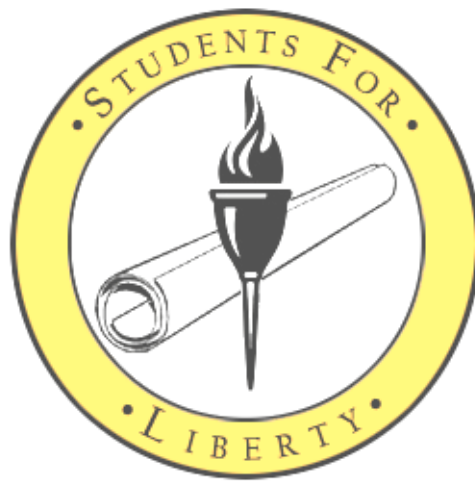


Sample Student Group for Liberty



Executive Board Handbook

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Note: This publication is a product of Students For Liberty. Feel free to distribute it to other advocates of liberty to support their campus efforts and replicate portions of this sample handbook for your student organization if it is beneficial. All we ask is that you give due credit to SFL for original production and promote our many other resources in the process.



Students For Liberty

§ 1. Introduction Letter

Dear Reader,

Congratulations! If you are reading this, you have either been chosen to be an Executive Officer of the Campus Students For Liberty (CSFL). You have chosen to participate in one of the most meaningful organizations on our campus. What's more, you have the potential to make a significant change. Before change in the world of actions can take place, a change in the world of ideas must come about. Only when people philosophically embrace a belief in liberty and the basic rights of all can any hope on changing the political or social systems come about. The CSFL provides a forum for students to come together to discuss libertarianism, explore its meaning and debunk common myths of the philosophy.

Becoming a leader in the cause of libertarianism is a bold step on your part. There is a need for individuals to become leaders and take action where others have not done so before. The prospect can be overwhelming. When the CSFL began in 2005, we made many mistakes and lost out on many opportunities because we were ignorant of the intricacies of running a successful student organization. However, the rewards from our successes have made any mistakes in the past negligible.

This handbook is intended to assist you in leading the CSFL so that you do not have to make the same mistakes we did. For an organization to last, the intellectual capital developed by its leaders cannot be lost when the leaders themselves are lost. This book should not be taken as gospel or final. It is a guide meant to assist you with the lessons learned by those before you, with examples of the best practices and the worst. This book should be revised and added to by all future Executive Boards to maintain its value for those to whom it is passed down. I hope that this helps you in your endeavors and those of the Penn Libertarians.

I give my best of luck to you and look forward to hearing of your successes in the future.

Yours In Liberty,

President of the CSFL



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§ 2. The Purpose of the Executive Board

The purpose of having an Executive Board seems apparent enough: someone must lead the organization. But it's more intricate than that. The Executive Board to a large extent *is* the CSFL. This is not to say that the members of the CSFL do not direct the organization or influence its activities. The membership of the organization is the very purpose of the organization as a student club. However, without a strong and effective Executive Board, the CSFL is nothing; the organization will fall apart. The purpose of the Executive Board is to maintain the survival and promote the growth of the CSFL.

The Executive Board has several main purposes:

1. Provide direction to the CSFL- On its own, the CSFL is merely an organization of relatively like-minded individuals. Without guidance, the organization would do nothing. The Board should develop a clear mission for the organization early on in the term and make clear to the membership why they are in the organization.
2. Organizing Activities- The Board inherently has a certain level of prestige as the leadership of the organization. The Board is able to determine what activities the CSFL engage in and which one they do not, and when the Board supports certain activities, people are more inclined to participate in those activities. Note the difference. If a regular member of the CSFL decides to start up an activity on her own, it may be successful. But it will be far more successful with the support of the Board. The Board must make sure to be involved in the activities of the organization, designing, advertising and implementing the activities.
3. Identify Future Talent- Look around the campus for members to join the CSFL and look within the organization to find future leaders and start training them to take over the organization in the future.



