

SOCIAL ACTION

Portfolios 4-7

SPRING 2019

[Author name]

Student Homeless Alliance

Portfolios 4-7

Due: Tuesday, April 9th

PORTFOLIO 4: BUILDING POWER

4.1 Power, defined by Dr. Myers-Lipton, is the ability to accomplish what you want to be done (2018:33). Furthermore, it is what provides the necessary strength to organize around political, social, and economic change (Myers-Lipton 2018:71). In common conceptions of “power” is it seen to be authoritative and forceful. In my own prior conception, I would even go as far to say it is violent. I had negative feelings about power in that I had only thought deeply about it in terms of oppression. I had always found the idea of “power-hungry” people to be people who wanted to accumulate it all for themselves and wield it over others. Personally, I tend to be a non-confrontational person who wouldn’t have defined myself as “powerful”, as I associated it with being loud, confrontational, and authoritative.

Dr. Martin Luther King would have had a bone to pick with my previous conception of power. Dr. King believed that power and love were complementary, rather than at odds with one another. He said, “Power without love is reckless and abusive, and love without power is sentimental and anemic,” (2018:70). Marianne Williams spoke to the notion of fear and hesitation I felt surrounding embracing my power when she said, “Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous?” (2018:71). Not only after reflecting on the words of King and Williams, but also after reflecting on all that I have been a part of accomplishing with the Student Homeless Alliance in the past two months, I have begun to step into my power. I recognize that power doesn’t have to be authoritative, it can be collaborative. It also doesn’t have to be used as a tool of oppression but rather as a tool of liberation and of justice. We gain power through love when we connect with others who share the same desire for justice, and we express love when we use our power to advocate against the injustice of others.

4.2 The three types of power described by Dr. Myers-Lipton are power over, power with, and power for (2018:71). Power over is “where an individual, organization, or the state uses its power to limit or expand rights or resources,” (2018:71). This type of power is what many of us conceptualize when we think about power. While this type of power has been historically oppressive, it can be used in social action to match the power of elites in order to win demands. Power with is shared power (2018:71). This is the type of power that we use in the Student Homeless Alliance. Using the concept of power with, we collectively organize and make decisions together. We utilize group-centered leadership and consensus decision-making. Furthermore, we are an alliance made up of students who both do and do not have a direct stake in the issue – in our case, student homelessness – so power is shared between advocates and the affected community. In “Temblador, class of ‘11” Christopher Temblador spoke on the importance of leveraging collective power by building alliances with other groups who are working on similar issues. He said that building these alliances allowed them to “form a unifying front that would carry a deeper message on campus.” For this reason, we utilize power with by seeking out any opportunity to build alliances with other organizations on campus and in the broader community. Being that our group tends to follow a more women-centered model of organizing, it is logical that we utilize power with. Finally, power for is when an organization advocates on behalf of a person or community (2018:71). In a way, the Student Homeless Alliance uses a little bit of this type of power, in that the majority of us aren’t housing insecure and we advocate for housing insecure students. However, we want these students to be empowered, and we make efforts to outreach to these directly affected students so they can become advocates for themselves.

4.3 The three forms in which power manifests itself are organized people, organized money and organized violence (2018:71). Organized people is where members of a community, often marginalized members, come together to work on the implementation of a demand to better their community (2018:71) Organized people can work on campaigns, in social movements, in various institutions, and within political parties. This is the type of manifestation of power which we focus on. Organized money is where the economic elite organize to collectively use their wealth to influence policies in their own self-interests (2018:71). This manifestation is expressed in political action committees, think-tanks, lobbyists, and political campaign contributions. Organized money is often at odds with

organized people. Finally, power manifests itself through organized violence, which is used by the state to maintain control over other states, over groups, and over individuals (2018:72). Revolutionary social action groups, such as Antifa, also use organized violence in their tactics.

A group of “organized people” that interests me is the Women’s Political Council (WPC) of Montgomery, Alabama. This group formed in 1946 as a civic organization for Black women in the city, and they went on to become the first group to officially call for a boycott during the Montgomery Bus Boycott in 1955. The organization lost momentum into the 1960s and slowly disbanded as the Montgomery Improvement Association (MIA), under the leadership of Dr. Martin Luther King Jr., formed and took over the work of addressing racial issues in the city. The WPC encountered organized violence when the White Citizens Council tried to sabotage the bus boycott by having police arrest Black people who were waiting for the alternative transportation provided by the MIA for those participating in the boycott. The city officials of Montgomery also tried to sabotage the boycott, arresting leaders like King and many others. Dr. King’s home was also bombed.

