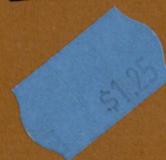


STRATEGIES FOR CHANGE

NATIONAL COMMISSION
ON THE OBSERVANCE OF
INTERNATIONAL WOMEN'S YEAR



Members, National Commission on the Observance of International Women's Year, 1977

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Attorney and Former U.S. Congresswoman (D-N.Y.)

Founder and Former Chair, National Women's Political Caucus

Congressional Advisor to the U.S. Delegation to the UN World Conference on IWY in Mexico City, July 1975

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Executive Director, Women's Action Alliance.

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First Lady of Tennessee.

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Assistant to the President, Standord University.

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Editor-in-Chief, *Good Housekeeping* Magazine.

Sey Chassler, of New York, New York
Editor-in-Chief, *Redbook* Magazine.

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President, National League of Women Voters.

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Former Chair, National Women's Political Caucus; Director of Women's Activities, Corporation for Public Broadcasting.

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General Secretary, National Council of Churches of Christ in the U.S.A.

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Professor of Sociology, University of Massachusetts; Chair, Board of Directors, Social Science Research Council, New York.

Gloria Scott, of Houston, Texas
National President, Girl Scouts of the U.S.A.; Professor of Higher Education, Texas Southern University; Member, Board of Directors, National Urban League.

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President, National Organization for Women; Homemaker.

Jean Stapleton, of Los Angeles, California
Actress, two-time Emmy-winner for "All in the Family."

Gloria Steinem, of New York, New York
Editor, *MS* Magazine; Chair of the Board, Women's Action Alliance.

Ethel Taylor, of Bala-Cynwyd, Pennsylvania
National Coordinator, Women Strike for Peace.

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Gerridee Wheeler, of Bismark, North Dakota
Member, Republican National Committee; Past President, National Association for Mental Health.

Addie Wyatt, of Chicago, Illinois
Vice President, Coalition of Labor Union Women; Vice President, Amalgamated Meatcutters and Butcher Workmen of North America; Citizens for Day Care, Illinois.

Members of Congress:

Senator Birch Bayh, from Indiana.

Senator Charles Percy, from Illinois.

Representative Margaret Heckler, from Massachusetts.

Representative Elizabeth Holtzman, from New York.

FACT SHEET

* PREFACE *

The purpose of this guideline is to assist you in setting up a workshop on strategies for change. The first section is a fact sheet* which outlines ideas and suggestions for implementing recommendations. We hope that you will reproduce and distribute this fact sheet to workshop participants.

Following the fact sheet are the workshop guide itself and lists of publications, speakers, public interest research groups, and Washington D.C. resources.

* The State Coordinating Committee may put its heading at the top of the first page of the fact sheet, or the heading of the National Commission may be used. Additional State-related material may be added to the fact sheet if desired.

PREFACE

The purpose of this publication is to assist you in setting up a workshop on a specific job or change. The first section is a form sheet which outlines the steps and suggestions for implementing the workshop. We hope that you will respond and distribute this form sheet to workshop participants.

Following the form sheet are the workshop guide, self and lists of questions, speakers, panelists, research groups, and Washington D.C. resources.

The State Coordinating Committee may put its name on the top of the first page of the form sheet. For the name of the National Commission may be used. Additional pre-arranged material may be added to the form sheet if desired.

(1) make specific, detailed demands with timetables based on factual assessment to justify the demand and counter oppositional knowledge.

II. Legislation

(a) find a sponsor and offer help in drafting the bill and finding a sponsor to testify on its behalf.

FACT SHEET

* STRATEGIES FOR CHANGE *

BASIC RULES

1. KNOW YOUR FACTS. Be prepared to counter opposing arguments. Be able to show the feasibility of what you want.
2. FOCUS ON A FEW TARGETS. Identify the key decision-maker and apply sustained pressure on that person.
3. FORM ALLIANCES.
4. SEEK PUBLICITY.
5. FIND AND USE ALLIES WITHIN THE TARGETED INSTITUTION.

WORKING WITHIN THE SYSTEM

- I. Institutions (schools, hospitals, etc.)
 - a) find out who has power to make the decisions you want
 - b) learn the process and timetable for making decisions
 - c) seek out internal allies to prime you and alert you as to when and how to move
 - d) learn the applicable laws, rules, and procedures and make the institution live up to them
 - e) make direct contact with officials, watchdog agencies, and constituents

- f) make specific, detailed demands with timetables based on factual assessment to justify the demand and counter opposition.