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§ 3. Tips on Being an Executive Officer

1. **Have a Mission-** It is not enough to want to lead the CSFL. That gives no direction to your activities. What a successful Executive Board needs is a clearly defined mission for their year in office that all efforts are directed towards. When the CSFL was first starting, we set missions such as raising awareness of the organization and institutionalizing activities. The same can be done in future years, but make it applicable to the needs of the organization at your time, whether it is making the organization financially secure or increasing student participation. This should be agreed upon by the entire Executive Board.
2. **Run the Organization Like a Business-** The most successful organizations are those that are run efficiently and with a purpose, like those in the business world. While this is a student organization, being a professional one in terms of its leadership will make it successful. The business world has taken a page out of our playbook in justifying its existence and purpose through the principles that we develop and defend. Why shouldn't we take a page out of their playbook and develop an organizational structure that has proven successful for them?
3. **Respond to Emails-** Make sure you respond to emails about the CSFL within 48 hours. It is unprofessional to do otherwise and potentially threatens the smooth functioning of the organization.
4. **Keep Organized Files-** All information on the CSFL should be saved electronically in orderly files for you to access. This will make it much easier to follow up on any problems or projects you are working on.
5. **Be Friendly-** As an Executive Officer, you are the face of the CSFL. When people think of the organization, they think of you. When people decide if they want to go to meetings or not, they think of whether they want to be with you. As well, you are the person responsible for helping bring new members into the organization. At all times, be friendly to people to encourage them to get involved in the organization.



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6. Communicate a Lot- The only way that you're going to get stuff done is if you talk to each other and egg each other on to get stuff done. Keep in touch daily with one another about ideas you have and following-up on the status of projects.
7. Encourage Innovation- Try different things out. Even if they fail, it was worth the attempt in case it would have taken off.
8. Always Remember Why You're Here- You will be a much more effective officer if you remember why you care about libertarianism and why want to educate yourself and others about it. Always bring back the purpose of things to why you think libertarianism is important.



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§ 4. Important Contacts

This is a list of important contacts that you should have handy throughout your term:

School Individuals:

<u>Name</u>	<u>Position</u>	<u>Email</u>	<u>Phone</u>
Person A	Student Council Rep	persona@something.com	555-555-5555
Person B	Student Council President	personb@something.com	555-555-5555
Person C	Student Life Associate Director	personc@something.com	555-555-5555
Person D	Student Life Director	persond@something.com	555-555-5555
Professor Y	Professor of History	professor@something.com	Unknown

Non-Campus Individuals:

<u>Name</u>	<u>Position</u>	<u>Email</u>	<u>Phone</u>
Person N	Think Tank Prez.	personn@something.com	555-555-5555

Alumni you may contact for guidance and support:

<u>Name</u>	<u>Former Position</u>	<u>Email</u>
Alumni A	Co-Founder, President	alumnia@something.com
Alumni B	Treasurer	alumnib@something.com



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§ 5. Student Activities Council

The Student Activities Council (SAC) is the umbrella organization that determines what student groups get funding as well as has other power over the functioning of organizations and their relationships with the university administration. The CSFL are currently an officially SAC Recognized organization. However, as we are registered as a political organization, the CSFL have Restricted Status, which precludes us from obtaining SAC funding and other benefits. SAC membership holds many advantages including legitimacy in the eyes of the university, ease in flyer-ing, ease in obtaining rooms and access to recruitment days. There are several annual requirements for being a member of SAC. To learn about these requirements and when they are due, make sure that several members of the organization are on the SAC list-serves, which are easy to be left off of.

Requirements:

- SAC Representative must attend every SAC meeting. If two meetings are missed in a single year, the organization loses its recognition and must reapply for recognition.
- 2 members must attend a Drug and Alcohol Resource Team meeting. Each member that does not attend this in the first semester counts as having missed half a meeting towards derecognition.

More information on SAC can be found on their website at: www.something.net. This is the homepage. To submit a budget online or get to our webpage there, you can login at this website: <http://something.net>. The username is “CSFL” and the password is “Awesome”.



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§ 6. Reserving Rooms

6.1 The Quadrangle

To reserve rooms in the Quadrangle, use this website: <http://www.somethingelse.com>. Fill out the form with all the information as soon as possible. For an event that will occur regularly throughout the semester, you can click the button that says it is a recurring event to automatically reserve it the entire semester. If you do not hear back from the Quadrangle within 3 days, email them at info@something.edu to find out what the status is and they will get back to you soon afterwards most likely. Their office is located on the third floor of the Quadrangle Hall and if you stop by for 5 minutes, you can usually get them moving faster on reserving a room that way as well.

6.2 Rich Name Hall

The easiest way to reserve a room from Rich Name Hall is to do _____.



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§ 7. Recruiting

7.1 Recruiting Generally

Recruitment is one of your most important jobs as an Exec Board member. You are always recruiting and need to act accordingly. This is incredibly important because if there are no students attending CSFL meetings, there is no CSFL. This means two things. First, you need to find new people to join the CSFL. This involves attending events where you can tell people about the group, getting people to attend CSFL events where they can learn more about the group, and at all times reaching out to new and diverse communities to bring them to the organization.

