: Be a human first, not an organizer. Spend time listening to what matters to them. Share why you are so excited to be a part of your campaign.
2. **Context**: Let them know why your campaign is important. What’s the problem? What’s our solution?
3. **Criticality**: Why is it critical that they get involved? What’s the urgency?
4. **Commitment**: Make the Ask – and get a clear answer.
5. **Catapult**: Set them up for success -- they should know when/where/and how they will fulfill their commitment. Be sure to follow up to confirm!

Planning a Recruitment Drive
A recruitment drive is a concerted effort to bring new people into your group (and retain them) laid out over a short period of time. There’s no mystery to recruitment -- it starts with effective recruitment plans that ensure the number of people who get involved are in line with your group’s overall goals and expectations. Here’s how to run an effective recruitment drive that builds your campaign, organization, and develops new leaders:

1. **Ask yourself how many people you need for your next meeting/event/tactic to be a success. This is your goal.**
   - How many people do you want at your event or kick off meeting?

2. **Brainstorm your recruitment tactics.**
   - Ex: Phonebanking, gathering petitions on campus, gathering petitions online, speaking to classes, holding recruitment events like movie screenings, tabling in the dining hall, putting up flyers, etc.

3. **Work backwards from your goal on a timeline.**
   - Choose a few tactics each week, selecting a member of your team to bottomline each tactic (including perhaps, recruiting a few people to help them).
   - Pull in people you recruit early on in your drive to help you finish out your recruitment plan.
   - Think through how many people you’ll need on your list to turn out the number of people you want at your event. Use the rule of halves.

**Rule of Halves:**
When running a recruitment drive it will take a mix of all of the above recruitment tactics to reach your goals. Here’s an important rule that will help your group set ambitious goals and be able to meet them. It’s called the Rule of Halves, and it goes like this:

![Rule of Halves Diagram]

**Using Recruitment Drives as Leadership Opportunity:**
Not only do effective recruitment drives help to grow your campaign and organizations, they are a great opportunity to provide leadership to newer members. Being able to collect petitions and run phone banks are all essential organizing skills and ways for new members to get involved in
Try using a weekly recruitment plan that has a new leader on point for specific days of the week. They are responsible for making sure others join them that day, that all materials are ready, and that volunteers are trained and ready to go. Only having to be in charge of one or two days of recruitment is a manageable task for a new leader.

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**Sample Recruitment Drive Plan**

**Goal:** Recruit 50 new people to first meeting.

**Tactics:** Class raps, Online Petition, Offline Petition, Facebook Invites, Chalking, Phonebanking

**Setting Numerical Goals:** If you want 50 people to turn out, you want to phonebank to confirm that many
people beforehand. Using the rule of halves, to turn out 50 people, you’ll need to get 100 people to say they’ll attend, 200 people on the phone, and at least 400 names collected.

### 3 Weeks Out: (Class raps - Sam bottomlines, Online Petition - Raven bottomlines, Phonebank Follow-up - Jessie bottomlines)

**Class Raps** (Sam + 2)
- Email 50 professors and set up class raps for this week and next
- Do 8 class raps, collect 80 petitions (ask for phone #s!)

**Online Petition** (Raven + everyone in the group shares online)
- Set up online petition on gofossilfree.org (get phone #s!)
- Post on Facebook, encourage full group to share with their friends, classes, clubs, etc.
- Collect 100 petitions

**Phonebank Follow-up** (Jessie + 3)
- Starting Wed. Spend 1-2 hours each evening calling the names gathered that week, inviting them to next week’s meeting, or tapping them into a recruitment activity immediately.

### 2 Weeks Out: (Class raps - Sam, Offline Petitioning - Evan, Phonebanking - Marion)

**Class Raps** (Sam + 2)
- Do 15 class raps, collect 150 petitions
- Schedule class raps for next week

**Offline Petitioning** (Evan + 6)
- 4 people gather petitions in the quad and dining halls for 3 hours/day on 3 days that week (gather total of 360 petitions)

**Phonebank Follow-up** (Marion + 5)
- 3 people Spend 1-2 hours each evening calling the names gathered that week, inviting them to next week’s meeting, or tapping them into a recruitment activity immediately.

### 1 Week Out: (Class raps - Sam, Chalking - Ben, Phonebanking - Ingrid)

**Class Raps** (Sam + 2)
- Do 8 class raps, collect 80 petitions

**Chalking** (Ben + 2)
- The 2 days before the event, write the meeting/event details on classroom chalk boards and sidewalks around campus

**Phonebank Final Push!** (Ingrid + 15)

> You’ve gathered 770 petitions and a few more online signatures have trickled in, and since you’ve been pushing hard for phone numbers, that gives you roughly 500 numbers to call.
- 10 people phonebank for 3 hours on the 2 days leading up to the event, inviting everyone. If they don’t get in touch with the person, they send them a text message inviting them (find the volunteers who have unlimited text plans to do this).
- Remember, you want twice as many people as you want to attend to say “yes!”.

