

# GUIDE TO BUILD AN EFFECTIVE YAL CHAPTER



YOUNG AMERICANS  
*for* **LIBERTY**

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# Introduction: Guide Overview

## Purpose

Young Americans for Liberty (YAL) prepared its Guide to Build an Effective YAL Chapter to enable YAL chapters to foster and create a liberty-driven, activist, educational, and social environment on campuses. This guide is intended only for YAL chapter leaders and members.

The following guide contains information, suggestions, and strategies used by the most successfully organized YAL chapters from across the country. If you review and implement these strategies, you will develop a permanent, effective student organization and expand the liberty movement on your campus and beyond.

Remember, YAL chapters exist to educate young people and to expand and strengthen the liberty movement:

- Recruit new members
- Educate fellow students about our principles
- Advocate for constitutional, limited government policies on campuses
- Engage in the political process to effect real change within our system of government
- Provide a platform for YAL members to develop their grassroots talents on campus before moving beyond the academic setting and into electoral politics

## About the Guide

YAL's Guide to Build an Effective YAL Chapter does not set forth rules. This is not a cookbook.

Your chapter will ultimately succeed because of effective, enthusiastic leadership, both from its elected officers and its members. At the chapter level, your organization is a reflection of your members' strengths and weaknesses, especially of those who take up the early leadership roles.

As your chapter gains traction and begins to grow, the vetting and grooming of additional leadership talent will define its long-term character and structure.

Both newly forming and established YAL chapters will find useful information in this guide.

Chapters 1 and 2 focus on "startup." These sections will actively guide a newly forming chapter through the essential steps to build a strong foundation from which to grow. Existing YAL chapters should review this information, as well—especially the information regarding recruitment, which you can find in Chapter 3.

The rest of the guide, Chapters 4 to 8, addresses various topics which will help virtually all YAL chapters.

Additional online resources complement much of the information contained in this guide. To view our presentations, literature, illustrations, and videos of other YAL groups in action, please visit our website: [www.yaliberty.org/resources](http://www.yaliberty.org/resources)

## Chapter 1: Young Americans for Liberty

So maybe before you dive headfirst into the creation of your new YAL chapter and spread the message of liberty throughout your academic world, you should take a moment to consider exactly what it is you're getting into.

YAL's network, activism, resources, speaker network, and much more distinguishes it as the premier youth group for liberty.

### History

YAL is the continuation of Students for Ron Paul (SFP). In less than 8 months, SFP established more than 500 college and high school chapters in all 50 states, recruiting over 26,000 students to join the Ron Paul 2008 campaign.

With this network, YAL seeks to recruit, train, educate, and mobilize students on the ideals of liberty and the Constitution. This is not a new beginning—this is the continuation of a youth movement already brewing in this country. Our objective is to facilitate its success.

### Mission Statement

The mission of Young Americans for Liberty (YAL) is to train, educate, and mobilize youth activists committed to "winning on principle." Our goal is to cast the leaders of tomorrow and reclaim the policies, candidates, and direction of our government.

### YAL Statement of Principles

We are the Young Americans for Liberty (YAL). As Americans we recognize the God-given natural rights of life, liberty, and property set forth by our Founding Fathers. Our country was created to protect the freedoms of the individual and directed by we the people.

We recognize that freedom deserves responsibility and therefore we hold ourselves to a high moral character and conduct. Integrity emphasizes our stance towards action. Principle defines our outlook towards government. Peace and prosperity drives our ambitions towards our countrymen.

We inherit a corrupt, coercive world that has lost respect for voluntary action. Our government has failed and dragged our country into moral decay. The political class dominates the agenda with a violent, callous, controlling grip. And, for this we do not stand.

We welcome limited government conservatives, classical liberals, and libertarians who trust in the creed we set forth.

WE, as Young Americans for Liberty believe:

*that* government is the negation of liberty;  
*that* voluntary action is the only ethical behavior;  
*that* respect for the individual's property is fundamental to a peaceful society;  
*that* violent action is only warranted in defense of one's property;  
*that* the individual owns his/her body and is therefore responsible for his/her actions;  
*that* society is a responsibility of the people, not the government.

## Chapter 2: Getting Started

### You Are Not Alone

Now that you've decided to form a YAL chapter at your school, what's next? Don't freak out!

The information presented in "Getting Started" will help you figure out the initial steps you should take to form your chapter. Furthermore, you can set up a timeline for each action. Anticipate taking one to two full semesters to complete the chapter startup process.

Also, you are not alone. **YAL's Leadership Team** will help fill in any additional information not covered by this guide. More important, YAL will help guide and support you as you implement these techniques on your campus.

- National Field Director
- Regional Directors
- State Chairs
- Regional Organizers

The entire YAL Leadership Team is available to help you, so don't hesitate to email YAL at any time: [contact@yaliberty.org](mailto:contact@yaliberty.org)

### Start the Online Chapter Application Today

The first step is easy. Visit YAL's chapter page online and click the "start a chapter" button: [www.yaliberty.org/chapters](http://www.yaliberty.org/chapters)

YAL's online application will effectively walk you through the basic planning for your chapter.

The application encourages you to develop potential short-term and long-term goals, as well as to research information about your campus, like the procedures and policies set up by your school's administration to become a registered student organization.

As Dwight D. Eisenhower said, "In preparing for battle I have always found that plans are useless, but planning is indispensable." Think of completing the chapter application in a similar way—except your final plan will be invaluable!

The process of brainstorming your goals will inspire ideas about how to effectively structure your new chapter and interface with the student body.

Many of the things that follow in this guide may generate ideas for the items in your chapter application. Use them, but make sure that your plan also integrates your own ideas and twists, as well as takes into consideration the practical resources available on your campus and within your own chapter.

It is likely that the actual plan you submit will change once you adapt in your understanding of your campus and in how to organize groups. As your plans change, update your online application so YAL's national network can provide the best guidance and support to help you achieve success.

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## Provisional vs. Official Status

To earn official recognition from YAL, your chapters must:

- Complete an online application: [www.yaliberty.org/chapters](http://www.yaliberty.org/chapters)
- Register three dues-paying members on your chapter's newly created page
- Qualify as an official student organization with your college or university

Your chapter will likely pass through **three** phases on your way to earning official YAL recognition:

### Newly Forming

Once you click "start a chapter," YAL will list your chapter as "newly forming" on the website. Your status will remain as newly forming until three dues-paying YAL members "join" your chapter on the website. Members can join your chapter on your webpage, which is linked from YAL's chapter page: [www.yaliberty.org/chapters](http://www.yaliberty.org/chapters)

### Provisional

As soon as you completely fill out your online application and three dues-paying members join your chapter online, you can submit your application for review.

YAL's National Field Director will read your application and respond with feedback and suggestions to strengthen your plan. The National Field Director will then approve your application, which will change your status to "provisional." Provisional chapters meet all the requirements for official YAL recognition, except they are not yet a registered student organization at their school.

Because your university's red tape may hold your plan back, YAL created this status—a one-year grace period—so your chapter can receive all the benefits awarded to official YAL chapters.

Keep in mind, your chapter may not be listed as provisional at any time. It's merely a classification for chapters which face a lengthy, bureaucratic process to become official with their school.

### Official

Once you earn official school recognition—after completing the online application and add three dues-paying members—you can submit your online chapter application. YAL's National Field Director will once again review your plan and approve your application. Once approved, your chapter will be listed as "official" on the national website.

Even after earning official status with YAL, you should update your application at least once a year, or any time you significantly change directions with your chapter.

The speed with which you earn provisional status will depend largely on your initiative to complete the application. For official status, your university's own timeline for granting permanent status will likely take some time, so start the process with your school today.



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## Establish a Permanent On-Campus Presence

### Official School Recognition

Registering your YAL group as an official organization with your school can provide numerous resources to reach out to your student body. You will likely need official recognition from your school in order to table, petition, protest, obtain a campus mailbox, and hold meetings on university property. Additionally, your school may provide funding to student organizations (more on funding in Chapter 2).

Most schools have standard procedures and paperwork which you must complete in order to bring a new organization onto campus.

In most cases, you can find your school's requirements online through its activities and involvement center's website—your school may use another name for a similar department to facilitate and manage campus organizations.

The process to start a new organization undoubtedly varies by school, but here are some common requirements you should plan to complete.

### Chapter Constitution

Schools sometimes require new clubs to create a constitution to guarantee it follows campus policies. Online examples are usually available which specify requirements. If not, you can find a sample constitution on YAL's website: [www.yaliberty.org/chapter-materials](http://www.yaliberty.org/chapter-materials)

As your chapter structure evolves, be sure to update your chapter constitution accordingly. To an extent, this will help transfer the structure and organization of your YAL chapter from one group of leaders to the next, so it's important you don't ignore this responsibility.

### Faculty Advisor

In some cases you only need an advisor to be a co-signatory to the club's spending, and in other cases their advice and familiarity with the university may be very helpful.

If you are required to have an advisor, here are some places to start looking:

#### Graduate Students

If your school allows, look first to a graduate student to serve as your chapter's advisor. Since YAL members range in age from 15 to 39, a graduate student is ideally positioned to operate as both an advisor and a member.

#### Professors

Ask a professor with whom you have a prior relationship or who conducts research in an area on libertarian politics, the Constitution, or free markets to serve as an advisor. You will be likely to find a professor with interest in the liberty movement in the following departments: business, economics, history, political science, or philosophy.

### **YAL National**

If you have trouble locating an advisor on your campus, YAL's National Field Director may be able to help find one for you: [contact@yaliberty.org](mailto:contact@yaliberty.org)

### **Student Government Meetings**

Schools commonly require representatives of school clubs to attend student government meetings. Make sure someone in your chapter acts as a student government liaison.