Second, you need to make sure that you retain new people. This means running a good organization overall, but specifically, making sure that people enjoy attending CSFL events. Always stay receptive to the membership's needs and desires and give them what they want. But also make sure that you are part of the membership and stay enthusiastic along with them at all times.

What can you do? Make them feel welcome. People stay in organizations where they feel a sense of community and meaning. If they feel detached and uninvolved in what's going on, they won't want to be a part of the organization. In Fall 2007, we began doing coffee chats between Exec Officers and new members to learn more about them and help integrate them into the organization. A long coffee chat is personal and you can find out what they are most interested in with libertarianism to help direct them to the portion of the organization most fitting for them. Another thing to note is that if the Exec Board is not involved, then the membership will not be involved. Make sure all Exec Board members are energetic and attending CSFL events so the membership has reason to attend as well. Nothing can bring down the downfall of attendance worse than when the leaders lead members away from events.

7.2 Student Activities Fairs

Student Activities Fairs occur at least in the fall of every year, but may also continue to be held in the start of the Spring as well. These are the CSFL's best recruitment times because it is a high exposure event where many people who have never heard of the organization before get



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to hear about it for the first time. This is a very important event. Here are several tips on how to run a good Activities Fair:

1. Bring Peppy People- Very seriously, the people behind the table need to be peppy, happy and energetic. They need to smile and look nice so people are willing to approach them. Notice that the tables with reserved and disheveled leaders get fewer people.
2. Be Outgoing- Like with recruiting generally, you need to be outgoing at the Activities Fair. You need to engage other people. Don't just let them walk by the table, try to get them to take a look at your sign. Don't just let them sign the list-serv, find out who they are, why they are interested in libertarianism, and learn more about them. Even invite them to a party later that night or to have coffee soon so they feel more accepted and involved in the organization.

Here is a list of things you should bring to the Activities Fair:

1. Sign-Up Sheets- This should have space for name, email and class year. Bring lots so you can get as many new names as possible.
2. Pens- Bring lots so people can always write their names down.
3. Clipboards- To hold down the sign-up sheets.
4. Poster- There should be a big poster with the CSFL's logo on it (make sure it looks good).
5. Fliers- You should have both fliers sitting on the table for passers-by to look at and to also take with information on when the next meeting/big event is or how they can get more involved.
6. Other materials- Always include other materials on the table that may interest people in what we do. In the past, an array of libertarian books has been successful.

As an anecdote: A famous alumnus, Governor X stopped by our table in the Fall 2007 Student Activities Fair to talk about our organization and the reading materials that were displayed because we had a good sign, lots of books and were outgoing students. As a result of successful planning for this event, we were able to speak with him about libertarianism and hear how he goes back and forth between conservatism and libertarianism quite a bit in his personal beliefs.



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§ 8. Meetings

General Body Meetings

The most basic activity of the CSFL is holding regular meetings for members to meet one another, discuss libertarian issues, and work on projects for the CSFL. Meetings should be held at least once every other week in a regular fashion in the same room to make them very predictable for members and non-members who want to attend. We held meetings on the first and third Wednesday of every month at 9pm, which was often late enough that people would be able to make the meeting without conflict.

At the meetings, first go over administrative issues about what the CSFL are doing and what they should be doing to get feedback from the membership. But then make it interesting by holding a discussion on a topic that libertarians can debate. Another idea is to have a small social event afterwards to keep people involved like watching South Park or going to Chili's.

Executive Board Meetings

Executive board meetings should occur as often as general body meetings. These are face to face interactions between the Board to make sure that everything is going smoothly and as planned. Many, if not all, of these meetings should be open to the membership so the Board can hear the input of others on what's going on and take that into consideration. These meetings should cover everything the CSFL are doing.



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§ 9. Committees

The purpose of committees to distribute leadership throughout the organization, which has three crucial advantages. One is to allow for more activities to be undertaken as there is only so much each person can do. Another is to gain greater insight from disperse knowledge throughout the group when planning activities. The last is to provide leadership to more members in the organization to get them more involved and invested in the organization.

What committees should there be?

- Outreach Committee- is responsible for
- Debating Committee- is responsible for arranging debates with other organizations and participating in the debates (e.g. Libertarian v. Socialists debate)
- Fundraising Committee- is responsible for all fundraising activities for the organization.
- Reading Group Committee- is responsible for developing a curriculum at the start of the semester and holding reading group meetings where all participants in the group have read an assigned reading for the week and discuss it together.
- Speaker Committee- is responsible for bringing in guest speakers to Penn.
- Social Committee- is responsible for organizing social events for the Penn Libertarians such as monthly parties and happy hours.
- Liberty Journal Committee- is responsible for publishing a semesterly journal, possibly titled “Franklin’s Freedom: Those who would give up ESSENTIAL LIBERTY to purchase a little TEMPORARY SAFETY, deserve neither LIBERTY nor SAFETY”.
- Publicity Committee- is responsible for developing an end-of-the-year newsletter, alumni interactions and similar things.