II. Legislation

- a) find a sponsor and offer help in drafting the bill and finding witnesses to testify on its behalf
- b) identify those legislators who would support your bill
- c) try to get the bill introduced early in the session
- d) concentrate your pressure on the committee and closely monitor changes
- e) mobilize support in the form of letters and personal visits to all legislators

III. Administrative and Regulatory Agencies

- a) read agency releases and try to find an inside ally to notify you of pending decisions
- b) work with experts in order to master technical details of the issue
- c) influence appointments to the agency
- d) keep legislative oversight committees informed of your efforts and of agency response.
- e) campaign for open agency meetings and attend them
- f) bring suit if the agency fails to properly perform its function

source: American Association of University Women, Tool Catalog: Techniques and Strategies for Successful Action Programs (Washington D.C., 1976)

WORKING OUTSIDE OF THE SYSTEM

I. Available options include:

- a) boycott
- b) law suit
- c) direct action (sit-ins, pickets, demonstrations, etc.)
- d) propaganda
- e) service project (self-help clinic, coop day care, etc.)

II. Selection Criteria

- a) time frame (must you meet a deadline set by others?)
- b) legality (if illegal, consequences must be evaluated)
- c) implications for relationship between leaders and supporters and organization versus "enemy" (how much discipline is required of followers? will the tactic evoke retaliation against a weak organization?)
- d) impact on potential or actual allies
- e) inherent power of the tactic (is it symbolic or does it have real impact - such as a strike of a vital industry?)
- f) how permanent is the result
- g) required resources (money, numbers, etc)
- h) reaction elicited from the opposition

source:Midwest Academy and Steve Max, "Organizing III: Choosing a Tactic", (Midwest Academy, 600 W. Fullerton, Chicago, Ill. 60614, 1976)

WORKING OUTSIDE OF THE SYSTEM
I. Available options include:

- a) boycott
- b) picket
- c) direct action (sit-ins, pickets, demonstrations, etc.)
- d) propaganda
- e) service project (self-help clinic, coop day care, etc.)

II. Selection Criteria

- a) time-frame (what you need a deadline set by others?)
- b) legality (if illegal, consequences must be evaluated)
- c) implications for relationship between leaders and supporters and organization versus "enemy" (how much discipline is required of followers? will the tactic evoke retaliation against a weak organization?)
- d) impact on potential or actual allies
- e) inherent power of the tactic (is it symbolic or does it have real impact - such as a strike of a vital industry?)
- f) how permanent is the result?
- g) required resources (money, numbers, etc.)
- h) reaction elicited from the opposition

Source: Midwest Academy and Steve Max, "Organizing III: Choosing a Tactic", (Midwest Academy, 600 W. Fullerton, Chicago, Ill. 60614, 1978)

not a list of tactics
Catalog: Technical
Program (Washington)

* PUBLICATIONS *
* *

"Dynamics of Organizing", Shel Trapp, 1976, National Training and Information Center, 121 W. Superior St., Chicago, Ill. 60610, \$2.

Earth Tool Kit: A Field Manual for Citizen Activists, Sam Love, New York: Pocket Books, 1971.

"Making an Issue of It: The Campaign Handbook", League of Women Voters of the United States, 1976, Pub. #613, 1730 M St. NW, Washington D.C. 20036, \$.75.

Manual for Direct Action, Martin Oppenheim and George Lakey, Chicago: Quadrangle, 1965.

Political Action: A Practical Guide to Movement Politics, Michael Walzer, Chicago: Quadrangle, 1971.

Public Citizen's Action Manual, Ralph Nader and Donald Ross, New York: Bantam, 1972.

Reveille for Radicals, Saul Alinsky, New York: Random House, 1969.

Rules for Revolution, Saul Alinsky, New York: Random House, 1970.

"Strategy Planning", "Preparing for Action", "Choosing a Tactic", Midwest Academy, 600 W. Fullerton Ave., Chicago, Ill. 60614, \$1.50 each.

"Successful Advocacy", Equal Rights Amendment Project, 1975, California Commission on the Status of Women, 926 J St., suite 1014, Sacramento, Calif. 95814, \$1.00.

This I Can Do: The Woman's Machiavelli, Prudence Freeman, c/o Dorothy Woodworth, 2174 Louis Rd. Palo Alto, Calif. 94303, \$5.00.

Tool Catalog: Techniques and Strategies for Successful Action Programs, American Association for University Women, 1972, 2401 Virginia Ave. NW, Washington D.C. 20037, \$6.50.