(https://www.workers.org/2005/us/boycott_0217/, <http://www.ushistory.org/us/54b.asp>)

4.4

a. In the Student Homeless Alliance, we do recruitment at various sites across campus. We sometimes table on the Smith and Carlos Lawn in front of Clark Hall, but we most often table on 7th street because of the high amount of foot traffic passing through the area. This is also a site where other groups table, so we can count on their presence to bring even more traffic through. We have also been tabling and recruiting in front of the monthly mobile food pantry in the Event Center so that we can target students who may be experiencing hardships related to our issue. Finally, we have recruited by doing classroom presentations in our own classes as well as classes that we have been invited to speak in. This is a great way to ensure that we will have a large group to recruit from in each presentation.

b. Being that the Student Homeless Alliance is a fairly large and growing organization, we have a lot of members that we can count on to do recruitment through tabling. We usually table on Tuesdays and Thursdays from 11 A.M. to 2 P.M. The core team typically consists of myself, Elsa, Alejandro, David, Mayra, Genesis, Guillermo, and Alexander. Most often, we work in shifts according to our class schedules so core team

members as well as anyone else who can make it rotate in and out. We have also recruited in front of the monthly mobile food pantry which runs for about an hour. Now that the permanent food pantry is open, we are looking into when the food pantry receives the most foot traffic so that we can plan to recruit there as well. Recruitment thus far has been successful, and the response has been very positive. When we recruited on Diversity Day, we accumulated over 20 contacts for students who are interested in joining or learning more about us. On less busy days, we are still typically able to recruit a handful of students. Something that has made it easier to get people to join us has been letting them know that they can commit however much time and energy into SHA as they would like. For example, we have a member who isn't very active, but who we could rely on to help create or distribute flyers. Everyone has something to contribute no matter how small. Recruiting, thus far, has been an empowering and engaging experience as it has been a testament to how many other students on campus share our same concerns.

c. We have been doing classroom presentations since the beginning of the semester.

Class	Professor	Day/Time	Presenters
Justice Studies 171	Dr. Pacheco	Thursday 12 PM	Alejandro
SOCI 100W	Dr. Dehaan	Wednesday 3 PM	Alejandro
Race and Ethnicity	Dr. Armaline	Wednesday 3 PM	Juan
Healthy Communities	Dr. Shaw	Tuesday 12 PM	Mayra, Guillermo, Alexander
Poverty, Wealth, and Privilege	Dr. Myers-Lipton	Tuesday/Thursday 12 PM	David, Maria

The responses to our classroom presentations thus far have been positive. Students who listen to our presentation often become more engaged with what we are doing, even if they aren't quite interested in joining us. Those who have given presentations have found that in the following weeks, students from those classes were

more likely to ask for updates. Classroom presentations were also highly effective when we were using them to promote our petition.

d. We have been flyering all semester, and just about every member has been responsible for posting flyers. I posted flyers in Dudley Moorhead Hall, making sure to cover the bulletin boards in the stairwells, the glass-cased bulletin boards in the halls, and in various spots on the walls. I also made it a point to keep flyers in my backpack so I could post them while walking around campus. Alejandro posted flyers on each floor of the library, and he wrote our contact information on whiteboards in DMH classrooms. Mayra posted in the Engineering building. David went around to the various offices in the Student Union including the Chicana/Latina Student Success Center, African American/Black Student Success Center, and the Veterans Center, among others. He posted flyers and left small stacks of mini flyers for students to pick up. One of our newest recruits, Jay, posted fliers in the Industrial Studies building, in Duncan Hall, and in McQuarrie Hall. Mario posted flyers in Boccardo and in the Music building. Elsa posted in Clark Hall on the available boards as well as in departments such as EOP and the ACCESS Center. Finally, Alura and Lindsey posted flyers and wrote our contact information on classroom whiteboards in both Sweeney Hall and Hugh Gillis.

I have learned several lessons from students who worked on previous campaigns in both *CHANGE! A Student Guide to Social Action* and in the Social Action reader, which we have also seen play out in the course of our campaign and our development as a student organization. Natasha Bradley, a member of Students for Campus Safety in Fall of 2011, spoke about the importance of having connections with other resource centers and organizations on campus. Her connection with Associated Students provided them with the knowledge to effectively spread the word and write petitions (p.55). She also noted that being able to reach different groups in this way allowed them to get their issue addressed more quickly since there was a lot of attention on it. Christopher Temblador, a member of Students for EOP in Spring of 2008, spoke about how collaborating with faculty members and the Cesar Chavez Community Action Center allowed them to inform a broader group of students without having to do active recruitment, which saved them time and energy (p. 15). We have seen this play out in our own recruitment, as we can spend hours tabling and sometimes only get a couple of contacts. Being able to rely on faculty members or the community action center allows us to reach more students even when we aren't actively

tabling. When recruiting through tabling, the College Awareness Network (CAN) had candy on the table by their sign-up sheet which was effective in drawing students in (Myers-Lipton 2018:84). We have employed a similar technique when we offered donut holes, hot chocolate, and other snacks when we held a two-day event to garner support on our petition. Not only did we gather hundreds of signatures, but we also recruited many of our newest members from that event.