While these meetings may seem long and burdensome, it's essential for your chapter to make a positive impression. In many cases, these individuals can ensure your club receives funding for important events and appropriate access to school resources.

If possible, a member from your chapter should run for office.

### **Campus Mailbox**

Your university likely provides its student organizations with access to a university mailing address and campus mailbox.

Make use of this, if possible, to ensure that mail to your organization is not sent to individual students whose addresses may change from year to year and as they graduate. This will establish a lasting presence for your chapter and add credibility (this will aid your fundraising efforts down the road, too).

### **Recruit Your First Group of Leaders**

As discussed earlier, in order to earn official recognition, your chapter must recruit at least three dues-paying YAL members.

Whether you began the chapter formation process with a group of other like-minded people or not, you should always look for other leaders (students who share your passion to see a liberty-oriented group of students organized to impact your campus and local community are invaluable).

### **Look for Members in Existing Campus Groups**

After petitioning the people you know on a personal level, explore other groups of people whose members might be interested in the creation of a YAL chapter. Potential recruits might be found in college libertarian groups, College Republicans, and other politically focused organizations.

### **Ask Your Faculty Advisor**

If you have already found a liberty-minded advisor, he or she may be aware of other students who share similar political ideas. Ask him or her to connect you with these students.

### **Utilize Facebook**

At the same time, begin a Facebook group to provide an initial platform to organize the first recruits (more on Facebook in Chapter 4). Invite all of your friends to join—you never who might show interest in your YAL chapter. Also, ask each new recruit to invite their friends.

People regularly seek out local liberty groups on Facebook. A vibrant presence online will help funnel new recruits to your chapter.

## Post Flyers

Post flyers throughout your campus to announce the startup of your new YAL chapter. Organize a meeting for interested people to meet and discuss your intent to form a chapter. Include the meeting date, time, and location on the flyer. Again, include the meeting date, time, and location on the flyer.

This does not have to be a formal information session. Rather, you should organize an informal meeting to generate ideas before launching.

Post flyers in high-traffic areas around campus, and target major university bulletin boards and dorm bulletin boards (respect your school's rules regarding public advertisements). As stated previously, the early leadership will steer the course of the chapter and give the chapter its character. Make sure to separate the most serious members early on. Encourage them to take on leadership and officer roles.

## YAL Dues-Paying Members

While YAL requires only three dues-paying members join your chapter for official recognition, you should encourage each person in leadership and officer positions to join as well: [www.yaliberty.org/join](http://www.yaliberty.org/join)

When you register and pay your \$10 annual dues, the simple act helps to reinforce your commitment to YAL and their leadership position. Additionally, all national members receive the following benefits:

- Subscription to YAL's quarterly publication, Young American Revolution (YAR)
- Access to a host of speakers, including Congressman Ron Paul
- Activism grants and funding to help carry out your activism ideas on campus
- Invitations to YAL's national events, such as its National Convention and campaign training programs
- Access to networking opportunities with like-minded people and organizations
- Free t-shirts, books, flyers, about-YAL palm cards, Constitutions, and other resources

As your chapter grows, you should push your general members to join.

If you have a young chapter, you may suggest national membership as an alternative to paying local chapter dues, which may turn some people away if they are going to be harassed every week over \$10 chapter dues.

People may be more apt to give up money if they can get something in return—you can advertise that national membership comes with the above perks for only a \$10 due.

## Fund Your Chapter

Find out if your school provides startup money to newly forming organizations. If not available on your campus, create an initial plan to raise approximately \$150 to purchase essential materials and resources.

It won't severely limit your chapter's first few steps, but if you plan to grow a young chapter, you should have a small pool of money to materials to help present your group as professional. The more a student views your chapter as legitimate, the more likely he or she will join.

A newly formed chapter won't likely have the necessary experience or personnel at this point to raise significant funds from large donors; however, you can take a few steps to help with initial purchases.

## It Starts With You

Consider how much you can donate personally. Then, approach your other core members to match your investment.

Think about how much money many college students typically spend, outside of their meal-plan or home-cooking, on food and drinks throughout a typical week. Let's assume it's at least \$20 (we all know that's absurdly low).

It's not too much to ask of your dedicated members to skip a \$5 meal each week for one month and contribute \$20. With five members, you have already raised \$100—you can now purchase a banner and table to recruit new students.

Don't forget potential outside funding sources.

If any member's family is sympathetic to our cause, ask them for a small donation. Check to see if you know any recent liberty-minded graduates with jobs who might do the same. Once you've personally invested—along with your core members—it's easy, and totally reasonable and essential, to seek funds for this important cause from other prospective donors.

## Initial Purchases

Your initial purchases should include items important for recruitment, specifically, running a recruitment table (more on recruitment in Chapter 3).

Make the best use out of your funds. Buy sale items and materials from a thrift store.

Also, don't hesitate to ask people (alumni, parents, and professors) who might not wish to donate cash directly, if they would at least be willing to donate specific items: table, banner, poster board, markers, and clipboards.

YAL also provides Activism Kits each semester for provisional and official chapters: custom-designed YAL pocket Constitutions, about-YAL palm cards, flyers, guides, and more. Also, dozens of strategic partners donate resources of their own.

Activism Kits help chapters to table and promote liberty-based ideas to fellow students (more on tabling in Chapter 3).

If you haven't already requested an Activism Kit for your chapter, email us: [contact@yaliberty.org](mailto:contact@yaliberty.org)

## Create a Budget

Below is a sample budget:

6 x 2 ½ ft. vinyl YAL banner	\$45
6 ft. folding table	\$50
Tablecloth	\$15
Foam poster board (3 @ \$3 each)	\$9
Regular poster board (3 @ \$0.50 each)	\$2
Pack of permanent markers	\$10
Money for photocopies	\$10
Clipboards (3 @ \$3 each)	\$9
<b>Total</b>	<b>\$150</b>

## Establish a Chapter Bank Account

If your group plans to fundraise in any capacity—as it most definitely should—you will need to set-up a checking account.

Donors will write checks to established organizations. More than likely, they will not write checks to individuals. A bank account will also encourage responsible use of chapter funds, making it easier to document expenses (especially if your school requires an audit).

In most cases, banks require only for you to have a chapter constitution and an Employer Identification Number (EIN): <https://sa.www4.irs.gov/modiein/individual/index.jsp>

Check with your preferred banking institution for specific requirements. More than likely, you will need both the treasurer and your faculty advisor to co-sign on the account. Remember to make arrangements with your bank when you transition leadership, particularly the treasurer.

Planning ahead will help you avoid unnecessary, and unwanted, hassle down the road.

## Early Leadership and the Leadership Mindset

As your chapter's leadership team takes shape, consider a few things about your officers and members.

First, establish a clear structure for the tasks and responsibilities of the chapter so you can hold individuals accountable for specific tasks. Clear organization will project competence to your members and will eliminate redundancy when assigning projects.

Next, encourage the development of your officers' leadership skills. Why type of mindset and rhetorical approaches will make your leadership more reputable when providing guidance to the group?

Keep in mind, YAL differs from all the other political organization on your campus. Your members likely engaged in the political process to effect real change, not climb the ladder of a major political party. Remain organized, but keep things fun, exciting, and interesting for your officers and members.

Chapter members will absorb the attitude and work ethic exhibited by the leadership. This is especially true of those looking to move into leadership roles in the future. Therefore, make sure you set the right tone for your chapter from the outset.

If the chapter president or other leaders consistently arrive late to meetings and appear disorganized, don't be surprised when the general membership follows suit.

Likewise, an enthusiastic, prompt, focused leadership will spread to others.

Again, the actions and attitudes of the best (and worst) leaders can be infectious, so always exercise discipline.

## **Leadership Structure**

When you develop your chapter's leadership, you largely determine the extent to which you will impact your campus.

Commonly, the first few people who join your chapter will accept leadership responsibilities and assume an officer position. Depending on each member's personal ambitions and aptitudes, you should encourage them to accept appropriate roles.

Find a good fit between your most eager, passionate members and available chapter posts. Of the different positions listed below, fill the first three as soon as possible.

### **President**

The YAL chapter president coordinates all activities within the chapter. As a coordinator, the president makes sure the other officers complete each task assigned to them, not simply by assigning tasks, but by working with each leader to achieve goals.

Chapter presidents possess excellent communication skills and effectively organize and plan activities.

He or she will also act as a liaison between the chapter and outside entities: other student organizations, the school administration, and YAL. Working with YAL, the president must seek out and obtain resources for the chapter, like YAL's Activism Kits, activism materials, and training.

The president conducts general meetings for the chapter and ensures they run smoothly (and do not drift too far from the stated purpose).

He or she will also resolve any problems which arise within the group—the president should arbitrate and find pragmatic resolutions which will maintain harmony within the membership.

### **Secretary**

The secretary should exhibit strong organizational skills. He or she should set up, organize, and maintain chapter documents. Google Docs serve this function well and cost nothing. Your chapter will use Google Docs (or a similar platform) for internal and external communications.

Secretaries should document all chapter activities, take notes at meetings, and transfer them everything into a digital format.

It's important to archive and share these documents with other leaders and members.

The secretary should regularly update your chapter's Google Calendar (ideally, he or she will create a monthly calendar, which you should distribute to all members.

Because two-way communication is vital, the secretary should write weekly emails to inform and remind members of general news and upcoming calendar items, as well as collect feedback about proposed ideas and activities.