* PUBLICATIONS *

- "Dynamics of Organizing", Shel Trapp, 1976, National Training and Information Center, 111 W. Superior St., Chicago, Ill. 60610, \$2.
- Earth Tool Kit: A Field Manual for Citizen Activists, Sam Love, New York: Pocket Books, 1971.
- "Making an Issue of It: The Campaign Handbook", League of Women Voters of the United States, 1976, Pub. #613, 1730 M St. NW, Washington D.C. 20036, \$.75.
- Manual for Direct Action, Martin Oppenheim and George Lakey, Chicago: Quadrangle, 1968.
- Political Action: A Practical Guide to Movement Politics, Michael Walzer, Chicago: Quadrangle, 1971.
- Public Citizen's Action Manual, Ralph Nader and Dennis Ross, New York: Bantam, 1975.
- Revolution for Radicals, Saul Alinsky, New York: Random House, 1969.
- Rules for Revolution, Saul Alinsky, New York: Random House, 1970.
- "Strategy Planning", "Preparing for Action", "Choosing a Tactic", Midwest Academy, 600 W. Fullerton Ave., Chicago, Ill. 60614, \$1.50 each.
- "Successful Advocacy", Equal Rights Amendment Project, 1975, California Commission on the Status of Women, 926 J St., Suite 1014, Sacramento, Calif. 95814, \$1.00.
- This I Can Do: The Woman's Machivellism, Prudence Freeman, c/o Dorothy Woodard, 2114 Louis Rd. Palo Alto, Calif. 94303, \$2.00.
- Tool Catalog: Techniques and Strategies for Successful Action Programs, American Association for University Women, 1375, 2401 Virginia Ave., NW, Washington D.C. 20037, \$6.50.

* SPEAKERS *
* *

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Women's Action Alliance
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New York, N.Y. 10017
212-532-8330

IWY Commissioner; Exec.
Director, Women's Action
Alliance

Conni Ackerman
P.O. Drawer D
Charleston, S.C. 29402
803-723-6491

Member, S.C. IWY Coord.
Committee; attorney for
NOW and NOW's coordinator
for political action.

Lila Aurich
24013 Hartland St.
Canoga Park, Cal. 91307
213-380-600 (ext. 377)

Director of AAUW's Calif.
Leadership Team; Can lead
workshop on women as agents
of change; expert on
community organizing; has
a team of 6 other experts

Nancy Becker
28 W. State St., suite 907
Trenton, N.J. 08608
609-394-7477

Former Exec. Dir. of N.J.
Common Cause; can teach
techniques of lobbying.
expenses & \$150

Heather Booth
600 W. Fullerton Ave
Chicago, Ill. 60614
312-953-6525

Director of Midwest Academy
a non-profit institute for
organizers; can plan and
run the entire workshop.
expenses & negotiable fee.

Carol Burris
c/o Women's Lobby
201 Massachusetts Ave NE
suite 312
Washington D.C. 20003
202-547-0044

Director of Women's Lobby
which monitors and lobbys
for Federal legislation
affecting women. expenses
& \$500

Toni Carabillo
1126 Hi-Point St.
Los Angeles, Cal. 90035
213-938-0560

Former Chair of NOW's
Nat'l Advisory Board;
past Vice-Pres. for
public relations for NOW.
expenses & negotiable fee

Speakers -

-10-

Alice Cohan
34 Columbia Ave.
Trenton, N.J. 08618
201-932-4077

Member of Nat'l Board of
NOW; former lobbyist for
N.J. NOW; Exec. Director
of N.J. Public Interest
Research Group. expenses

Claire Fulcher
130 E. 18th St.
suite 3F
New York, N.Y. 10003
212-982-2733

First Nat'l Vice-Pres.
of A.A.U.W.; Director of
Techniques for Effective
Action and Management, Inc.
Can organize workshop and
prepare hand out material.
Can refer to other resources.
\$300 a day or \$35 per hour

Jo Anne Gardiner
726 St. James St.
Pittsburgh, Pa. 15232

Founder of KNOW press; expert
on how to change media

Patricia Goldman
Wednesday Group
304 House Office Bldg.
Annex
Washington D.C. 20515
202-225-0580

Exec. Director of Republican
legislative study group;
former lobbyist for League
of Cities and Conference
of Mayors as well as the
Chamber of Commerce;
former minority counsel for
House sub-committee on poverty.
expenses.