e. Our current social media accounts include Twitter, Instagram, and Facebook. On Twitter and Instagram, our handle is @sjsu_sha. As for Facebook, we can be found at facebook.com/sjsu.sha.3 or by searching for “Sjsu Sha”. Elsa is the lead for Social Media Communications. She posts daily on Twitter and Instagram, and we aim to post daily on Facebook. We find that most students tend to use Twitter and Instagram more than Facebook, so we prioritize those two outlets first. While Elsa is the lead for making sure that we are posting regularly, especially when we are tabling or meeting, all active members have access to our social media. This means that if you are doing something individually or in a smaller group related to SHA, you can still update social media. For example, last week three of us were interviewed for a documentary on accessibility and affordability in higher education in California. Elsa was not there, so I had the responsibility of making sure we shared something related to what we were doing that day. The rest of the media team (Alejandro, Mayra, and I) double check to make sure that we are active daily and to fill in the blanks when needed. Since the Student Homeless Alliance has been an active and growing organization for the past few semesters, we have garnered plenty of engagement on social media. When we gathered in front of Tower Hall for SHA’s meeting with the President, Elsa and I live-streamed on Facebook and Instagram. A student activist who does a lot of work in the East Side of San Jose, whom I had been following on social media since before I joined SHA, saw our live stream and offered to come and hold a poster and show her support. This demonstrated to me the ways that we can use social media to boost community engagement in our campaign.

g. Being that the Student Homeless Alliance was already formed and working actively on a campaign when I and others in Social Action joined, we already had a bit of power in

numbers. We have over 20 active members, not including many more who attend our events, share our news, and contribute to our campaign in other ways. While we do believe that we can win our campaign with this number of people, we also recognize that the more people we have, the more power we have, and the faster we can win. We estimate that we can get at least 10-15 recruit contacts per tabling session and upwards of 20 recruit contacts during larger events.

h. Organizational rap:

Hi, everyone! I'm Brooke and I'm with the Student Homeless Alliance – a student organization here on campus advocating for unhoused and housing insecure students.

As you may or may not know, we have dedicated the past two semesters to leading a campaign for a safe parking program, an expansion of the dorms held for emergency housing, and for a one-time emergency grant for students to remain in their housing. We were able to get a meeting with the university's president, and while our demands were rejected, President Papazian has committed to housing every Spartan in need. So, we at SHA are encouraging all students who are houseless, housing insecure, or in need of more food to reach out to us. We know that the stigma surrounding housing and food insecurity often keep students from coming forward, but the Student Homeless Alliance understands that these situations are often no fault of your own and rather are rooted in the larger shortage of affordable housing and existing income inequalities in the Bay Area. We want to connect to you with the resources available on campus and be a friend to you during this time. Joining us can also be really empowering – you can be an advocate for yourself and for others with similar experiences and struggles. If you yourself aren't facing any of these issues but are interested in learning more or getting involved we would love to have you. To join us or get connected with campus resources like SJSU Cares, please fill out our contact form which you can access by scanning the QR code on this flyer. You can also reach out to us through our email or social media listed on the flyer.

i. Sign-up sheet, flier, and social media attached.

4.5 In *CHANGE! A Student Guide to Social Action*, Dr. Myers-Lipton suggests that people are provided more or less privilege and status within a society based on certain characteristics, which include gender, race, sexual orientation, social class, religious affiliation, educational attainment, and immigration status (2018:47). In order to better

understand your own group dynamics and to work better together, it is important to understand the differing levels of privilege between yourself and your group members. A related example that I would like to highlight comes from a Regional Tenant Organizing Project meeting at Sacred Heart, which the Student Homeless Alliance was invited to attend. This was a meeting hosted by Sacred Heart in which several groups from all over Northern California gathered to discuss legislation surrounding tenants rights and affordable housing. I have often heard stories of people being discouraged to attend local city or town hall meetings, or other kinds of public forums because they either did not speak English or didn't feel they spoke fluently enough to take part in a discussion about local public issues. This especially resonates in a place like San Jose where many non-native born people call home. During the meeting at Sacred Heart, they had interpreters present who translated the whole meeting into a small microphone which fed into ear-pieces worn by Spanish speaking organizers. Everyone at the meeting was asked to be considerate of the interpreters and to speak clearly and at a reasonable pace. When someone who spoke Spanish had something to say in the discussion, they would first speak to the group in Spanish and then Matt King, the Organizing Director at Sacred Heart, would interpret in English for anyone who did not understand Spanish. This was a perfect lesson on prioritizing the voices of those who are often given less privilege and less access to public forums like these.