At the end of each fall and spring, the secretary should compile a report which summarizes the main events throughout the previous semester. He or she should then post this to YAL's national blog to motivate and inspire other YAL chapters throughout the country. To gain access or simply email your semester report, email YAL: [contact@yaliberty.org](mailto:contact@yaliberty.org)

### **Treasurer**

The treasurer will oversee all chapter finances. He or she should understand all financial rules of your school and participate in all financial activities:

- Serve as a signatory on your bank account
- Create budgets
- Make purchases
- File receipts and create digital copies
- Generate and maintain a digital end-of-semester financial report

The chapter treasurer may also organize fundraising activities. Under this role, the fundraiser will explore fundraising opportunities and develop relationships with donors (more on fundraising in Chapter 2).

### **Activism Coordinator**

The activism coordinator should stay current on all campus activity, searching for opportunities in which your chapter could participate.

In keeping with the ambition of your members to effect change within your spheres of academic, social, and political influence, activism functions as the life-blood of your YAL chapter. For this reason, the activism coordinator develops and executes essential activism events.

He or she should constantly seek out and generate new ideas to engage your student body with the message of liberty. Frequently check the YAL national blog and other places on the internet for ideas to promote liberty.

The activism coordinator should also assemble your chapter's members to participate in the planning and execution of these projects.

At first, the activism coordinator and president may work closely to develop plans for activism events. As the chapter grows and the activism coordinator gains experience, he or she will

inevitably undertake a singular role to coordinate most, if not all, activism events. As such, the number and effectiveness of such events will increase.

### **Media Coordinator**

The media can substantially increase your chapter's reach and impact. To aid that important effort, the media coordinator should seek out all possible media outlets (within the college and throughout the local community). He or she should develop a full list of local media, including the contact name, email, and phone number for each outlet.

The media coordinator will create and disseminate media advisories before, and press releases after, each event. He or she should brainstorm ideas to creatively pitch each event and take advantage of media angles so the media will cover your events.

Taking pictures and recording videos will help your chapter earn media coverage. The media coordinator should ensure that a camera is always on hand and that photographs are always taken at every event so that they can be shared with the media and on the national YAL blog.

Even if you do not have a Media Coordinator, you should assign someone to document all events.

Leadership roles within your chapter will likely overlap, especially early in the formation process. Don't worry—this is normal!

As you familiarize yourself with specific tasks, projects become much more manageable and easier to delegate to other members. As your fellow officers become comfortable, they will gain confidence. At that point, you should establish clearly defined tasks for each leadership position.

This will develop a level of discipline for the officers and streamline the structure of responsibility and communication. You will spend less time delegating tasks and avoid overburdening a single officer, especially the president who may have a tendency to take on too much responsibility.

### **Leadership Meetings**

Your chapter's officers should meet regularly to generate ideas, report on activities, and organize future meetings and projects. The meeting organizer should prepare an agenda ahead of time. This will help focus the meeting, keeping each one concise while accomplishing its stated goals.

The meeting's organizer (typically the president) should communicate directly (by phone) to the other leaders about the:

- Time
- Location
- Purpose of the meeting
- Expectations for each officer—their role during the meeting

Keep meetings concise, covering only the most important topics. If you keep the length between 30 and 45 minutes—and stay on task—people will return to meetings which will strengthen your chapter. (See a sample meeting agenda on page 36.)



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## Encourage an Activist “Community”

Think about the most successfully organized groups. These include churches, veteran’s groups, college fraternities/sororities, and more.

In addition to tireless recruitment efforts, each organization strives to create an environment which not only enables the purpose of the group, but also fosters social cohesiveness. In other words, they function as a community, even beyond the state purpose of the group.

The community aspect exists because people build bonds with each other, find other common interests, become friends, and eventually begin to interact outside of the group. This increases comfort which in turn increases creativity. You’ll also notice members sharpen their philosophy and rhetorical skills.

Fostering a community atmosphere will form a cohesive bond between your YAL chapter members.

Keep this in mind as your leadership establishes a vision for your chapter and as you plan ways of expanding and sustaining membership.

Make sure your leadership is constantly aware of this. The atmosphere of YAL should always invite others to join and take part. All of the leaders should welcome and interact with new faces in the group, as well as set a good example for other members.

When you plan events or meetings, think of ways to encourage social interaction. For example, use some cheap name tags until members become familiar with each other. If you go out to petition, encourage the leadership to pair up with newer members, not just their friends.

Nothing encourages conversation and friendship like sharing food. If possible, provide cheap food and drinks 15 minutes before the beginning of your meetings so members socialize. You don’t want this to occur during the meeting. Additionally, you should plan events which are entirely social, such as a cookout or a meet-up at a local pizza joint.

Make certain your social events reflect well the character of YAL and are open to all of your members. Be moderate with their frequency, and make sure exclusively social events don’t make up the bulk of your activities—remember, goal is to expand the liberty movement.

Find ways to simultaneously encourage social interaction and engage in political activism. Something that doesn’t involve chairs and goes beyond what you typically do when standing around tabling. For example:

- Construct a large and time intensive activist display which will require multiple people and several days to complete, such as:
  - A large-scale national debt display
  - A recreation of the Berlin Wall
  - A mock detention facility
  - An oversized Constitution
- Participate in a petition drive
- Design large numbers of YAL flyers and posters for you and your members to hang around campus
- Create an activist video, including all your members
- Go chalking

The idea of developing a community is especially important for recently assembled leadership teams. To form a strong chapter, your leadership must work closely: communicate frequently and directly with each other. The more quickly officers become acquainted, reveal their strengths as leaders, collaborate, and build on chapter ideas, the more quickly you can grow your chapter and impact your campus.

Use something beyond leadership meetings to encourage this, such as engaging in one of the above suggested activism events.

If your group is in its first semester or two, relatively small, and looking to grow, attempt a “large display” type of project. Again, this will encourage social interaction during its construction. Then, use the display as a way to announce yourself to the campus and recruit new members.

Be aware as you bring in new members, that you do not want for your leadership team to appear exclusive or privileged. Cliquish groups will not thrive.

Develop the idea of a “community” ultimately to sustain the middle section of your group, as new people join and older members graduate.

If the community idea is ignored, you risk losing members through attrition because they will find other groups to connect with, leaving only the most hardcore, individualistic types who show up and then immediately leave your events and meetings (like they would for one of their college classes).

These chapters eventually die when the leaders leave.

## **Focus on Principles, Not Labels—Messaging Strategy**

From the outset, your leadership should pay careful attention to the campus’ perception of your chapter.

The leadership should demonstrate to the other members how to describe the group to the student body, especially when recruiting new members. Know that if you immediately or consistently use a particularly well-known phrase or label to describe the liberty philosophy, you run the risk of being judged before you have a chance to explain what liberty means or why you believe in it.

When asked to define any political philosophy, especially “libertarianism,” you will receive as many different answers as people you interview.

Some groups choose rather to say that they are “liberty-minded” or that they take a “principled position of liberty” on issues related to the government. Using previously established labels is much easier; however, this “top-down” approach to explaining your beliefs allows people to immediately associate certain policy positions with your group.

Don’t let preconceived notions block your recruitment and education efforts.

Since the philosophy of YAL is neither “left” nor “right”—sharing common ground with both ends of the political spectrum—our ideas represent an attractive alternative to the current political paradigms, especially to young, open-minded Americans.

Employ a “bottom-up” approach: Clearly explain the philosophy of liberty and build upon your principles towards a specific policy position. Make your case before someone shuts themselves off to your viewpoint. This bottom-up approach allows you to connect with even more students on your campus on various issues, because virtually everyone wants the government to stay out of some part of their lives.

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How can you do you effectively implement this approach to connect with the maximum number of potential new members?

1. Find out areas in which "Student A" wishes for less government
2. Explain fundamentally why you agree
3. Ask him/her to consider extending those beliefs to other areas of government intervention as well

If someone directly asks you to clarify your chapter's philosophy, feel free to describe YAL as many things: classically liberal, traditionally conservative, libertarian, or constitutionalist. This may confuse them, but it provides an excellent opportunity for you to engage in a discussion about what you believe and not what you call yourself.

Inform them that regardless of how individuals in your group may describe themselves, ultimately, YAL strives to decrease the size and scope of government and maximize freedom and liberty. Where the pursuit ends will undoubtedly vary amongst your members.

Avoid at all costs using any label that begins with "anarch." Regardless of what specifically "less government" means to individual members, the "A-word" is incredibly provocative. Debating with someone its true definition, or how such a system could realistically work, creates unnecessary obstacles to your message (and the liberty movement's success).

Our current system of government is so far from its constitutionally-limited level, arguing about "how limited" it should be is purely an academic exercise. Any such debates should take place during your book clubs and discussion forums. Never discuss these topics around non-members.

## Chapter 3: Manage and Build Your Chapter

### Expand the Liberty Movement

You can make a significant impact on the liberty movement by recruiting new students to our philosophy on your campus. Colleges and universities provide a fertile ground to find the next generation of pro-liberty activists and advocates.

To ensure a strong, effective chapter, as well as to ensure a sustained presence on campus, you must constantly recruit—in other words, expand the liberty movement.

As a leader within your chapter, you must always think ahead about your chapter's growth, especially near the beginning of the fall semester when large numbers of incoming freshmen search for opportunities to get involved on campus and meet other students. Even beyond the beginning of the school year, constantly improve your group's creative capacity to recruit.

Remember these three questions:

- How can you leverage each activism event, each speaking engagement, and every interaction with the student body to expand your membership (and the liberty movement)?
- What approaches—including your rhetoric and accompanying visuals—will appeal to the most people, especially those who have never heard a complete and comprehensive philosophy of liberty?
- How will you retain your potential new members once you engage them or convince them to attend a meeting?

Above all, remember that you won't recruit anyone when you host private meetings to discuss fascinating aspects of our philosophy and complain about the government's latest abuse. There's a time and place for those discussions.