Mary Grefe
3000 Grand Ave. #917
Des Moines, Iowa 50312
515-277-7302

Consultant to voluntary
organizations on how to
develop their organization;
former Exec. Dir. of Des
Moines YWCA; former lobbyist
for Iowa League of Women
Voters; former Pres. of
Des Moines school board.
expenses, not free in June.

Dorothy Haener
UAW Solidarity House
8000 E. Jefferson Ave.
Detroit, Mich. 48914
313-926-5237

IWY Commissioner; Internat'l
Representative of Women's
Dept. of United Auto Workers;
Founder and past Board member
of NOW.

Speakers

-11-

Tootsie Holland Director of ERA S. Carolina;
3125 Petigru Street State ERA Coordinator for NOW
Columbia, S.C. 29204
803-252-5538

Koryne Horbal IWY Commissioner; Chair,
1845 Innsbruck Parkway Women's Caucus, Democratic
Minneapolis, Minn. 55421 National Committee
612-646-4004

Patricia Hutar Former IWY Commissioner; U.S.
912 Huber Lane representative to United Na-
Glenview, Illinois 60025 tions Commission on the Status
312-751-6473 of Women; President of Nation-
 al Federation of Republican
 Women

Eva Janecek Ohio State President of NOW;
2320 Westminster Road Title IX compliance officer
Cleveland Heights, Ohio for NOW.
44118 Expenses and negotiable fee.
216-321-3321 (h)
216-371-7330 (o)

Mildred Jeffrey IWY Commissioner; Chair of
10045 Grandville Street Democratic Women's Task Force
Detroit, Mich. 48228 of National Women's Political
313-926-5244 (o) Caucus; founder of Coalition
 of Labor Union Women

Gloria Johnson Director of Education and
1126 16th St. NW Women's Activities, Interna-
Room 601 tional Union of Electrical
Washington, D.C. 20036 Workers. Can speak about the
202-296-1200, ext. 217 problems of working women and
 how to unionize them.

Gracia Levin National Chair of NOW's
414 North Broadway #D Economic Sanction committee.
Redondo Beach, CA 90277 Expenses.
213-372-1589

Lana Moresky
3918 Washington Blvd.
Cleveland, Ohio 44118
216-932-1986

Member of Ohio IWY State
Coord. Committee; Past
State Pres. of NOW; member
of NOW's National Board.
Can discuss how to organize,
select tactics, and lobby.

Arlie Scott
Unitarian Universalist
Assoc.
25 Beacon St.
Boston, Mass. 02108
617-742-2100

Nat'l Vice-Pres. of NOW
not available in June

after July 1
c/o NOW Action Center
425 13th St. NW
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202-347-2279

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Hanover, N.H. 03755
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Expert on communications;
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of A.A.U.W.; N.Hampshire
Pres. of A.A.U.W.. former
lobbyist. expenses & small
honorarium

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IWY Commissioner; Chair of
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Susan Tenenbaum
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Editor of Women's Washington
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which follows and analyzes
Federal legislation affecting
women); former legislative
aide for Representative
Frazer; former lobbyist for
women's rights. expenses &
\$150 a day.

Speakers

Betsy Wright
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-16-

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National Federation of Business and Professional Women
Legislative office - Cheryl Yamamoto
2012 Massachusetts Ave NW
Washington D.C. 20036
202-293-1100

Congressional Clearinghouse on Women's Rights
Carol Forbes
722 House Annex Building #1
Washington D.C. 20515
202-225-2947

League of Women Voters
Legislative Office - Sally Laird
1730 M St. NW
Washington D.C. 20036
202-296-1770

National Organization for Women
Action Center
425 13th St. NW, suite 1001
Washington D.C. 20004
202-347-2279

Woman Activist - Flora Crater
2310 Barbour Rd.
Falls Church, Va. 22043
702-573-8716

Women's Equity Action League
National Press Building - Leslie Gladstone
Washington D.C. 20005
202-638-4560

Women's Lobby
201 Massachusetts Ave. NE, suite 312
Washington D.C. 20003
202-547-0044

Women Today - Myra Barrer
12605 Eldrid Ct.
Silver Spring, Md. 20904
202-628-6663

Women's Washington Representative
324 C St. SE
Washington D.C. 20003
202-547-6606

Plus - Legislative Assistants of Women Members of Congress
House of Representatives, Washington D.C.
202-224-3121

Abortion - National Abortion Rights Action League
706 7th St. SE, Washington D.C. 20003
202-546-7800