The characteristics that I feel provide me with the most privilege and power in U.S. society today are educational attainment and social class. Being from a relatively well-off middle-class family, I have been provided with many opportunities and privileges not available to people whose families don't have as many resources. My father was always able to move strategically to keep me in the best school districts, which undoubtedly gave me a different kind of education than those with fewer resources receive, as well as positioned me for a less challenging and more accessible college experience. The characteristic that I find provides me with the least privilege is being a woman. Not to say that I feel oppressed in my womanhood, but I do recognize the ways in which it can be used to belittle me or minimize my concerns when it comes to my work as an organizer and an activist.

4.6 In *CHANGE! A Student Guide to Social Action*, Dr. Myers-Lipton suggests that your level of privilege will affect your social action work and that you will be perceived differently by the on- or off- campus community based on your level of privilege (2018:85).

Being that I come from a relatively well-off, middle-class family and that I currently still live at home with my father where I can rely on him for a lot of financial support, my socioeconomic status makes it harder for me to relate to students who are facing housing or food insecurity. This means that I have to take extra care in being a good listener so that I can better understand the experiences I have not personally lived. When speaking at events, I am also careful to make sure that I am not taking up a spot that could be better filled by someone who has this lived experience.

4.7 As a college student, I'm afforded a number of privileges which are often inaccessible for non-college students. We have access to career-related resources, food pantries, networking, and grants. Specifically related to activism and community organizing, being college students gives us a few extra advantages. We are able to network with many people all over campus, particularly faculty members who can help us reach our goals and provide us with off-campus connections. For example, as students leading a campaign, we were able to get a list of media contacts from Professor Myers-Lipton to help us get involved with the press. More recently, as we have garnered support from city lawmakers and the Mayor, it seems that being students has given us a certain level of status in which we are taken more seriously by city officials.

4.8 Being that we are a group of students who are currently all housed at the moment, with many of us never having had faced any kind of housing or food insecurity, we recognize the differing levels of privilege between us and the people that we are advocating for, some of our allies, and some of our members. Lucila Ortiz, a member of the Collective Voices for Undocumented Students, said that the group addressed the imbalance of privilege between documented and undocumented students in the group by giving primacy to the less privileged voices – the undocumented students (Myers-Lipton 2018:87). In the Student Homeless Alliance, we have incorporated the voices of unhoused students into as much of our work and in our events as possible. The two-day event held prior to our meeting with the President where we encouraged students to share their experiences on sticky notes was intended to be a way to gather the voices and struggles of students and bring them with us into the meeting. As an officially recognized student organization, we were able to use our privilege to deliver their concerns. Within our own group, we work to ensure that a student with lived experience is present in all of our key meetings and events. At our rally and press conference, we made sure

to give Quenia and Saline space to share their experiences – two students who have faced homelessness. When we did get our meeting with the President, those two students were also given primacy. We had a limited number of spaces available for members to attend the meeting, and we made sure that Saline and Quenia got two of them.

Due: Tuesday, April 9th

PORTFOLIO 5: RESEARCH

POWER MAPPING

5.7 The Student Homeless Alliance is an established and growing organization which has been actively campaigning on our most recent demands for over a year now. With that being said, we possess quite a bit of power which is largely derived from the support from our campus and the surrounding community. Over the past year, we have met with SJSU's administration – including people such as President Papazian, VP Day, Faas, and Bailey, as well as Marko from SJSU Cares. We have also connected with other allied stakeholders in the community who are also fighting homelessness and providing relief for those who are unhoused such as Matt King from Sacred Heart Community Service, Ingrid Granados from Amigos de Guadalupe, Phil from Grace Baptist Church, and Pastor Scott from CHAM Ministries. These are non-profit and faith-based organizations which share our same concerns regarding homelessness in the broader community, and they have provided us with insight on how to address student homelessness. The connections we have made with these organizations give us power because they not only give us insight and knowledge on how to address homelessness in a community, but they also give us credibility through their support.