Effective recruitment requires you to increase your visibility on campus. So get out there on your campus, and don't let up until you've converted your entire campus to liberty!

How do you make this happen? Below are some tips to successfully plan and execute your chapter's recruitment drive.

### The Effective Recruitment Strategy

What follows is a strategy to bring in large numbers of permanent new members at the beginning of each new semester, especially in the fall.

To increase this strategy's effectiveness, plan your efforts to coincide with your school's student activities fair. If your school already hosted its activities fair, don't give up!

Follow the advice in the subsequent sections to recruit new members year-round and prepare for next fall's student activities fair.

As you innovate creative ways to improve recruitment efforts, YAL will share your ideas and methods throughout our network (so make sure you share your experiences on YAL's national blog). YAL is a

grassroots organization, so while we exist to provide chapters with helpful resources (like this guide), you know what will work best on your campus—and perhaps other campuses as well.

There are four parts to the effective recruitment strategy:

1. **Preparation: Have a Plan!**—develop a plan and assign responsibilities for your recruitment drive
2. **Execution: Grab Attention for Your Table**—attract potential recruits to your table
3. **Execution: Connect with Recruits at Your Table**—engage people at your table and get them to your next meeting
4. **Execution: The Informational Meeting**—host an informational meeting to discuss your philosophy and future activities

## 1. Preparation: Have a Plan!

Before you jump into the deep end of chapter growth, lay out your plan for the most effective recruitment strategy.

Successful planning for your recruitment effort will take time and require an extensive amount of brainstorming and preparation. Keep this in mind if your YAL chapter plans to participate in a student activities fair—and plan your leadership meetings accordingly. Keep your chapter’s leadership focused and plan to develop and generate ideas and assign tasks.

Consider the following questions:

- What days during the semester do you plan to recruit?
- Where will you set up operations? Are there multiple locations (indoors and out) you could table or recruit?
- Who will help recruit? Make a sign-up list with specific times so you can schedule volunteers throughout the day.
- Do you need to register for your school’s student activities fair? Register now! This is a perfect opportunity to introduce your chapter to new people.
- Do you need to receive permission to set up a table or to petition on campus? Ask now! Don’t give unsympathetic administrators any reason to hinder your efforts.
- What materials do you need to order and prepare ahead of time? Posters? Flyers? Pens and sign-up sheets? Operation Politically Homeless kits? Order them now!
- Is there a YAL Activism Kit available? YAL’s Activism Kits contain free materials (stickers, literature, videos, intern opportunities, and more) from us, as well as our strategic partners, so order yours today! These are usually offered at the beginning of a new semester, so check the website or email us: [contact@yaliberty.org](mailto:contact@yaliberty.org).
- How will you grab students’ attention and stand out?
- What is your plan to get people to your initial informational meeting?
- What do you present at the meeting?
- Have you planned at least four weeks of activities and distributed a calendar of events?
- How will you sustain your membership, develop new leaders, and integrate new members into your chapter?

Plan to table as often as your chapter's members can—possibly twice a week. Make sure you recruit students on days when people have different schedules (pick one day from Monday, Wednesday, or Friday and one day from Tuesday or Thursday).

If you have a very large campus, consider tabling in multiple locations at once.

If your school has a student activities fair, make sure to register your chapter and reserve space. This is the best time to recruit new members. (Note: Plan to table as much as you can before the activities fair. That way, when you table at the fair, students may already remember your chapter and take this new opportunity to approach you—even if they didn't feel comfortable in your campus' quad.)

Remember to schedule an informational meeting before you begin to table. It may be useful for you to schedule two informational meetings, which ensures more interested students can attend.

## **2. Execution: Grab Attention for Your Table**

Devote a significant portion of your preparation to develop an effective strategy to gain attention for your YAL chapter. Stand out from all of the on-campus distractions. You will compete with other groups, activities, and events for students' time.

Think beyond bowls of candy or your spread of liberty books. Of course you'll want a professional-looking table, but what else can you do?

Think Big. Bold. Loud. Think of a display passersby simply can't ignore.

Below are a few ideas which might turn heads and aid your efforts to draw new people to your table:

- If you are outside and it's cold, give out hot drinks (cider, coffee, or hot chocolate) and advertise loudly that you have it...and that it's FREE. Free food always appeals to students as an alternative to dining hall fare. Alternatively, pass out bottles of water if it is warm.
- Construct a frame for your YAL banner to raise it to eye-level. Most other organizations will have their signs draped in front of their tables. A frame placed directly behind a table can help keep YAL recruiters out in front. (Note: No hiding behind your table! Standing or—heaven forbid—sitting behind your table puts a barrier between you and potential recruits. Always, always stand in front of your table and engage anyone who even glances your way.)
- Create attention-grabbing displays, posters, and street art with themes related to "political homelessness." You can apply for an Operation Politically Homeless kit on YAL's website: [www.yaliberty.org/oph](http://www.yaliberty.org/oph)
- If you have any members who might have a theatrical side, dress up as homeless people and conduct the OPH quiz. Possibly use this as a way to do some creative fundraising—the implications of what you can do should be obvious (panhandle!).
- Consider creating a large (as in up to 4-feet wide) Nolan chart to accompany the Operation Politically Homeless quiz. This will make it more fun and engaging than the typical size and make it more visual and recognizable to passersby.
- To check out some of the clever techniques and displays other chapters have used to recruit people, visit the YAL blog.

## **3. Execution: Connect With Recruits at Your Table**

So someone came up to your table! Now what?

Be prepared to engage potential recruits with something other than pro-liberty rhetoric. Make certain that each person you interact with leaves with something—at minimum, a flyer referencing your informational meeting or a calendar of your upcoming events. How about something more substantial, like a YAL palm card which describes the “Philosophy of Liberty”? Or something edible? Or both?

Your goal when you table is to find interested students and convince them to attend your informational meeting—a more formal setting where you can more thoroughly cover our philosophy, as well as the purpose and plans for your YAL chapter.

Here are a few ideas you can use to keep potential new members engaged while you have their attention:

### **Operation Politically Homeless (OPH)**

If your group doesn’t already have a free OPH kit, order one here: [www.yaliberty.org/oph](http://www.yaliberty.org/oph)

The OPH kit will help you attract and approach students—many students find it intriguing to see where they might fall on the two-dimensional map based on their opinions of social and economic freedom. As suggested previously, consider using a larger grid to draw more attention and encourage more participation.

### **The Liberty Diagram**

A simple way to pictorially describe the beliefs of YAL is to use the Liberty Diagram, a simplified Nolan chart which shows the two institutions that oppose each other are not the left and right, but rather the government and liberty. Both the left and right can be shown as equally close to government as they are far away from liberty.

This type of illustration can be used to quickly describe YAL’s position of “the pursuit of more liberty and less government” and can be integrated into a handout or flyer you can pass on to interested students.

### **Calendar**

If you do not already pass out a monthly calendar of events to your members and potential recruits, consider how important this is to keeping your group sustainable. Not only does this force your leadership to sit down to plan out events in advance, but also this shows members and recruits that your group is active and stable.

If you pass out a calendar, be certain that your group can commit to the actual activity and to the specific date. Calendar templates are available for use with Microsoft Word.

### **Petitions**

These are a great way to connect with students on potentially popular issues or requests. Since this is a recruiting event, you may not want to do anything too divisive. A petition to bring Ron Paul to your campus or to end an unpopular program at your university (such as unfair mandates on meal plan participation), will help you generate large lists of emails that you can add to your contact lists.

This will both increase your presence on campus and expand the number of people you can reach to promote future events or recruit new members to your chapter.



Petitioning is most effective when pairs of activists (ideally both genders for maximum approachability) walk around and engage other students in the busiest parts of campus.

Don't expect to gather signatures if you hide behind your table waiting for people to approach you. Petitioning and tabling can be done simultaneously if there are more people than you need at the table. Give extra people a clipboard, position them out in foot traffic, and see what happens.

You can direct the most enthusiastic passersby to visit your table to sign up and learn more about your chapter—and make sure they attend your next meeting.

If the purpose of your YAL chapter is to promote the liberty message to your student body and grow your membership (and the liberty movement as a whole), then you will not find a better opportunity to do this than by tabling.

Tabling is a major part of the external growth discussed later in this Chapter. Through tabling, your chapter members have the opportunity to explain YAL's political philosophy and logically respond to questions or concerns. These opportunities will help to develop your rhetorical skills so you can defend the liberty philosophy and effectively spread our message.

**If you table, you will recruit members.** It's that simple. If you're having trouble recruiting new people, you aren't tabling enough or your chapter hasn't planned enough activities to keep people engaged.

No matter what your other activism events, use your table as an anchor for all of your activities.

## **Essential Supplies**

The following items are essential for your table and recruitment efforts:

- 2' x 6' vinyl YAL banner
- Six-foot, center-folding table
- Tablecloth
- Foam poster board
- Pack of permanent markers
- Clipboards
- Lots of Ink Pens
- Activism Materials

The necessity of some of these items is explained as follows:

### **YAL Banner**

A professional YAL banner will add aesthetic value, which new people will use to judge your chapter. It is the cheapest, most durable way to effectively present your chapter when you table or hold meetings and activism events. You can request the artwork from YAL national: [contact@yaliberty.org](mailto:contact@yaliberty.org)

For just a small amount of money, you can construct a simple frame out of PVC pipe for your banner. A frame will raise your banner to eye-level and prevent the wind from tossing it around.



Placing the stand directly behind your table is a great way to keep people from “hiding” behind it, as discussed on page 28.

### **Portable Folding Table**

Your school may provide a table for you when you reserve tabling space. However, to avoid delays from your school’s bureaucracy, you should purchase a portable center-folding table as soon as you can.