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§ 10. Website

The website is one of the most important images of the Penn Libertarians to non-members. The website should be kept up to date and available for all to access. The website address is www.somename.edu. Use an FTP client like Filezilla. Connect to www.somename.edu with the following log-in. The username is 'X' and the password is '_____'. *Be careful with this information! Only give it to trustworthy individuals and do not give it out to the public at large.* The website should be continually updated as nothing signals that an organization is defunct as much as a lack of care for the website.

The following pages should be on the website:

- About us
- History
- Contact
- Executive Board
- Sign-up
- Calendar of Events
- Publicity
- Links

A website is not all substance, though. A website is also very much about presentation. Make sure the site is navigable. When the organization reaches a critical mass you will have many pages and lots of information to give to people. Make sure visitors can find what they want. Make sure that there are bright colors and cool designs on the site. An idea is to have a quote appear on each page of either a great libertarian figure throughout history or from members.



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§ 11. List-Serv

11.1 Adding Students to the List-Serv

There are several important things to know about the list-serv. The most pressing and important one is how to add new members to the list-serv. The CSFL currently use a GoogleGroups list-serv, so it's very simple to access and change. Just go to GoogleGroups and search for the CSFL. However, not everyone in the GoogleGroup is able to add new members. For people with normal membership status in the GoogleGroup, they are only allowed to view and post messages (keep that in mind—all members may post messages). Only managers are allowed to change the list-serv settings in any way including adding new members.

To have your membership setting changed, make sure to consult the past Exec Board. Any manager on the list-serv can make someone else a manager. Only the Owner can kick a member out. To change someone's membership status, go to the Members Tab, go to the bottom of the page and click "Edit member list and member permissions".

If you have manager status, you can add new members. Simply go to the members tab on the right. Then go to the bottom of the page and click the "Add or invite new members" button. Add new members to the list. Do not invite them. Invitations take longer and are just annoying for people. If they signed up for the list-serv, they want to be on it. They can take themselves off by going to the GoogleGroups page and taking themselves off, so it's not a big deal. Just make sure that you get them on the list-serv as soon as possible when you get their names from an Activities Fair or event.

11.2 Sending a Good Email to the List-Serv

Sending emails is an art. If you haven't realized this yet, you will. Different audiences require different types of emails both in substance and in style. This section will cover what a good email will look like when you send it to the list-serv.

Refer to Appendix F for a bad sample email. Refer to Appendix G for a good sample email.



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11.3 List-Serv Etiquette

There are a few rules you should follow when emailing the list-serv and you should enforce when others use the list-serv as well. Here are some of them:

- 1) Do not say anything that can be damaging to the organization. Emails sent to the list-serv are public and anyone can print it off to show another organization, SAC, the university or anyone else. If it could come back to bite the group in the ass, don't say it on the list-serv.
- 2) Double and triple-check the email address when responding to a list-serv email. Too often, students forget to make sure that a private email is only sent to that private individual and instead send a message to everyone else in the group. This not only shares private information in a public forum, but also annoys others on the list-serv and may lead to people deactivating memberships.



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§ 12. How to Bring in Guest Speakers

Bringing in a guest speaker may appear to be the most difficult activity to engage in, when it actually is one of the simplest. There are four steps to hosting a guest speaker on campus: (1) Inviting someone to speak. (2) Arranging a date, time and location for the person to speak. (3) Advertising the guest speaker. (4) Running a good even when the speaker visits. That's it. Let me break down each portion of this, though.

First, you must invite someone to speak. Rarely do speakers contact you and offer to speak on campus (although this may happen if you keep a visible profile within the libertarian community). Instead, you must contact speakers yourself and invite them to speak on our campus. Come up with an organization or person you want to speak, locate them online and send them an email inviting them to speak. You should email the person herself as well as any administrative individuals from the organization she is affiliated with to make sure you receive a response. You should give them a timeframe in which they can speak (either a month or a semester), but be flexible enough to fit in their schedule. To make sure that you bring someone to campus, contact many people early in the semester and follow up with them. Send a reminder email a week later and find out if they can attend. This is how you will get people to agree to speak.

Here are a list of organizations you should consider inviting to speak on campus, whom you may contact:

- Cato Institute
- Foundation for Economic Education
- Institute for Humane Studies
- Reason
- Law Enforcement Against Prohibition
- Many Others...