The Student Homeless Alliance has also been very successful in attracting attention from the media. Being that homelessness and housing insecurity is such a hot topic in San Jose – and the larger Bay Area – our issue is attractive to the media. We have become a storyline that people want to follow. Recently, we were featured in San Jose's Mercury Newspaper – a major outlet here in San Jose. Following that article, readers have written letters to Mercury calling for action on our issue. A great deal of our power has resulted from our ability to attract the media so that the public eye is on our issue which puts pressure on the university's administration. The *Students Against Sweatshops* recognized the negative press that the university was receiving surrounding the university's response to the possible faculty strike during their campaign. They realized that making their target feel “under siege” might push the president to meet their demands, as the president didn't want another group to be making these demands publicly (Myers-Lipton 2018:97). Shortly thereafter, the students met with the president and won their demands. While we have been very successful in attracting press coverage on our issue and sparking a public call to action, this hasn't been enough to sway our target.

Even without all of our community allies and media attention, the Student Homeless Alliance still possesses power through our members. We are a highly passionate and driven team of people who enjoy working together. Moreover, we have members with lived experience surrounding homelessness and housing insecurity. These members provide the group with the most power, which is easily demonstrated when you hear one of them speak at our events. Their lived experience provides us with credibility and “power with” rather than “power over”, as well as the ability to formulate solutions through the lens of those most affected by the issue.

As I mentioned previously, we have met with several stakeholders in our community. Our community allies include Sacred Heart Community Service, the Cesar Chavez Community Action Center, Grace Baptist Church, CHAM Ministries, and SJSU Cares. In the political sphere, we have connected with Senator Jim Beall and Assemblyman Ash Kalra. Recently, San Jose’s Mayor Sam Liccardo as well as four other city lawmakers – including Vice Mayor Chappie Jones and Councilmembers Peralez, Carrasco, and Esparza – have written letters to the University expressing their commitment to partner with the university to find housing solutions for unhoused and housing insecure students (Hase 2019). Mayor Sam Liccardo expressed his interest in exploring a partnership with SJSU to help unhoused students in his March 2019 Budget address, which made us feel especially powerful. *CAFÉ J* students had a similar experience when the mayor called the minimum wage increase “the greatest threat to the downtown” (Myers-Lipton 2018:98). Dr. Myers-Lipton suggests that this type of public recognition is important since powerful individuals won’t often speak about your group if they don’t see you as a threat (2018:98). While we weren’t deemed to be a threat by the mayor, we still find this recognition from the highest-ranking city politician to be an expression of our power. These lawmakers have a lot of power based on their titles alone. Their status as public officials and their ability to do policymaking make them incredibly powerful. Having their support not only legitimizes us, but it also puts pressure on the university’s administration to take action. This combined with the ability to provide funding makes them our most powerful allies.

Organizations like Sacred Heart and Grace Baptist have a good amount of power because of their reputations for the work they do in the community. Sacred Heart is recognized as one of the largest providers of social services to fight poverty in Santa Clara County. Not only are they trusted providers of essential services in the community, but they also share a strong commitment to addressing poverty through community organizing. They are experienced in organizing campaigns, and they derive power from their ability to organize and win these

campaigns. Grace Baptist Church also derives power from their reputation, as they are a trusted provider of services like meals and beds as well as a safe place of worship for the local unhoused community. Grace Baptist Church also houses several SJSU students at no cost (Smith 2019), meaning that they have experience in dealing with our exact issue. In this context, they are demonstrating their power in their ability to house these students when the university couldn't.

SJSU Cares and the Cesar Chavez Community Action Center are on-campus stakeholders who are working to address the same issue that we are. Marko at SJSU Cares has been resistant to our demands, but at the end of the day, he still wants the same thing that we do: to house unhoused students. Marko and SJSU Cares derive their power from their position on campus and their designation as a services hub for students in need. They also have funding which provides them with the ability to realize their will. The Cesar Chavez Community Action Center derives its power in the same way as SJSU Cares, but also through their reputation and proven ability to support students and student organizations. Their support legitimizes us.

While I am reluctant to label them as opponents, SJSU's administration – particularly President Papazian and the Vice Presidents that we have met with – are powerful oppositionists to our demands. While they have rejected our demands, they have expressed their shared commitment to house every student in need. This is why I am reluctant to call them opponents, as I do believe that we ultimately want the same thing – to house unhoused students. These individuals derive their power purely from their status and prestige which comes from their positions on campus as well as their educational and professional experience. Their positions give them the ability to either implement or reject our demands, making them our most powerful opponents. These individuals have already actively opposed our demands, as they flat out rejected them in our meeting with President Papazian and Vice President Day in March 2019. Their reasoning rested on the perception that our demands were not the long-term, sustainable solutions that they are looking for. However, they failed to offer any long-term, sustainable solutions, and they don't seem very open to collaborating with us on those supposed solutions.