If you rely on your school, unloading and setting up a table in a timely manner is not likely a priority for the facilities workers. If you don’t have your own table, you may have to waste time chasing one down from the school.

If you purchase a table, choose one that is easy to transport and store, like a center-fold multi-purpose table, but one that is also large enough to hold all of your materials. A table that is 5-6 feet in length should suffice.

Purchasing your own will also allow you to use the table outside of just “tabling” events: activism events, hosting speakers, tailgates, or engaging in community events.

### **Tablecloth**

The tablecloth is purely aesthetic, helping to cover up a boring (and probably dirty) multi-purpose table. It keeps the focus on the materials you have displayed on top and not the boxes or backpacks underneath. Select one which compliments your YAL banner or your school colors.

### **Foam Poster Board**

If you use foam poster board to create posters and signs, your chapter can reuse them multiple times and they will withstand the wear-and-tear of constant tabling. It is a bit more expensive than regular poster board, but since you’ll use it frequently, it is a worthy investment.

These are great for using stencils and other artwork to promote simple liberty ideas that demand “visual attention” from people passing by your table.

### **Activism Materials**

Fill your table with informative and engaging resources—any materials you can think of which might promote liberty or your group, including:

- Liberty-themed books
- Young American Revolution magazines
- Materials from YAL’s Activism Kit
- YAL palm cards
- Copies of your calendar
- Flyers for your next meeting

Additionally, you may want to have the following:

- Durable storage bin to preserve your activism materials when not in use
- Bookstands to hold up your books (wire framed bookstands are incredibly cheap)

- Candy, food, water, hot chocolate, or other student-attracting gimmicks
- A tailgating tent if one of your members owns one (perfect for making hot days in the sun more tolerable)

## **How to Table Effectively**

The following sections describe how to make the most out of your tabling efforts:

### **Table Placement**

Locations will vary, but find a high-traffic area on your campus to set up your table: the student union building, cafeteria, or main quad where students hang out or walk through on their way to class.

If more than one high-quality location exists, change up the areas where you table to expose YAL to as many potential students as possible. Be aware of the weather, and plan to table in an appropriate indoor or outdoor location.

### **Strategic Time**

Start as early as possible. The more you are exposed, the more likely someone is to stop by or return to your table. Attempt to cover as much time as you have members available to run your table, taking into account their class schedules and food breaks.

### **Face-to-Face Conversation**

Always stand in front of your table. You must engage students to reach and recruit large numbers of people. Their inclination is to avoid you and continue on their way.

Standing behind the table will make you seem passive and create barriers between you and passersby. If someone glances at your table or looks your way, approach them and introduce yourself and your YAL chapter.

### **Connect**

When a new person approaches your table, ask right away what grabbed their attention. Introduce yourself and ask, "So what caught your eye?" Hopefully you have enough diversity in visual materials (posters, books, etc...) that you can attract the attention of a broad group of people.

Continue to ask questions until you can uncover their generic political opinions and then proceed accordingly (refer to the ideas on page 24).

Because everyone wants the government to stay out of some portion of their lives, find out what area that is for that particular person. Explain fundamentally why you agree and why this is the pro-liberty position. Then you can elaborate about how YAL applies these principles to other areas concerning government's role in a free society.

### **Membership Sign-Up**

Encourage all those who appear interested in your group to leave at least their email address on your chapter's sign-up sheet, which you should have printed out and brought with you. Tell

them you communicate once per week via email to keep everyone informed of your chapter's activities.

### **Reminder**

Before a student leaves your table, make sure they leave with a reminder of their encounter with YAL—an events calendar or a flyer with information about your next activity or general meeting.

Ideally, they should also leave with some substantive literature on the philosophy of liberty: a YAL palm card, a copy of YAR, or another item from your Activism Kit.

### **Follow-Up**

Make sure you contact every student who shows interest in your YAL chapter. You can send a brief email about your next meeting or event, you can call, or you can invite them to your Facebook group.

Following up with interested students will increase the likelihood they become actively involved in your chapter.

Keep them informed about YAL on campus and welcome their involvement. As the saying goes, "Get them a title, and get them involved." Do everything you can to delegate a responsibility to your new member, even something as simple as coming early to help set up before a meeting.

Don't inundate sign-ups with messages, however. Unless you have a major event coming up, one group email per week is adequate.

## **Pitfalls to Avoid While Tabling**

The following sections describe pitfalls to avoid while you run your recruitment table:

### **Do Not Sit Down**

Do not sit down. Ever. You cannot passively recruit members, and if you sit behind your table, you send a message that you're disinterested. It's the most uninviting posture your tabling members can assume when out on your campus.

Eliminate the temptation to sit. Remove chairs and push the table against a wall. Or place your framed banner against the back of your table.

### **Socializing**

Have fun, but don't turn these times into purely social opportunities. Don't let your members crowd around one another too often. This will lead to ignoring potential new recruits.

You don't want to come off as exclusive or cliquish, you want to invite others to hear our message.

### **Shouting**

While each campus is unique, you should typically avoid shouting loudly at people or through a bullhorn (although you can certainly talk into one).

Sure, you want to grab attention from students, but without the proper approach, your group will likely come off as either aggressive or annoying. Some groups have members who are natural at street theatre and can be humorous or entertaining, but if you attempt this, leave the aggressive, confrontational attitudes at home.

### **Debating**

Do not debate students who oppose our philosophy at your table. Your table should be a place where you can communicate the ideas of liberty to curious students, but watch out for closed-minded partisans who have firmly held views opposite of ours.

Although these people may be fun to debate—and may help to sharpen the defense of your own beliefs—the purpose of the table is to expose the largest cross-section of open-minded students to the ideas of liberty as possible. There’s a time and a place to debate.

Your recruitment table is not one of them. Partisans are a waste of resources and time which your members should spend focusing on natural allies.

In fact, one person should be dedicated to pulling those who would like to debate you off to the side, away from your table. You can then politely invite them to discuss their ideas at another time.

### **Aesthetics**

Pay attention to your table’s appearance and how your chapter comes across to casual passersby:

- Does it look intimidating or inviting?
- Does it look corny and cliché?
- Does it stand out from other tables, like that of the fraternity recruiting for their charity event?

As much as possible, look professional, but also remember that you are on a college campus and not a business fair. What visually attracts you may not be what the majority of students find attractive, so be mindful of the attitude of the campus.

If it is more professional, you may want more printed media. If you have a more laid back campus, try street art (stencils and chalk).

Most people will find hand-drawn posters and excessively wordy signs cliché. Consider investing a little more time and create a cheap stencil, which can be more creative and artful.

Additionally, you don’t need a ton of words in your visuals, just enough to tease someone into approaching you for the rest of your message.

Remember that you don’t need a bullhorn to be loud. Literally building large visual displays can be more effective in leaving an impression than anything audibly shouted at passersby.

### **Create a Street Team**

Once your group is large enough, it will be useful to have assembled a group of individuals—a “street team”—dedicated to manning your table each week. These are your chapter’s go to people who can be called on consistently to help table. There should be one person dedicated to carrying all of your tabling materials (table, banner, and storage bin full of activism materials). This person should likely be the

street team “captain” and should be responsible for ensuring they have plenty of help to set up and pass off the table to.

Use your phone the night before to remind each member of the team of their shifts. Email should not be your primary method of internal communication (see Chapter\*).

#### **4. Execution: The Informational Meeting**

This is where all of your hard work potentially pays off. You grabbed someone’s attention. You engaged them at your table. And now they’re sitting five rows back at your chapter’s meeting.

**Will they take interest in your group and become a consistently active member?** This is the measure of the success in your recruitment efforts.

It's essential for you to have a well-executed and organized first meeting if you plan to make a good first impression and sustain membership growth. You have only 30 to 60 minutes (the optimal target is 45 minutes for a meeting length) to make your case, so how do you make the most of it?

##### **Organize and Prepare**

First, be organized and look professional. Arrive to the meeting place at least 15 to 30 minutes ahead of time to make certain that the room is unlocked and multimedia equipment is functioning properly before people arrive.

##### **PowerPoint Presentation**

It is preferable to give a PowerPoint presentation which will keep the discussion focused. This will also force you to prepare beforehand. This method also allows the use of other digital media resources such as photos, videos, and demonstrations of internet tools.

##### **Set a Good Location**

Make sure your meeting room is recognizable. Set up your table just outside or near a major entrance to direct people to the room. You don’t want to lose a potential recruit just because they can’t find your meeting.

##### **Bring Your Chapter’s Materials**

Even if you already distributed materials at your table, such as a calendar, make them available at the meeting, too.

##### **Maintain Order**

During the meeting, maintain a good level of control over the discourse and direction of what may be discussed. Depending on the number of people, you can easily get carried off topic and waste other member’s time. Stay on task and make sure you accomplish everything you intend before moving to unscheduled topics.

##### **Mix Up the Speakers**

Allow different members of the leadership to discuss different sections of a meeting, this provides some variety in speaking styles and serves to introduce new members to the leadership.

The actual content of an information meeting should be focused and specific. You will want to discuss what you believe and what you plan to do about it.

### **What You Believe**

The “what we believe” section of the information meeting can be approached in several ways. There have already been many presentations prepared explaining the philosophy of liberty. Many of these are available on the internet.

YAL staff created a South Park-themed philosophy of liberty presentation, which humorously covers this very topic.

Be sure to think ahead about what approach will be the most palatable to your anticipated audience. Regardless of how you approach the topic, make certain someone with good rhetorical skills confidently, clearly, and concisely delivers the presentation. Because the political message of YAL is not mainstream or commonly discussed, avoid as much confusion about the ideas of liberty as possible.