Note that you should not be scared to contact people to speak. There is no harm in sending an invitation and many times you will get a very positive response. We are students at one of the world's greatest universities. Many speakers would love to have access to an audience of students and would consider it a great line on their resume as much as hosting it will be a line on yours. When the CSFL contacted Organization X in spring of 2007, we had no



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expectations of obtaining a speaker, but we at least wanted to put feelers out there. Not only did we get a speaker from X, though, we got AMAZING PERSON, one of their most renowned speakers who visited our campus at their expense and then took a group of students out for dinner afterwards. If we had not sent an email to X requesting a speaker, AMAZING PERSON would have never come in to speak for us.

When someone gets back to you and says that there is a possibility to speak, you enter **the second stage** of arranging the specifics of the speech. This means you need to settle on a date. This should be a day that does not conflict with major campus events (like the first Econ 001 midterm) and in which you can get a room for the approximate number of students you expect to attend. Set up a specific date, time, and room ASAP with the speaker and lock them in. When everything is up in the air, then there is no agreement. When Speaker X agrees to speak at location A, on date B, at time C, then it is much more difficult for them to back out. Locations to use are Quadrangle rooms or Rich Person Hall rooms.

The third stage is the advertising stage. Getting the speaker to come to campus is only one part of the event. Getting students to show up is the other part, or else nothing the speaker says will be heard by anyone. Advertising should begin immediately on the CSFL List-serve and website calendar. However, the big advertising push across the university should not begin until the date of the speech approaches, or else your advertising efforts will go to waste. There are several methods of advertising. One is to send out emails to list-serves about the event. Send announcements to every list-serve you can come up with from the campus Democrats to the Leadership Program. Many of them will forward on the announcements to their list-serves. This is a highly effective method at letting people know about the event. Another is to make a facebook event and invite everyone to it. This should be second-nature for all events you do because everyone does it. Just create the event, invite people, make officers so others can invite friends and keep it going. Make sure to abide by basic facebook etiquette including having really nice pictures up and not spamming people's inboxes too much. Then there is flyering. This is one of the least effective methods of advertising that we have found because it takes up a lot of energy and produces few rewards. However, if you are going to flyer, you need to make sure you have a sweet design that will catch people's eyes (and include the CSFL's SAC Recognition box from their website). Print off approximately 250 flyers, get a bunch of staplers



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and a group of people together on say a Sunday afternoon, and split into groups to cover the University. Make sure to flyer every dorm building. Then make sure to flyer the library, classroom buildings, and other random cork boards that you see around campus. The last common method of advertising is to hand out flyers on the Main Walk. We have found this to not be valuable either. What can be very valuable, though, is creating a large banner to hang up throughout the day on the Main Walk. When we hung a banner that read “Legalize Drugs: Ask a Police Officer Why” in preparation for the Law Enforcement Against Prohibition, we got a lot of people to show up because they just kept passing by the banner. Make sure to get the poles from the Office of Student Life (you can take them out if you reserve them as a student group) and take the banner down every night so people do not steal it (which has happened before).

Tips on advertising an event:

- Co-host the event with another organization to access their membership and their networks
- Send out announcements about the speaker to other organizations that have a similar interest, even if they are not sponsoring it (e.g. Leadership Program, campus ACLU, etc.)
- Announce that there will be food/refreshments/pizza served on all advertisements
- Have the CSFL logo on all flyers to brand the event
- Have the SAC Recognition box on flyers to gain credibility

The fourth and final stage after you have advertised the event for a while is to make sure that the speech itself goes well. Have the snacks and refreshments bought the night before. Meet the speaker 30 minutes before the speech should begin dressed in business casual at minimum. You should be introducing the speaker to the audience and so have a short introductory speech ready that includes a bio of the speaker. Be at the location of the event 30 minutes beforehand to make sure everything is set up appropriately. Have a sign-in sheet for attendees to add them to the list-serve if they are not already on it. When people begin to arrive, do not just sit to the side awkwardly, but engage them. Get to know who they are and make them interested in coming to another libertarian event later on. Finally, when it's time for the speech to begin, sit back and enjoy. Just make sure that the speaker doesn't go on for too long, especially if it seems like people are getting antsy and need to leave, but overall, have fun.