In light of the power possessed by the Student Homeless Alliance, our allies, and our opponents, I think that we already have so much power – a winnable amount of power. However, having someone high up in the administration who supports our demands would give us the most power in regards to winning our demands. We would also like to connect with more unhoused and housing insecure students, as affected students demanding action feels far more powerful than a group of housed students demanding action. The university's administration

would be more inclined to implement our proposed solutions if they saw that the students who are directly affected also wanted these solutions. Finally, we are still working to form alliances with other CSU student-led organizations that are working on the same issue. Our hope is that we could facilitate a statewide conference where we could take this even higher into the realm of policymaking.

5.8 From this power map, we have learned that, unfortunately, our most powerful allies and opponents are those most associated with status and with money. This means that we can't necessarily rely on our non-profit and faith-based allies alone. In order to overcome the rejection of the administration – a powerful opponent – we need to form a stronger connection with our more powerful allies – lawmakers. Not only can these individuals influence policy in our community, but they can also put pressure on the university to take action. In light of the administration's reasoning for rejecting our demands, we are focusing on "long-term, sustainable solutions" as we consider new demands. Keeping the same outcome in mind – to house all unhoused students – we are tailoring our new demands to their standards, making our demands less likely to be rejected.

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Due: Tuesday, April 9th

PORTFOLIO 6: GROUP DYNAMICS

8.1 In the Student Homeless Alliance, we have a facilitator for each meeting. When I first joined SHA, our president, Mayra Bernabe, would facilitate most of the meetings. Since many of us were new to the group, and to organizing in general, we relied on Mayra's experience to guide us. Having the same person facilitate the meetings, in the beginning, went well since the consistency helped everyone learn how to be an effective facilitator. As everyone has gained experience and confidence, we have begun to rotate facilitators for our meetings. A few days prior to the meeting, we will confirm as a group who is going to be facilitating. Since there are so many of us, we are still going through the group to make sure everyone who is an active member has a chance to facilitate. Typically someone will step up and volunteer to facilitate, otherwise, we think about who has not facilitated yet and ask them if they would like to. The facilitator makes the agenda, but usually, a few of us help the facilitator make the agenda as well. This way, members who will be attending the meeting have a say in what will be discussed and they can also prepare better for the meeting knowing what will be discussed. In this way, an agenda has been very helpful. It is also helpful in that it provides structure for our meetings and keeps us on track. Once we begin the meeting, the facilitator will do a brief overview of the agenda, and anyone who did not get a chance to give their input prior to the meeting can add items to the agenda. In *CHANGE! A Student Guide to Social Action*, it is suggested that the facilitator should ensure that there is a full discussion of each item on the agenda by all group members and should also ensure that the same one or two people aren't doing all the talking (2018:143). Especially as we've gained new members – people who may not be comfortable taking part in the discussion just yet – we have had to be especially cognizant of that as facilitators. Often times, more experienced group members tend to do a lot of the talking and with so many of us, it's easy to let peoples' voices fall through the cracks. For this reason, we pay extra attention to newer and quieter members and subtly encourage them to take part in the discussion. This suggestion from the book has helped improve our group dynamics as it has made our meetings more inclusive.

The group interactions in the Student Homeless Alliance have been highly positive. Many of us now consider each other to be some of our closest friends on campus, almost like a second family, so I believe that is what makes us work so well together. We not only share common values and beliefs, but we also share the same expectations for how our group should operate together. We are all

very respectful of one another, and we encourage and support one another in how we contribute to the group.