Child Care- Coalition for Children and Youth - Dana Tracy
1910 K St. NW, Washington D.C. 20006
202-785-4180

Credit - Linda Cohen, NOW Task Force Chair on Credit
706 Highland St., Arlington Va. 22201
202-566-0676

Education- Colleges and Universities
Project on the Status and Education of Women
Bernice Sandler or Margaret Dunkle
Association of American Colleges
1818 R St. NW, Washington D.C. 20009
202-387-3760

Elementary and Secondary
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202-332-7337

Resource Center on Sex Roles in Education
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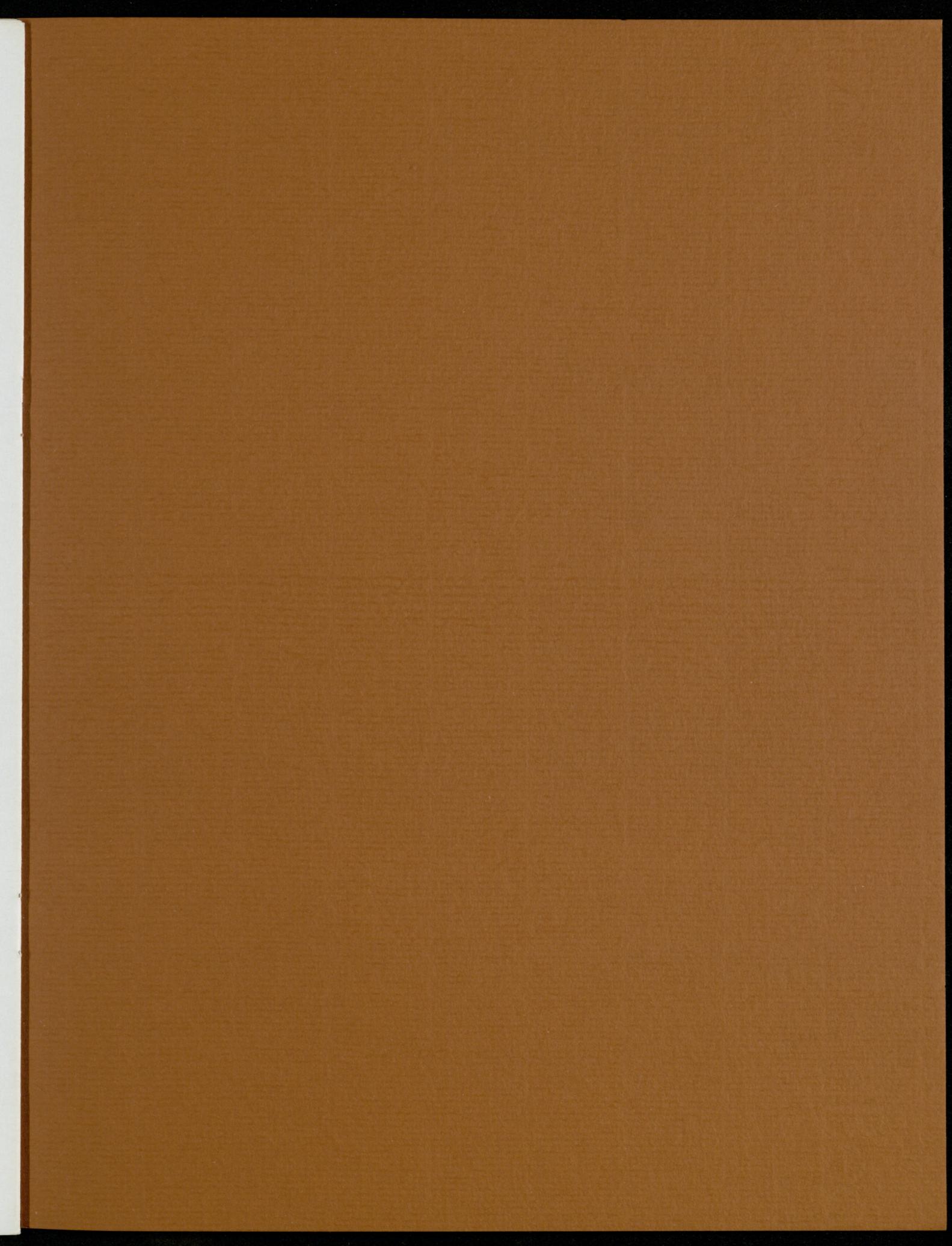
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