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§ 13. Other Libertarian Organizations

Maintaining affiliations with other student libertarian organizations is important. Use these contacts to learn what other groups are doing, what opportunities are out there to become more involved in libertarian activities and connect with them to have multi-lateral events. Here are some lists of organizations you should be in touch with:

Philadelphia Groups

- Temple University- Temple Libertarians
- Drexel University- Student Liberty Front
- University of Pennsylvania- Penn Libertarian Association

Ivy League Groups

- Brown Students for Liberty- http://www.brown.edu/Students/Students_for_Liberty/
- Columbia College Libertarians- <http://www.columbia.edu/cu/libertarians/index.html>,
<http://columbialibertarians.blogspot.com/>
- Cornell Libertarians- <http://www.rso.cornell.edu/liberty/>
- Dartmouth Libertarians- www.dartmouthlibertarians.blogspot.com
- Harvard Libertarian Forum- <http://www.hcs.harvard.edu/~hlf/>
- Princeton- Princeton Libertarians
- Yale Party of Right- <http://www.partyoftheright.org/>

In addition, the Students For Liberty (www.studentsforliberty.org) has been an incredibly valuable resource for the organization. We are affiliated with them and access their resources on a daily basis. Make sure to stay in contact with the regional rep and stay involved with the blog, conferences, and other resources.



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§ 14. Planning for the Semester

When starting a semester, you need a plan as an entire Executive Board as to how you want to approach it. This means laying out the general goals of the semester as well as the specific means of achieving those goals. It is best to develop a Strategic Action Plan (Appendix E) that clearly lays out what will happen and gives you a strategy for implementing the plan.

Things that must be established before the semester begins includes:

- A calendar for the semester
- Details of events
- Strategy for recruiting new members in the semester
- New activities you want to undertake in the semester
- List of committees and committee chairs

A new plan should be adopted each semester to ensure continual evolution of the organization and up to date accounts of what needs to be done for the growth of the organization.



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§ 15. The Summer

The summer is a unique time to be an executive officer because you want to keep people involved in the CSFL and thinking about the next school year, but there is little to do and little you can do to make people complete projects. So what should you ask of the membership over the summer? Here are a few ideas:

- Encourage internships at libertarian organizations. There are many libertarian internships out there that students just don't know about. Students who work at a libertarian think tank over the summer will likely come back to the organization more enthused than before, so encourage them to apply for the Institute for Humane Studies Fellowship or just work at the list of libertarian organizations in D.C. or around the country.
- Encourage participation in summer seminars and conferences. Students who attend these also come back more enthused about libertarianism. Here are a few:
 - IHS Free Summer Seminars- <http://theihs.org/seminars/id.71/default.asp>
 - Clemson Institute for the Study of Capitalism Summer Conference- <http://business.clemson.edu/BBTCENTER/cci/conferences.html>
 - Foundation for Economic Education Seminars- <http://www.fee.org/seminars/>
 - Cato University- <http://www.cato.org/cato-university/>
- Include members (committee chairs especially) in discussions of the future of the organization over the summer.

Now the question becomes, what should you as an executive officer be doing over the summer? Here are a few ideas:

- Develop a strategic action plan for the first semester.
- Email speakers and organizations to line up the speaker list for the first semester.
- Keep the website up to date and perhaps run a summer blog for members to read.



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Appendix A: CSFL Constitution

Article I. Name

Article II. Mission Statement

Article III. Executive Board: Structure

Article IV. Elections

Article V. Membership

Article VI. Meetings

Article VII. Amendments

Article VIII. Affiliations

Article IX. Ratification



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Appendix B: Sample Flyer



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Appendix C: Sample Quarter Flyers



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Appendix D: Sample Guest Speaker Plan

- I. **Name:** Students Rights Night

- II. **Purpose:** The purpose of the Students Rights Night is to educate the campus community as to what rights students have while they are students at the University of Pennsylvania. Rights are not abdicated at the doorstep of the classroom, nor even at the doorstep of a university dorm room. This event is to help educate students on what rights they have and may invoke if their rights are threatened. As well, it is to inform students on how they can protect their rights when they are threatened and what organizations may assist them in the protection of those rights.

- III. **Date:** Tuesday, September #

- IV. **Time:** 6-9 pm

- V. **Location:** Somewhere On Campus
 - a. Rich Person Hall F70
 - i. Room is reserved from 5:30-9:30
 - ii. Confirmation number 34121
 - b. Other Rich Person Hall
 - c. The Quadrangle

- VI. **Food:**
 - a. Soda, chips, pretzels, etc.