### **What You Plan to Do About It**

The “what you plan to do about it” part of the presentation should come next. First, explain the structure of your own group, introducing leaders if you have not already done so. Explain the history of YAL national and the history of your own YAL chapter.

Next, and most important, explain to potential new recruits:

- Your immediate goals
- Your plans for activities during the semester
- What activities and leadership positions are available to engage in

Have copies of your calendar available as an illustration. This is where your group can solidify the participation of your members. Give them somewhere meaningful to plug in so they have a reason to come back.

Some members may be content just to come to meetings, but many will find other things to engage their time if you don't.

Come to the meeting ready with activism ideas in which new members can immediately join. Have a variety of events from education to activism to social interaction for members to engage in. Don't expect everyone to do something, but this will begin to create an environment of community within the chapter which will solidify its presence.

More information on running a professional meeting is available on pages 34-35.

### **Different Types of Meetings**

The ability to hold an organized and productive meeting is an essential skill which leaders must possess in order to be effective.

It will have consequences for the sustainability of your group and the delivery of your message. A well-run meeting will project confidence from your group to new members and curious onlookers.

Your meetings should convey your recognition of the value of the general audience's attention and time. Remember, your group will already face the obstacle of overcoming students' skepticism about your message. You do not need to introduce an additional obstacle—such as an unfocused, hastily prepared meeting—to the topic or objective you present.

Depending on the purpose of the meeting, the size of the audience, and the type of audience, you will prepare differently.

The process of planning a meeting is an excellent exercise in leadership discipline. It will force you to think through and practice the delivery of the meeting's content, especially if you plan to prepare a visual projection to complement the content of the meeting. Do not neglect the planning process!

Assembled for you below are a number of strategies and ideas to help you think through some of the less intuitive steps to execute an effective meeting.

### **General Meetings**

A general meeting is one that is open and advertised to all of your members. These include activities that should appeal to a general audience, such as a topical discussion led by a knowledgeable speaker. The larger your group, the more orderly these types of meetings will need to be, so adjust the formality of these meetings accordingly.

### **Preparation**

At the very beginning of the semester, plan the location and time for your general meetings in order to make reservations for the rooms. This will allow your group to advertise the time and location on your events calendar so that people can reference the meetings in advance.

Holding meetings at a regularly scheduled time ensures the members who miss one week will already know where the next meeting will take place—and when.

Consider where it will be best to hold your general meeting, especially a central location on campus, such as the student activities center. When choosing a spot, consider the size of the audience you expect. An appropriately sized room will help you members feel comfortable. Obviously a room too small will feel cramped, but a room too large will feel awkward and empty.

Also consider the type of audio/visual equipment you may want to use and the capabilities of the available rooms.

Whenever possible, set dates and times which do not conflict with any major campus-wide event or other club meeting that might detract from your meeting. Attempt to cater to the best time held in common by the majority of your committed members. You may want to take a survey of the best days and times via your contact list (consider using SurveyMonkey.com or WhenIsGood.net for easy scheduling).

Keep in mind that you will encourage faithful meeting attendance if there is a consistent time and location from week to week.

### **Meeting Materials Checklist**

Here is a checklist of materials you might need for various meetings:

- YAL banner to identify your meeting room
- A/V equipment (laptop, projector, speakers, etc...)
- Pens
- Name tags
  
- Copies of the agenda and/or presentation
- Copies of calendars and other materials for new members
- Sign-up sheets for general membership and for specific groups (like a book club)
- Refreshments

## **Promotion**

If you plan to have a meeting, let people know! Use all of your resources to inform and remind people of the meeting: email, Facebook, an events calendar, sidewalk chalk, and meeting-specific promotional flyers that can be passed out while you table.

You should never hear the phrase “I didn’t know” from anyone interested in your group.

Make sure that you begin to remind people of the meeting three to four days in advance, but not too early. Then, follow up the day before—or very early the day of—the meeting with a second reminder.

As discussed earlier, you should contact your most committed members on their phones. A phone call or a text message will increase turnout—it’s hard to ignore a call, and everyone reads their text messages.

## **The Presentation**

Visual presentations can keep your meetings organized and project an aesthetically professional message if done correctly. A visual presentation will at the very least outline your meeting agenda. It will also reinforce the content of the meeting and anchor the message.

Additionally, a visual presentation will allow for the use of interactive multimedia tools such as videos and demonstrations of internet resources.

Use the presentation to introduce the agenda and to summarize what was discussed during the meeting. Remember that the key to a good presentation is to only have enough information to guide the leader’s speech and alert the audience of the place in the presentation or agenda. Use only relevant, non-distracting content.

The text in a presentation should be concise and paraphrase with a few words the content of your discussion.

## **The Meeting**

The organizers of the meeting should arrive at the location about 30 minutes prior to go over the checklist, make sure that the AV equipment works properly, and practice the presentation.

Your meeting location should remain constant and take place in a commonly used, easy to find area on campus.

Have your promotional materials on display and station people around the area to greet people and guide them toward the room. Every person who walks in the door should feel welcome and easily connect



with others. Pay personal attention to everyone, and encourage your core members to be prepared to do the same.

As you begin the meeting, determine if there are any new faces in attendance. If so, introduce yourself and the leadership team to the audience, and tell them a bit about YAL.

Next, make certain each member has a copy of the agenda, and review the agenda and expectations for the meeting. As described earlier, use a visual presentation if possible to keep the meeting focused.

Interaction between the presenter and the audience can be helpful—and keep the meeting energized—remain mindful about keeping the discussion focused. There are certainly an infinite number of discussions your group could engage in, but your time is limited and fixed by the patience and schedules of the other attendees. Out of respect for everyone, the leaders should not hesitate to maintain control over the direction of the discourse and adhere to the agenda.

Invite people who have more to say about a specific issue to stay afterwards to continue the conversation.

During the meeting, the Secretary should pay attention to any information which should be recorded, including volunteers for projects and suggested ideas put forward during the meeting. In the meeting's formal conclusion, summarize what has been discussed and any decisions that have been agreed to. Make certain that everyone is aware of the upcoming events and other calendar items.

Following the conclusion of the meeting, stick around and talk to everyone you can. Collect names for the various groups (book club, street team, etc...) and have personal discussions to clarify responsibilities.

Keep each meeting to approximately 45 minutes or less.

### **After the Meeting**

Send out a follow-up email right after the meeting to thank attendees for their interest in YAL, encourage them to join your chapter's Facebook group, remind them to visit [www.yaliberty.org/join](http://www.yaliberty.org/join) in order to become a national member, and invite them to contact you with any further issues, questions, or comments.

Also, provide a summary of the meeting and any important information discussed. This can be integrated into your weekly email so that these are not too frequent and information stays aggregated. For more email tips, see Chapter 4.

### **Ideas for General Meeting Content**

As your group becomes more organized, your membership will grow and your activity level will increase. When you reach that point, begin to diversify the structure of your meetings and recruit various members to take responsibility for different sections.

Keep in mind students attend classes all day long. If they sense that the YAL meeting is another lecture period, where they are not engaged or attached to the community atmosphere of the group, they will likely not return (and if they do, they won't be a committed member).

Below are a few suggestions for items you can use to create a more dynamic, engaging meeting:

- Review the previous meeting's content and conclusions, as well as the status of any ongoing chapter activities.

- Briefly review significant state, national, and global events and news-related items which transpired since your last meeting. This serves to alert members of what is happening in the world and provokes them to educate themselves about current events on their own time. Discourage any open debate about particular stories since this will occupy a significant amount of your limited time.
- Present a “Profiles in Liberty” segment during each meeting to introduce historic and modern people who have significantly impacted the philosophy of liberty and grassroots activism.

## **Additional Types of Meetings**

In addition to general meetings, there will be plenty of other occasions to gather groups of YAL members together.

### **Leadership Meetings**

As discussed earlier in this chapter, you will likely convene specific meetings intended only for your chapter’s leadership.

As with the general meeting, the president should organize and lead these, presenting a similar type of agenda. Make sure to provide a meeting agenda and keep the goals and discussions focused.

The content of these meetings should include the business side of the club, the actual planning and logistics of activism, and any other internal affairs which require a discussion. This is also the place in which general meetings should be planned and organized, so be sure to have these before your general meeting.

### **Book Club**

To strengthen the philosophy of your chapter’s members, consider organizing a book club. These are the events in which students can read about a specific topic or book and debate issues.

These will be very informal and should encourage participation from everyone; however, one specific person should keep the discussion relevant and ask questions of the group to encourage a healthy dialogue.

### **Ideas Session**

This type of meeting can be led by the activism officer as a brainstorming exercise to generate ideas for future activities and events for the chapter to carry out.

## **Sample Meeting Agenda**

Here is a sample meeting agenda for your reference:

- YAL National Intro Video or an IHS
- Meetings
  - How often do we want to meet?
    - Weekly/bi-weekly
  - Social Events?

- 
- Movie night
  - Potluck dinner
  - Pool party
  - Dinners/happy hours
  - Other ideas
  - Orientation
    - Sign-up sheet/computer
    - Volunteers to man table
    - What to bring?
  - Leadership Positions
    - Nominations/updates
      - President
      - Vice President
      - Treasurer
      - Secretary
    - Elections
  - Looking forward
    - Goals
    - Recruitment/tabling
      - Volunteers for this week
    - Activism ideas
    - Social media
  - Fundraising
    - Student Government
    - Personal solicitation: members, friends, and family
  - Social afterwards
    - Dinner or drinks

## Chapter 4: Effective Communication Structure and Resources

Don't you hate getting a mass text and an email from two different sources about the same event, but one says it takes place at 6:00 PM and another says 7:00 PM? Or getting a thread of messages to correct prior mistakes? So do students.

Develop an effective communication structure to ensure your chapter's success.