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**Petitioning**

Petitioning is what we call actively seeking in-person petition signatures, and it is one of the most effective methods of recruitment. Not only does gathering petition signatures allow us to quantify
our support to decision makers, but it also helps us to gather contact information and to identify new members. Petitioning simultaneously grows our organization and strengthens our campaigns.

Tips and Tools for Petitioning Success:

- **Use the rap:** See more on raps (or short, pre-planned talking points) below.
- **Be friendly:** People are much more likely to stop and talk with you if you make eye contact, smile, and greet them with a question.
- **Stick to high foot-traffic areas:** Ex. dining halls, student unions or plazas, dorms etc. Bryn Mawr collected over 1,000 petitions in one day by greeting everyone as they walked into the dining hall and posting petitions on the doors.
- **Gather petitions in a variety of areas on campus:** This helps ensure that everyone you recruit isn’t a journalism major because you’re always standing in from on the journalism building.
- **You can use a table, but don’t need a table to petition:** A button on your shirt and a clipboard in hand will do just fine. Sometimes this is even better because you can have one-on-one conversations with supporters without the distraction of a busy table.
- **Database the petitions you gather each day:** You can always use this online petition at gofossilfree.org and enter in petitions collected on paper. If you have questions on how to use the petition system, e-mail allyse@350.org.
- **Follow-up with those that sign the petition immediately:** Give you folks you were able to petition and who showed interest a call no more than two days after you petition them. Invite them to come to a meeting or take another action on the campaign.
- **Have fun!** People are much more likely to join a group that looks like it’s having a good time.

Petitioning Raps

In order to keep the message simple and make sure new members feel comfortable going out and talking about the campaign it’s important to have a rap, which is just a script, to use while petitioning. It’s important to spend about 15 minutes or so training any new volunteers so that you are setting them up for success. Good petitioning scripts have a rhythm. Remember the 4 C’s? Use this formula as a guide when writing your raps:
- **Connect**: Grab attention and ask a question to pull them in. Then introduce yourself.
- **Context**: Why are you even running the campaign in the first place? What’s the problem your organization is trying to address? Share our vision of a better world! What can your university to be part of the solution to our climate problems? Why is it critical for them to take action with you right now? What is the point of intervention in which they can get involved?
- **Commitment**: What can they do to join your story, and when, where, how?
- **Catapult**: If they agree to sign your petition, let them know the next time they can take action by inviting them to a meeting, event, etc. Bonus points if you have quarter-sheets with the details written down to hand out.

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**Class Raps**

Classes, particularly ones that are likely to have a sympathetic audience, are a great places to spread your campaign message and collect petition. With a short announcement about the campaign at the beginning of class, in a snap you can get upwards of 30+ petitions signed in 5 minutes or less. Not too shabby. Here’s what you’ll need to do to be prepared for an effective class rap:
1. Ask a professor ahead of time if you can have 5 minutes at the beginning of class to make announcement about a campus initiative (keep in mind, this doesn’t need to be your professor -- try emailing a whole department and scheduling out a few raps when you’re not in class).

2. Memorize and practice your rap beforehand. This helps with nerves and makes sure all the talking points are covered. Don’t forget the secret formula: Connect, Context, Criticality, Commitment, Catapult. Check out the sample rap in the appendix.

3. Have a partner passing out petitions as you are talking and collecting them once folks have signed.

4. Ask for the information you want. If you’re going to phonebank everyone before your next event, make sure there’s a line for phone number on the petition, and ask aloud for people to include their phone numbers.

Phone Banking

Planning and Managing a Phone Bank:

1. Set goals and figure out how many people you need to call.
2. Find a good place for folks to meet.
3. Invite volunteers (and confirm! twice!).
4. Ask people to bring their cell phones to use, and be aware if folks have limited minutes in their cell phone plan. If they do, try online options like Google phone and Skype calls.
5. Write the phone banking rap.
6. Organize contacts to call -- and start with those who seemed most interested in getting involved.
7. Gather materials -- including phone bank rap, spreadsheet of contacts, snacks or food for volunteers.
8. Train all volunteers on the rap before starting so that folks feel confident.
9. Phone bank with your volunteers. Remember, when you coordinate the phone bank, you set the pace.
10. Gather the team after the first hour and see how folks are doing, celebrate, give some tips, and evaluate the goal for the next hour.
11. Debrief at the end and celebrate your accomplishments.
12. Tally up the number of contacts, yeses, no's, and maybe's. Generally you can assume “maybe” means no.