- VII. **Advertisement:**
 - a. Facebook event
 - b. Email student organizations
 - c. Flier the university
 - d. Ask professors to tell students

- VIII. **Schedule:**

Time	Event	Speaker	Title	Notes
6:00-6:15	Introduction	CSFL President	Introduction	
6:15-6:45	Police Lecture	Campus Police Rep	How to Handle the Campus Police	
6:45-7:15	Free Thought Lecture	FIRE	Free Thought in College	
7:15-8:00	Free Speech Lecture	Professor	Free Speech in the Academy	Cannot arrive before 6:45
8:00-8:30	Panel Q&A	All Speakers	Questions About Your Rights	



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Appendix E: Sample Strategic Action Plan

Fall 2009 Strategic Action Plan

By President of the CSFL

- I. **Purpose:** With one final semester as President of the CSFL, I am making it my goal to establish this organization as one of the most active, well-known and productive student organizations on campus. We have a group of dedicated, talented and incredible individuals already and it is time to tap that potential. My hope is that when I step down as President at the end of this semester, I will hand off an organization that will exist many years beyond not only my graduation, but the graduation of everyone who is reading this. This strategic action plan is meant to be a starting point, not the end, so if you have suggestions for improvements to it, please speak freely.

- II. **Goals:** We need to set several pertinent goals for this fall for us to make the organization grow. Here are the goals I envision:
 - a. **Recruitment:** Increase CSFL membership by at least 100%. I want there to be a minimum of 15 individuals at each regular meeting and at least 30 individuals at each speaker we host.
 - b. **Events:** I want us to hold the following events in the fall.
 - i. At least one speaker per month as an event.
 - ii. At least one Libertarian Social per month
 - iii. Daily updates to the blog
 - c. **Institutionalization:** To make the organization more institutionalized and long-lasting, we need to accomplish the following goals:
 - i. Bi-monthly meetings held regularly in the same room every time. I want fliers to read something like “First and third Tuesday of every month in Room ___”
 - ii. Every exec board member must be present at every meeting. There is little chance that new members will have respect for an organization that the exec board members don’t show respect for.
 - iii. Elections will be set a month in advance and held with a formal election process.

- III. **Pre-Semester Activities:**
 - a. **CSFL Blog-** I just finished creating the CSFL Blog (www.csfl.blogspot.com). Before NSO, I'd like you all to make at least one post on it to give new students something to read. Email me back that you're interested in doing this, and I'll set up an account for you on the blog. Once school begins, I'd like everyone to write two blog posts a month to keep it fresh and keep students visiting the page. Posts can cover a range of issues including national news, the city's politics, campus news, the activities of other organizations, the way classes are going, reviews of bars/restaurants, whatever to keep it active.
 - i. Information on the type of collaborative blog this will become:
http://en.wikipedia.org/wiki/Collaborative_blog



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- ii. **To Do:** Everyone I send this to should get an account set up on the blog and make at least one post before NSO so students have a reason to visit the site in the first place. **Email me to verify you are interested in doing this and I will get you set up.**
- b. **Students Rights Night-** Professor Y and the president of FIRE have already agreed to speak at the CSFL Students Rights Night. The event will be on Tuesday, September # from 6-9. We still need a speaker on police at Penn, housing, things like that, so if you have any ideas let me know.
 - i. **To Do:** Anyone who wants to be involved in setting this up, please email me back to help me get a room, get food, market and finalize the schedule for the event.
- c. **Think You're Conservative/Liberal? Think Again!:**
 - i. **To Do:**
 1. I have drafted samples, which everyone should look over. They are attached to this email. Please give feedback and comments on them as they are merely rough drafts and need revision still.
 2. Whoever is on campus just before NSO should help out posterizing them around campus so freshmen see them first thing! Email me and let me know if you'll be around.

IV. Semester Activities:

- a. **Incorporate the organization-** To get more donations, we need to make ourselves a 501(c)3. I need someone to step up to take care of this, so please volunteer. I have been through the process before and so will go through it with you, but someone young (has at least 1 more year) should take this over.
- b. **Bimonthly meetings-** 2 meetings a month on the same days, time, and place (1 and 3 Tuesday for example). The meetings should include status reports from committees, discussions of the direction of the organization and then a 10 minute lecture on a pertinent libertarian topic followed by discussion of the issue.
- c. **Libertarian Socials-** Perhaps the most valuable service we can provide the Penn community is to build a social network for individuals with libertarian leanings to be able to meet others with similar sentiments. I think we all understand the pressures to give up libertarianism in college and how difficult it can be if you think you are the only libertarian out there. Once a month I would like us to advertise and host a social event where CSFL get together with some refreshments and such to hang out and chat and for everyone to bring other potential members to the event. Not only will this be a recruitment effort, but also it is just an opportunity for libertarians to interact with one another more and build a name for ourselves. If we just have small events but do them well and hold them regularly, we can make a name for ourselves and the organization as a place to go.
- d. **Speaker Series-** At least one speaker a month. I want people to start thinking about who we can bring in and take the initiative to bring them to campus. Just let me know who you're thinking of, but then I want you to go out there and set it up. To bring a speaker to campus, just contact them or their organization and say



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you want them to speak, set up a night that would work well for them, reserve a room in Huntsman or somewhere and then go through our normal advertisement process.