8.2 In *CHANGE! A Student Guide to Social Action*, Dr. Myers-Lipton suggests that the facilitator has several important roles, including to (1) make the meeting's agenda, (2) keep the meeting moving, (3) promote positive group interactions, (4) help members become active listeners, and (5) help the group make decisions (2018:42-48). At the beginning of the semester, Mayra as the main facilitator made the agendas. We did not create the agenda as a group, but we were able to add to the agenda at the beginning of the meetings. As we have progressed, we now all take part in making the agenda. In the book, Dr. Myers-Lipton suggests that the agenda should be sent to the group at least 24 hours before the meeting (2018:143). This is something that we haven't quite gotten right yet. Since we are constantly together throughout the week, often times sending out an agenda slips through the cracks. This would be effective in keeping some of us our less active members up to date. As for keeping the meeting moving, our facilitators have been effective. Something that we emphasize in facilitating is keeping the group from going off on tangents. Since we are all friends, it's easy to get sidetracked with unrelated conversations, so as facilitators we have grown more conscious of that. Since positive group interactions come pretty naturally to us in SHA, facilitators don't have to work too hard to achieve this. As mentioned previously, as facilitators we are cognizant of our newer and quieter members and we make the effort to subtly encourage them to participate in the discussion about each agenda item. If the facilitator notices that a few people in the meeting aren't really speaking or if they know we have newer members in the room, then they will utilize a "go around" – suggested by Dr. Myers-Lipton (2018) where, going in a circle, each group member is asked to share ideas, thoughts, or concerns about each agenda item. Something that could be improved in this area is the designation of a note-taker. Dr. Myers-Lipton notes that having a note-taker at each meeting is helpful since it provides a record of what took place which can be referred back to in the future or given to group members who may have missed the meeting (2018:146). Often times our meetings are relatively small, so it's common that everyone who is there wants to be active in the meeting, making it difficult to take notes. In regards to the facilitators' role in helping members become active listeners, our facilitators haven't had to take this on. Our meetings are always very engaged. In the few instances that there has been a side conversation going on, the person who is trying to speak to the group will wait until the side conversation has ceased. Usually, once the people engaged in a side conversation pick up on the groups' silence, they apologize and stop the conversation. As for decision-making, we have not yet had to make any huge decisions which required total group

consensus. Because our group is relatively large, with a mix of members with differing levels of activity, it is nearly impossible to get everyone in the same place at the same time. Therefore, most of our decisions have been made using small group consensus. Our process for voting/decision-making is pretty unstructured and could probably use some improvement, but it has been working well for us so far. Usually, these decisions center around things like what day to have an event on, how we are going to word something, who will be attending a meeting with people like lawmakers and allies, etc. For example, if we are deciding what day to have an event we will see which members can attend each day and select the day where most of us can attend. The facilitator does not have much of a role in this process other than presenting the decision to be made and voting on it themselves. This is another necessary area of improvement for us.

8.4 For us, a good decision is one in which all participating group members feel their voice was heard, and it is one which best serves the shared values and mission of the group. On the other hand, a bad decision is one which was made hastily and in spite, one which compromised the shared values and mission of the group, and one in which participating members did not have their voices heard in. As mentioned before, our decision-making process has been easy. We haven't had to make any big decisions requiring total group consensus, most decisions are about things like dates, times, and wording. We have decided that group consensus would be required for big decisions such as introducing new demands. We don't often use voting for our decisions, but it has been used. For example, when planning our two-day event prior to our meeting with President Papazian, we used voting to decide on a name for the event. We created a poll in the GroupMe app using all of the suggested names by members and then asked everyone to vote. The name with the most votes was chosen. However, this was an example of how our decision-making process remains flexible. After the name that won was selected, a member voiced concerns over the perceived connotations of the name of the event. For that reason, that name was taken out of the pool and we took a new vote. When everyone agreed they were okay with it, we proceeded with the name. We also utilize small group decision-making, but this is used more for things like scheduling. So far, our decision-making processes have worked well for us. They will need to be restructured and improved as our decisions become bigger and more implicative.

Due: Tuesday, April 9th

PORTFOLIO 7: STRATEGY AND TACTICS

6.1 From our target analysis, we learned that President Papazian has expressed her commitment to upholding the university's "social justice mission of access and equity." This relates directly to our issue, as housing insecurity and student homelessness present sizeable barriers to access and equity for those students. In her 2017 Inaugural Address, President Papazian stated, "The president ultimately is responsible for the welfare of every student and of the faculty and staff members who serve and support them." During our rally and press conference, we displayed a poster with that exact statement written on it, hoping that using her own words would make an impact. Considering the President's background, it is strategic to appeal to her commitment to educational access and achievement.

From our power map we have learned that although we have plenty of community support from non-profit and faith-based organizations, we need to strategize upward by forming alliances with other CSU student-led organizations tackling our issue and work towards bringing this into the sphere of policymaking. Our most powerful allies are those with the status and prestige to match that of our most powerful opponents, meaning that we need to further foster and leverage these connections.