Tips for Effective Phone Banking:
- **Stay on message and be succinct.** Stick to the rap and hit your main talking points.
- **Speak with confidence and avoid weak language.** For example, don’t say “We’re trying to turn folks out to tomorrow’s rally…” or “We’re hoping you might possibly be interested in learning more…” Instead, ask firmly, “Can you make it?” or, “Will we see you there?”
- **Communicate urgency and enthusiasm.** Explain why this work is urgent, why they’re needed in this fight, and why this matters by emphasizing key words and phrases.
- **Make people feel personally needed.** For example, “It would mean so much if you could come out to our action tomorrow and help out. Can you make it at 12PM?”
- **Be conversational and friendly.** Listen to what the other person says and respond appropriately.

Creative Tactics

Recruitment is all about building relationships -- so remember to have fun! Use memorable, creative tactics to grab the attention of new members (and your target too!). Here are some ideas:
- **Chalk** about an upcoming meeting or action on a central location
- Create a campaign **video** or call to action video and share on social media
- Develop an **art installation** about the fossil fuel industry or climate impacts (ex. fake drill rig or coal plant, mock oil spill, line of sea level rise, etc.)
- Have a **photo petition** while tabling (then compile it into a collage and share it on social
media!

- Give out divestment- or fossil fuel-themed **cookies** while tabling
- Have a **kick-off party** with a local band and a potluck dinner
- Host a **flash mob** on campus and pass out information about your campaign as people walk by

These kinds of tactics are also a great way to engage creative students in your campaign, including photographers, artists, musicians, and people who love to dance!

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**One-on-Ones**

*(From **Wellstone Action**)*

**WHAT:** A one-on-one is an **INTENTIONAL CONVERSATION** with the goal of building a relationship with another person by understanding their issues, interests and values, identifying common ground for collective action, and understanding their “story” - what matters to them and what will move them. This deeper knowledge about a person and the relationship you build is the foundation for being able to take action together.

**WHO:** While we’d like to do one-on-ones with everybody, it isn't practical. Instead, we generally target the people we do one-on-ones with:

- Existing members of our own organization that we want to involve more deeply
• Leaders of existing or potential partner organizations
• People impacted by the issue who we wish to identify leadership potential or the potential to be mobilized

**HOW:** During a one-on-ones, the job of the organizer is to ask questions that allow a person to open up and connect (with the organizer, the issue, the campaign). This is not an interview, nor is it therapy. A good organizer shares their story, too, but the aim is to ask questions, listen deeply, and identify and draw out connections between the two of you. A good rule of thumb is the “75/25 rule.” Your role as an organizer is to be actively listening 75% of the time.

**HOW TO ASK:** You can ask someone to do a one-on-one with you as it relates to the campaign or the organization you’re working with (Eg.: “We’re working on this campaign, and I’d like to sit down with you sometime soon to learn more about you and your organization and explore whether there are any opportunities to work together.”) It is also fine to simply set up a time to get to know someone better.

**HOW TO START:** You may want to start with some factual questions (Where did you grow up? Do you have a family? Where do you work?) but should quickly transition into open-ended questions that will lead to conversation. So if you start with, “Did you grow up around here?” you should follow up with, “So what’s it like to still be in the same place you lived as a child?”

**HOW LONG:** One-on-ones involve making time to sit down with a person. One-on-ones can be as short as 10-15 minutes, but some of the best connections come out of much longer ones.

**HOW TO WRAP:** Not every one-on-one needs to end in an ASK. If there is a clear desire to get involved, or there is leadership you wish to test, make an ask. If you think there may be “something there” but aren’t sure what it is yet, reaffirm the connections that were established and promise to give it some thought and circle back (and then really do this!). If there was no real connection or mutual interest in the one-on-one, no harm no foul. Thank them for their time.

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**Appendix: Sample Raps**

**Petitioning/Tabling Rap:**

**[Connect]**

Hi! Do you have a minute to help us divest Hypothetical University from Fossil Fuels?

*If yes...*

Thanks. I’m NAME, and I’m helping HU Divest gather petitions to our board to divest our school from fossil fuels. Have you heard about our campaign?

*If no...*
[Context]
Right now, our school’s endowment is still investing in coal, oil, and gas companies. These same companies hold enough carbon reserves to change our planet’s climate past the point of safety for our planet. We want our board to divest our endowment from the 200 companies with the largest carbon reserves. We believe that if it’s wrong for companies to destroy our climate for profit, then it’s wrong for HU to profit from their businesses.