- e. V for Vendetta event-
 - i. Movie Night on November 5 of V for Vendetta
 - ii. Youtube clip- This would be really nerdy but fun, but we could film someone in costume explaining how the current situation is bad and oppressive. We can then put it on Youtube and link to our site if we are so inclined.
- f. Libertarian v. Socialists Debate- Both the Leadership Program and the International Socialists are interested, so let's do this again. I want serious prep for it this time as our strategy should be to use this to bring more people to our side from a historical/empirical angle rather than philosophical (the reverse strategy did not seem to be the most effective last time from audience comments, so let's just hit them hard with the numbers and facts).

- V. **Recommendations for Spring Activities:** Whoever is going to be President next year will take these as he/she wants, but the X event needs to start being planned now.
 - a. Continue with events proposed above.
 - b. "X" Event- This spring is the 15th anniversary of X. This is a great time to talk about our campus's history with free speech, get other groups involved with us, etc. Here are some ideas for what we can turn the event into:
 - i. A speech by a Professor on what it was like on campus with the free speech violations
 - ii. Bring in an alumnus to speak on what Penn's campus was like at that time and how limitations on speech were so bad



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Appendix F: Sample List-Serv Email (Bad)

Hey everyone,

There's a meeting on Wednesday at 9pm in Rich Person Hall G94 and will discuss "Libertarianism in the University".

Also, there will be a reading group meeting next week. We will announce the place and time at the meeting on Wednesday, but the CSFL will be starting a bimonthly reading group to promote the study and discourse on libertarian intellectuals. These meetings will occur on weeks we do not have general body meetings and will have an article that each participant will be expected to read and discuss at the meeting. The first reading is going to be "The Money Speech" by Francisco D'Anconia in Atlas Shrugged by Ayn Rand. The speech can be found online here: <http://www.capmag.com/article.asp?ID=1826>. Thank you Person A for organizing this!

Note that the Libertarians v. Socialists Debate will be coming up very soon! We are looking for people to debate on the libertarian side, so if you're interested, make sure to show up at the meeting on Wednesday!

Ron Paul will be visiting Philadelphia on November # and the greater Philadelphia Ron Paul group has awarded the CSFL the ability to make and sell shirts at the rally. This will be a big fundraiser for us and a great time to get together. If you have artistic abilities and are interested in designing shirts, make sure to speak up at the meeting. And if you just want to get involved in the rally, let us know!

I'll see you all on Wednesday!



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Appendix G: Sample List-Serv Email (Good)

Hello CSFL,

This email has several important things to go over:

- I. Meeting on Wednesday at 9pm in Rich Person Hall G94
- II. Libertarian Reading Group Beginning Next Week
- III. Libertarians v. Socialists Debate
- IV. Ron Paul Rally on Nov. 10

I. Meeting on Wednesday at 9pm in Rich Person Hall G94 - We will go over all the exciting, upcoming events for the Penn Libertarians and holding a discussion at the end on "**Libertarianism in the University**". This discussion will focus on questions like, "Should the university be able to mandate freshmen buy meal plans?", "Should libertarian groups not take money from the Student Activities Council based on principle?"

II. Libertarian Reading Group Next Week- We will announce the place and time at the meeting on Wednesday, but the CSFL will be starting a bimonthly reading group to promote the study and discourse on libertarian intellectuals. These meetings will occur on weeks we do not have general body meetings and will have an article that each participant will be expected to read and discuss at the meeting. The first reading is going to be "The Money Speech" by Francisco D'Anconia in Atlas Shrugged by Ayn Rand. The speech can be found online here: <http://www.capmag.com/article.asp?ID=1826>. Thank you Person X for organizing this!

III. Libertarians v. Socialists Debate- This great event will be coming up very soon! We are looking for people to debate on the libertarian side, so if you're interested, make sure to show up at the meeting on Wednesday!

IV. Ron Paul Rally- Ron Paul will be visiting Philadelphia on November 10 and the greater Philadelphia Ron Paul group has awarded the CSFL the ability to make and sell shirts at the rally. This will be a big fundraiser for us and a great time to get together. If you have artistic abilities and are interested in designing shirts, make sure to speak up at the meeting. And if you just want to get involved in the rally, let us know!

I'll see you all on Wednesday!

Yours In Liberty,
President, CSFL