Networks of communication must be in place for leadership, members, and the community you intend to reach. The modes used must be clearly defined and used consistently to avoid confusion and eliminate redundancy.

Separate your networks into two categories: internal communication and external communication.

Internal communication is to be used between leadership and other key members. External communication is to be used for reaching the general membership and for promoting the group to the public.

### Set Up an Email Account

Although several email service options exist from which you can choose, the functionality and accessibility of Gmail make it extremely useful for communicating with large groups of people, as well as person-to-person internal communication.

Gmail also allows easy access to other incredibly helpful features such as digital document storage in Google Docs and access to Google Calendar. The calendar feature can be used to plan and remind members of events. A Gmail account will allow you to quickly set up access to other online services, such as YouTube and Picasa.

Gmail is useful because it allows you to create multiple contact lists, making it simple to address your emails to specific groups of people. You can organize contact lists based on the type of involvement of the contact. For example, have lists such as General Members, Leadership, Media Contacts, School Contacts, as well as lists for members in specific sub-groups (e.g. Ron Paul Petition Gatherers, Book Club, Tabling Members, etc...).

When you register an account, select an account name which adequately describes your chapter while it remains short enough for people to remember. You will also place this email address prominently on your recruitment and informational literature: [schoolyal@gmail.com](mailto:schoolyal@gmail.com)

### Internal Communication

As mentioned above, internal communication deals with messages between your chapter's leadership and other key members. The following sections describe different mediums which you can use:

#### Email

Your chapter's Gmail account will facilitate written forms of communication that can be documented and made available to the rest of the leadership to see. For this reason, all of the

leadership should have access to the email account so that a record of communications is visible. Remember to have individuals sign the email with their own names when authoring a message.

Officers should be responsible for checking the email account at least once each day, answering emails promptly and updating the documents, calendars, and other tasks as events change. Although all of the leadership should stay aware of what comes into via email, the chapter president or secretary should take ultimate responsibility for managing the account.

## **Cell Phones**

You should contact your leaders and core group of members to remind each one of them of events and meetings on their phones, either by calling them or sending a text message—people always read text messages!

## **External Communication**

External communication describes messages between the chapter leadership and members as well as from the chapter as a whole to the public.

These are mass emails which inform members of meetings, chapter-wide activism events, and general information. However, your contacts lists may also include persons who may show only moderate interest in your chapter. Because some list members may simply watch what you're doing to see if they should engage in a more substantive way, you should exercise caution when you release information through this outlet—this is much more formal than internal communication.

In general, you should also pay attention to how your mass emails and other forms of public communication are presented and the frequency with which they're sent out.

You do not want to send follow-up emails correcting information which was not thoroughly reviewed and edited before being sent, so be sure you and at least one other member edit each external email before you hit send.

Use the following tips when utilizing external communication via email:

### **Blind Carbon Copy Recipients**

When sending mass emails, always "blind carbon copy" (Bcc) all recipients. People may not want their email address exposed to others, and this will save space when the email is displayed, especially when viewed on a mobile device.

### **Use Bulleted Lists**

Attempt to include a bulleted summary of the content at the beginning of the message, especially if your email includes a lot of information. More recipients will read further down if they see something that catches their eye right away.

### **Set Up an Automatic Signature for All Emails**

Adjust your settings so an automatic signature at the bottom of every email. Customize your closing by including liberty quotes, reminders about ongoing events, links to join your social networks, the personal contact info for the officers, and more.

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## Provide Instructions to Unsubscribe from Your List

Include an “opt out” message at the end of every email. Program this message within your automatic signature: “P.S. If you have been added to our list in error, or you no longer wish to receive emails from School YAL, please reply to this message. We hate spam too.”

If people don’t want to be on your email list (they likely receive too many messages or were mistakenly added to the list), they won’t become more actively involved in your group anyway. And this courtesy will show you respect people’s wish not to be spammed.

## External Communication: Social Networks

Social networking platforms such as Facebook, Twitter, YouTube, and various blogging communities have changed the way people communicate.

This advancement provides a great opportunity for YAL members to network with each other and develops an additional layer of community within the chapter. With the advanced capabilities of social networks, members can easily share the ideas of liberty to their friends and families, so don’t hesitate to leverage these outlets to spread our message.

### Facebook

Facebook is the easiest, cheapest, and most widely used platform for student organizations. You can use Facebook to reinforce the external communication issued from an email by sending a similar message to all group members (see Facebook Groups below).

Unfortunately, most people receive dozens of Facebook messages each day, so they may not notice your announcement until it’s too late.

Facebook is merely another avenue to reinforce your message, but using different channels in coordination will maximize your effectiveness.

You should also send out a regular message at the same time every week with news and updates to make it more likely people read it. (Similar to the idea of hosting a meeting at the same time each week, people become accustomed to—and later rely on—the schedule.)

There are currently two ways to form communities on Facebook:

### Facebook Groups

The Group feature on Facebook is the most commonly used community. Facebook Groups are beneficial because:

- You can mass message all of your members
- You can send out mass event invites

The one down side is people can only join 300 groups, but that’s not likely to cause problems for your chapter.

## Facebook “Like” Pages

Facebook recently launched “Like” Pages. They’re designed to promote businesses, celebrities, bands, pop-culture items, and organizations.

People don’t “Join” pages, they “Like” them. The advantages of this outlet include:

- The ability to pick a custom URL after 25 members “Like” the Page
- Updates from the Page appear in members’ News Feeds
- Inclusion in search engine results
- Easier for people to connect

One downside is you have to send updates, which are more rarely read than messages because people don’t get an email notification about them. Furthermore, while you can create events, you cannot send invites to your fans unless they are already your personal “Friends.”

If you choose this option, designate one person to “Friend” each member of the page.

## Set Up Your Facebook Community

As far as what information to provide for your chapter, give a description of the group’s philosophy and focus, as well as any permanent information:

- Meeting times
- Location
- Leadership names and contact information
- Group website
- National website
- Other social network sites

Use the group as a way to:

- Remind people about upcoming events
- Provide interesting updates and external links to important or useful information on the internet
- Reinforce the idea of an “activist community” that can be encouraged through social networking (for more about creating an activist community, refer to page 18)

Never hesitate to remove content you think is objectionable or abusive.

Avoid fringe material on your page: 9/11 Truth, chemtrails, or other conspiracy theories. Remember, your page is designed to attract new members—conspiracy theories cause a majority of people to instantly turn away.

Restrict posting capabilities to chapter members who you trust to share relevant and timely material. Be aware, nothing on the internet exists in a vacuum. You have little control over who views public profile. Anything posted in your Facebook group can be viewed and picked up by any media or school officials looking to discredit or dissolve your organization.

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Eventually, you should appoint a social media director whose main responsibility is to maintain the Facebook group and to constantly update it with upcoming events, photos, and interesting posts and notes.

It will build your image with your members (both active and inactive) when they understand you are consistently active, even on Facebook.

## **Twitter**

Not since Facebook has a social media platform so greatly transformed the way people communicate and share information. A YAL twitter account for your university will not only keep followers up to date on meetings and YAL campus events, but also create another way to stay in touch with YAL members at other campuses throughout your community and state.

Remember to use our hash tag (#yal) and let YAL national know about your page so we can add you to our list of chapters on Twitter.



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## Chapter 5: Additional Online Resources

There are a number of other online resources which your chapter may find useful in organizing and promoting your group.

### Other Resources in Gmail

Gmail provides other benefits other email clients cannot match, like its Google Docs and Calendar features.

#### Google Docs

Google Docs provides an easy platform for your leadership to collaborate, organize, and access digital documents and materials.

As with email lists, organize your documents so information is easy to locate. Create specific folders within Google Docs for each activism project and for content used in your meetings. This will prevent computer files from being lost or taken away as members rotate in and out of the group. It also allows new officers to review materials created in the past so they may take ideas from past projects and build upon them.

#### Calendar

Additionally, you should make use the Calendar feature in Google. This will provide a central platform to for chapter leaders to schedule events and tasks, adding notes and deadlines for projects.

A formal calendar with group activities should be distributed monthly to the entire membership so they can view and make plans for upcoming events.

### Photo and Video Storage

Take pictures of everything your group does. Everything.

To make use them effectively, you must upload and share photos of your events and activism. Of course, upload them to your Facebook page so your community can see your chapter is active. You might even have a few people that get inspired to participate more when they see you actually accomplish your projects and enthusiastically lead the effort to promote liberty on campus.

A number of options for online image hosting exist, including Google's Picasa and Yahoo's Flickr. Both provide online cropping and general editing, as well as the ability to create size-specific images.

You should also use your chapter Gmail to set up an account with YouTube to store and share videos of your activism events. Creatively edited videos not only document and promote your group, but they also help recruit new members. Also, you never know when your video might go viral!

## Chapter 6: Planning for the Future: Leadership Succession

### Advanced Leadership Development

The success of your chapter will depend entirely on the effectiveness of its leadership. This is the rule. There are no exceptions.

Most people are followers, looking for other people to take the first steps and pave the path towards the organization's goals. Successfully forging this path and projecting a humble confidence about its reliability is the mark of an effective leader.

Some people are natural leaders. They can envision an ambitious goal and lay out the strategic objectives essential to accomplish them. Leaders also possess good organizational skills. Furthermore, leaders can relate to and inspire people in a manner which builds trust and facilitates action from members towards the overall vision.

While many people have a passion to further the cause of liberty, only a few hold the innate ability to turn their excitement into effective action.

Unfortunately, many who oppose liberty have already found the keys to becoming effective leaders—they're called politicians. As an aspiring leader on your college campus, you have much to work against.