[Commitment]
Will you sign a petition to our board asking them to divest?
If yes…
Thanks so much! The more signatures we gather, the more power we’re demonstrating to our board. Also, make sure to add your phone number so we can let you know about any opportunities to support the campaign in the future.

[Catapult]
We’re having our next meeting on Thursday in Major Donor Dining Hall at 5pm. Do you think you can make it? Here’s a quarter-sheet with all the details. Thanks again for your support!

Class Rap:

[Connect] Thanks prof. Hi how are y’all doing this morning? Awesome! My name is Studentia, and I’m here to talk with you about the HU divestment campaign

[Ask Questions] So how many of you walked here today in 90 degree weather in April? How many of you have been following the news about recent disasters like last year’s crippling droughts, Hurricane Sandy or the tornadoes in Oklahoma just last week?

[Context -- include Problem and Vision for future] Yeah, it’s not just a coincidence. Last year was the most expensive year in history for natural disasters in the US, and scientists are telling us that this is the new normal. The climate is changing -- and causing massive destruction as it does -- which means that our not-so-distant future is in serious jeopardy. And we know why -- fossil fuel corporations have 5 times more oil, coal, and gas in known reserves than scientists tell us is safe to burn and keep the world in survivable state. We have to keep 80% of their fossil fuels underground to keep the earth in livable shape -- but we know that these companies are not going to give up on that profit without a fight. But why am I in your class telling you about this? Because our school is investing 15% of our 500 million dollar endowment in the same oil, coal and gas companies that are signing off our future. And we know that’s wrong.
The good news is that we don’t have to keep supporting the companies destroying our world. We can join over 400 campuses, cities, and faith communities across the country working to divest their money from the fossil fuel industry. Here at HU, we have an incredible campaign running to get President Smith and our board to divest.

[Criticality] But we can’t wait long -- climate change is moving quickly, and our university’s action is a signal to the world that young people are no longer willing to watch our world destroyed. We have real cultural power as students and young people to loosen the grip that coal, oil, and gas companies have on our government and financial markets. Students led the charge during the civil rights movement, anti-war movements. This is the fight of our generation.

[Commitment] And we need you. We’re running this campaign with the love and time of a great group of students -- and we need folks to plan events, work with media, build coalitions with other groups on campus, meet with our administration, make art, websites, anything you can imagine. We need you.

[Catapult] Our next meeting is this Thursday at 6pm in major donor hall. We’d love to get you more details. My friend is going to pass around a stack of petitions. If you are interested in supporting the campaign or just signing on -- please fill it out with your name, email and phone number. If you want to get more involved, check the volunteer box, and we’ll let you know how to tap in.

While you’re filling those out, I want to tell you a little more about why I started doing this work:

[PERSONAL STORY] What got you involved? If you’re not sure, check out this great training on stories of self from the New Organizing Institute.

Phone Banking Rap:

[Connect] Hi, is this {BLANK} Hey {BLANK}, my name is {BLANK} and I am student organizer with the Fossil Free divestment campaign here on campus. We spoke yesterday at the student union and you showed your support by signing our petition. Thank you so much for your support on the critical issue of divestment. I’m giving you a call to share some exciting upcoming opportunities to get involved in the campaign. Do you have a minute to talk?

[Ask Personal Questions] ??????

[Context] As you may already know, fossil fuel corporations have 5 times more oil, coal, and gas in known reserves than climate scientists think is safe to burn. We have to keep 80% of their fossil fuels underground to keep the earth in livable shape. Right now our university is investing hundreds of thousands of dollars in these companies and profiting from an industry that is wrecking the planet.

The good news is there are over 200 campuses across the country that have gotten serious about the climate crisis and have joined a national movement and our campus is one of them. Across the country students like us are running divestment campaigns on their campuses, urging their college presidents and
boards to immediately freeze any new investment in fossil fuel companies, and divest from direct ownership of fossil fuel public equities within 5 years.

**[Criticality]** I’m really excited about the campaign at {UNIVERSITY} and our president to do the same. It’s important that as young people, we begin to loosen the grip that coal, oil, and gas companies have on our government and financial markets and the best place to start is here at {UNIVERSITY}.

**[Commitment]** In order for us to win this fight we need all the help we can get from all facets of our campus. I wanted to let you know that we have meetings on Mondays at 7:00 in the student center room 425. I’d love it if you were able to join us this coming week to hear more about the campaign and learn how to get involved.

Would you be interested in attending the meeting on Monday?

If no: That’s okay. Maybe next week. Could I confirm your email address in order to make sure that you are getting all of our exciting campaign updates and event invitations?

**[Catapult]** I’m looking forward to meeting you there! Again, the meeting is on Monday at 7:00pm in the student center room 425. I’ll see you this coming Monday! Bye!