Being that the Student Homeless Alliance was already in full swing at the beginning of the semester when I joined, we have already implemented a few actions. We were able to obtain a target meeting with President Papazian to further discuss our demands as well as to hear about any progress the university has made since our last meeting. Prior to the meeting, we held both (1) a rally and (2) a march. These actions are both connected to the media and public education strategy, and they provide the opportunity for your group to demonstrate its power publicly and to display the skill of its leadership (Myers-Lipton 2018:106). During our rally and march on March 4th, 2019, we did just that. We had a ton of press coverage, powerful speakers, and a sizeable turnout. The goal of these actions was not only to demonstrate the amount of support that we have from our campus and surrounding community, but we also wanted to send a clear message to the administration that eyes were on them waiting for them to meet our demands. After the march, we held a "call-in" where we asked all of our supporters and attendees to call the President's office expressing their support for our demands. After this event, we were able

to implement our third action, (3) direct negotiation with the target, which is tied to the target meeting strategy. According to Dr. Myers-Lipton, many previous student campaigns have seen their demands met following a target meeting (2018: 116-117), however, we weren't so lucky. We spent weeks preparing for the meeting, carefully selected who would attend and what would be discussed, and did as much research to prepare us as best as possible. While the meeting was happening, several of us held a gathering outside of Tower Hall where several media outlets, as well as around 20 students and supporters, awaited the outcome. Following the meeting, we held a press conference where we expressed our disappointment in the administration's decision to reject our demands. Since the outcome of the meeting, we have been doing outreach and exploring possibilities for collaborations with other organizations on and off campus. Another action that we have considered implementing is (4) a "sleep-in" in the MLK Library on campus. This would be a space occupation which is tied to the disruption strategy. We know that many unhoused, housing insecure, and commuter students sleep in the library on campus when they don't have other options. To highlight this issue, we have considered staging a sleep-in in the library where we would have as many people as we can possibly pull to occupy an entire floor in the library – providing a visual representation of the number of students who sleep in the library throughout the semester. We aren't sure how effective this would be in swaying our target, and it would more likely be used as a way to draw more attention and keep engagement up. Being that it may not actually be effective in swaying our target, we are wary of using a more high-heat strategy just to keep attention and engagement up. Another reason that we are wary of using this strategy is that we would likely have to get permission from the university in order to keep the demonstration civil. *Students for Racial Justice* held an occupation in Tower Hall, but they did so with the administration's approval (Myers-Lipton 2018:114). Many of us in the group feel like asking for approval for something that we *want* to be disruptive is contradictory and watered-down.

For the purposes of thoroughly answering this question, I will consider our rally and our march to be one tactic. We knew that we wanted to have a big event the day before our meeting with the President in order to gather support as well as to get more people involved by getting them invested in the outcome of our meeting. In the weeks leading up to our meeting with the president of the university, we circulated a petition urging her to meet our demands. In order to get our petition circulating, we tabled regularly on 7th street, and we posted fliers all around campus with a QR code that could be scanned to access our petition. We also told people about the upcoming event that we were planning. During the week before the meeting, we held this

two-day event where we got students and faculty to sign our petition as well as had them share their concerns and experiences regarding basic needs on sticky notes which were stuck to a giant banner. We gave out hot chocolate, donut holes, and other snacks in order to draw more people in. This event took a lot of planning. We spent hours making posters, coordinated who would bring snacks and who would boil water for hot chocolate, and coordinated shifts for members to work the tents. By the end of the event on Thursday, we had gathered over 1100 signatures on our petition. The next morning, our media team – Alejandro, Mayra. And I – sent out a press release regarding our upcoming rally on Monday to all of our media contacts. Later that afternoon, we spent about an hour calling these contacts to confirm that they received our press release and to let them know that we hoped to see them at our rally. We also blasted this information on our social media, hoping for the best turnout possible. On Sunday, the night before our rally and march, the speakers and leaders for the event met in the library. We stayed there until around 1 A.M. preparing our posters and practicing our speeches. On Monday, the day of our event, our media team was up calling media contacts before 7 A.M. to confirm their attendance to our rally. Our rally was set for noon, and we arrived early to set up and do some more practice. As it got closer to start time, more and more camera crews arrived. As the clock struck noon, we began our press conference. Elsa opened up the conference with a powerful introduction, and the rest of us delivered our speeches. We had some of our members holding up signs behind the speaker, but many of those holding signs were students who recognized us, supported what we were doing, and stepped in to hold signs in solidarity. After all of our speakers had spoken, we answered some questions from the press, and moved onto the march. Members of SHA picked up signs from around the podium and off the floor, and we distributed extra signs to other attendees. We were so thrilled to see some of our professors like Dr. Armaline as well as some of our community supporters like Phil Mastrocola and Matt King in attendance. I handed Matt King a sign and he said, “Well that’s one way to get someone to join your march, just hand them a sign.” Mayra and I grabbed the banner that we had prepared which had the phone number to President Papazian’s office and began to lead the march. We didn’t plan very well for the actual march in terms of the chants that we would use, so some of the chants got a little off message. We led the march from the Smith and Carlos lawn, around Tower Hall, and back up the 7th street where we eventually ended back at the Smith and Carlos lawn. At this point, we called for everyone to call the president’s office to let them know that they supported our demands.