On the bright side, there is a catalyst to develop (or continue to develop) effective leadership skills: discipline. Discipline to take the time to study a particular subject and act on that knowledge. Although dozens of leadership and personal development resources are available in bookstores and on the web, good leaders apply their skills primarily in the following areas:

- Vision
- Organization
- Personability

### Vision

Before you can act, you must know what you hope to achieve. You must then chart a general path to get there. Even goals as simple as setting up a table outside your student center or holding a general meeting require a thorough vision to execute properly.

A good leader has a "big picture" mentality but can also zoom in to different aspects of a plan and recognize the elements which will make it worthwhile and effective.

To develop discipline in this area, sit down and think through all possible steps to reach your goal.

A good leader can develop a rough outline with important details filled in, but does not neglect the process of including other's critiques (especially other proven leaders) in the refinement process. Humility and open-mindedness are equally important as projecting confidence about a plan.

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## Organization

Closely tied to vision is another important skill: organization. Know how to properly group things and then arrange them in an appropriate order, particularly in chronological order.

For example, pairing the leader of an activism event with someone who can effectively write a press release and then reminding the pair when the release should be disseminated—grouping and arranging. Every good leader possesses talent.

Although the example above might apply to the president or the activism officer, even the secretary must be able to organize things such as contact lists and effectively know when to send out group emails. Good organization is also essential to plan effective tabling events.

Again, the key to effective organization is discipline. Consider how to appropriately group resources and people together.

When folding both into your vision or goal, appropriately use and arrange these elements to maximize effectiveness and achieve your objectives. Apply this to everything, from organizing a major speaking engagement to physically organizing your activism supplies.

## Personability

Effective leaders interact with people in ways which encourage others to share their own ideas. Whether the idea is ultimately accepted as correct is irrelevant. As a leader, your example for interaction sets the mood within the chapter, so be mindful of your attitude.

This is one area in which everyone already has some experience. A leader's "people skills" may or may not be well developed, but there is always room for improvement.

Here are two things you should consider when you interact with people:

### **Never Be Aggressive**

You will automatically shut down anyone to your ideas, even if your aggression is passive. Recognize that you have a difference with someone, but unless you cannot communicate in a respectful manner, don't say anything at all and reconsider your potential to be a leader.

Leaders must always take the high road when disputes arise within a chapter. Don't let personalities stand in the way of the chapter's goals.

### **Be attentive**

Especially for people well versed in their rhetoric, it may be tempting to interrupt during conversation; however, this immediately sends the signal you do not care about the other person's ideas and will turn them away.

Listen carefully and respond respectfully when you interact with chapter members.

Finally, in all of the above areas in which you exercise discipline, do not reinvent the wheel! Take time to study other successfully executed leadership techniques and organizational strategies. You can attend a number of other leadership training opportunities. If interested, contact the national YAL organization: [contact@yaliberty.org](mailto:contact@yaliberty.org)

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## Advanced Leadership Structure

The necessity of having a clearly defined leadership structure cannot be overemphasized. After you initially establish your leadership positions and define each one's responsibilities, consider separating your leadership roles further into clearly defined layers. For example, the president of the chapter should primarily be responsible for corralling and interacting with the other officers.

Officers should be responsible for communicating with the members associated with activities under their purview.

This is mostly to preserve the communication structure within the organization and to further delineate the responsibilities.

## Leadership Task Awareness

Create a "Leadership Task Awareness" document as a great way to encourage chapter leaders to adhere to an advanced leadership structure. Begin by creating your own organizational structure chart—a visual depiction of the leadership structure.

Add to the diagram the responsibilities of each member, and create a separate document in a platform, like Google Docs, which every leader can access and edit.

## Leadership Training

Young Americans for Liberty works closely with both the Leadership Institute and American Majority, two conservative non-profits dedicated to training a new generation of political activists.

The training each organization provides is philosophically neutral—the techniques, skills, and political technology can be used effectively by conservatives, liberals, or anyone else.

Reference each organization's website for training opportunities. LI and AM organize training in the DC area and throughout the country.

American Majority: [www.americanmajority.org](http://www.americanmajority.org)

Leadership Institute: [www.leadershipinstitute.org](http://www.leadershipinstitute.org)

## Cultivating Sustained Leadership

Regardless of the effectiveness of your YAL chapter while you act as leader, if effective leadership is not sustained from year to year, the potential and momentum you created could be lost completely.

Constantly seek out up-and-coming leaders within your chapter. From day one, you should search for someone you can groom to take over once you graduate. YAL strives to establish a beachhead on campuses throughout the country, and a sustained presence can only come to fruition if your chapter develops future leaders.

Show those with potential to lead the methods by which you manage your leadership position, and give them some responsibilities to practice with. You will easily recognize these members, as they will participate in many events and volunteer often.

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## **Cultivating Sustainable *Membership***

There are several ways to make sure that members continue to come back to your meetings and events. Review the following sections to learn how.

### **Give Them a Title and Get Them Involved**

Give members tasks to accomplish. Be very specific. Schedule a diverse range of activities in which they can participate: educational, activism-oriented, and social.

### **Remain Professional**

Consistently schedule meetings and be on time. Be organized and approachable. Be original and authentic. Avoid clichés and being “corny.”

### **Stay Accessible**

Avoid being exclusive, cliquish, and single-issue oriented. Connect with and appeal to everyone. Present a broad but principled message of liberty. Although there are a number of very interesting topics that fall under the liberty banner, you will frustrate and turn people off who might be more broadly interested in the philosophy of liberty. It is very easy for a core group of leaders to become too single-issue oriented.

### **Avoid Aggressive Rhetoric and Conspiracy Theories**

Although these issues may ignite your passion, remember your chapter’s main goals are to educate your fellow students and expand your membership—appeal to mainstream, independent students. Tailor your message accordingly.

### **Create an Activist Community**

Develop a community within your group—a place where people interact with each other on a personal level which extends beyond a shared philosophy. This can build an incredibly solid foundation for sustainability within your YAL chapter.

### **Documentation and Organization**

If you plan to leave a legacy, as you should, leave your brain behind. Document everything you know, and leave those documents behind in an easily accessible location, specifically in your Google Docs account. Maintain an organized system to sort everything.

This should include all copies of pictures, flyers, and calendar templates, as well as any ideas your chapter may have planned for the future. Make sure you introduce rising leaders within your chapter to all of the inner workings of the leadership structure during your last semester.

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## Chapter 7: Integrating With the Local Community

In a certain sense, college is like living in a bubble. Everything you need, from food to laundry to friends and entertainment is available within only a few square miles of your campus. However, don't forget there is a whole world full of educational and activism opportunities and resources just within your local community.

While the main efforts of your YAL chapter will focus on your fellow students, don't neglect opportunities available outside of your school to spread the message of liberty and to expand the expertise of your members.

### Local Political Groups

Although many YAL members know the true origins of the Tea Party movement, the fact is not all Tea Party activists agree completely with any one agenda. Your YAL chapter and members should influence as many Tea Party groups as possible in your community.

Do not hesitate to integrate with these types of groups, as they are already primed with some version of our liberty message. Events hosted by Tea Party groups could help you raise funds for your activities—many older members will be excited to see an organized youth effort to advance freedom.

This is also a great place to practice making your rhetoric, since there will still be many people at these events who support aspects of government that are not truly supportive of liberty, particularly our interventionist foreign policy.

### State Party Politics

Make your chapter known to local politicians, especially if members in your chapter plan to someday run for a political office. Even unfavorable politicians can provide valuable lessons about how to successfully navigate the local political process.

Watch for politicians and candidates who may be liberty-minded, and invite them to speak on your campus. YAL cannot endorse candidates, but you can certainly ask them compelling questions and influence the political environment in which they operate. You can set the agenda as a representative of the grassroots.

Local advocacy groups for ending drug prohibition, promoting economic education, and more can provide cheap or free speakers for your YAL chapter.

### Community Volunteering

Really want to get the government out of the welfare system? Beat them to the punch. The fact is that if the government is to truly ever abolish its addictive and never-ending welfare scheme, society will necessarily and voluntarily fill the gaps.

Search out opportunities within your community for your YAL chapter to volunteer. You may even want to appoint a "Community Awareness Coordinator" who seeks out these opportunities and works with your university's service organizations to integrate into the local community.

## Chapter 8: Other Liberty-Oriented Organizations and Resources

### National Organizations and Resources

Many other organizations exist to advance liberty and resource student groups. To augment your chapter's capabilities, take advantage of as many resources as you can.

A full list of YAL's strategic partners can be found here: [www.yaliberty.org/strategicpartners](http://www.yaliberty.org/strategicpartners)

Advocates for Self Government	Institute for Justice
American Majority	Leadership Institute
Americans for Prosperity	Liberty Fund
Americans for Tax Reform	Library of Economics and Liberty
AntiWar.com	Mercatus Center
Atlas Economic Research Foundation	Mises Institute
Bastiat Institute	National Right to Work
Bill of Rights Institute	National Taxpayers Union
Bureaucrash	Pacific Legal Foundation
Campaign for Liberty	Pacific Research Institute
CATO Institute	Reason Foundation
Claremont Institute	Republican Liberty Caucus
Competitive Enterprise Institute	Students for Liberty
Downsize DC	Tax Foundation
FIRE	The Federalist Society
Foundation for Economic Education	The Future of Freedom Foundation
Fraser America	The Heartland Institute
Freedom Foundation	The Heritage Foundation
FreedomWorks	The Independent Institute
GetLiberty.org	The National Center for Public Policy Research
Goldwater Institute	The Prometheus Institute
Institute for Humane Studies	Young America's Foundation

### State-Based Organizations and Resources

For a list of state-based organizations, refer to the State Policy Network's directory: [www.spn.org/directory](http://www.spn.org/directory)