

Fair Employment Now!

Campaign Guide



Contents

Introduction to the campaign	2
Building your local campaign	3
Campaign objectives.....	4
National goals	4
Local goals.....	4
Organizing for CAS year-round	6
Two organizing tools: member mapping and charting	7
Ladder of engagement and structure tests.....	8
Step 1: Raising awareness and identifying supporters	9
Step 2: Growing participation	11
Step 3: Active engagement	12
Step 4: Leadership development and expansion.....	14
Step 5: Collective action and escalation	15
Fair Employment Week	16
Final notes	17
Internal CAS organizing diagnostic tool	18
Campaign planning worksheet.....	21

Introduction to the campaign

Across Canada, contract academic staff (CAS) teach a significant share of post-secondary courses, yet many continue to face low pay, limited benefits, insecure employment, and exclusion from institutional governance. They are often hired with little notice, given little time to prepare courses, and denied essential resources such as office space, equipment and administrative support. Many are also expected to do substantial unpaid work, including course preparation, grading, student support, and service activities. During periods of austerity, CAS are often among the first to lose course assignments or employment.

Chronic underfunding of public post-secondary education, combined with the growing casualization of academic work, has created an unsustainable system. It undermines the working conditions of all academic staff and weakens the quality, continuity and accessibility of post-secondary education.

Fair Employment Now! is a national campaign led by the Canadian Association of University Teachers (CAUT) to secure fair, stable and equitable working conditions for CAS. The campaign builds solidarity among CAS, regular academic staff, students and other campus workers while connecting the workplace issues facing CAS to the broader fight for fairness and high-quality public education. CAUT's Organizing and Labour Relations Team is available to assist your academic staff association in developing and carrying out your local Fair Employment Now! campaign. To find out which Senior Labour Relations Officer and Organizing Officer are assigned to support your association, email a.roy@caut.ca.

For the purposes of this campaign, CAS refers to individuals employed by a post-secondary institution on a limited-term contractual basis to perform teaching, research, library, archival or other academic functions, without an ongoing appointment or employment security beyond the term of the contract.

The goal of Fair Employment Now! is not only to raise awareness about precarious academic work, but also to build durable organizing structures at the national and local levels that can win meaningful, lasting improvements for CAS. Because the campaign's goals benefit all campus workers, including those in stable and secure positions, as well as students, solidarity and coalition building are essential to its success.

This guide is intended to support academic staff associations in implementing the Fair Employment Now! campaign and advance improvements to the working

conditions of CAS. It offers a flexible framework that can be adapted to local realities, institutional contexts and bargaining timelines.

This guide includes a ladder of engagement and examples of structure tests designed to strengthen organizing capacity, build solidarity with students, regular academic staff and community allies, and escalate collective action in the lead-up to and during collective bargaining. If you are new to campaign organizing, these concepts will be introduced and explained throughout the guide, providing a practical roadmap to help your association build and sustain a successful campaign.

The campaign's starting point, pace of escalation and tactical choices should reflect your association's local organizing priorities and political and bargaining contexts.

Building your local campaign

To ensure the success of the Fair Employment Now! campaign at your institution, your association should dedicate sufficient resources to support campaign development and implementation.

CAUT recommends establishing a local campaign committee to develop campaign goals and activities, track participation, support escalation toward collective bargaining, and build public pressure for victories that fall outside the scope of the collective agreement. The committee should include both CAS and regular academic staff and should have the authority to dedicate resources, allocate responsibilities, and make strategic decisions needed to ensure the success of campaign activities. CAUT's Organizing Officers are also available to guide your campaign committee throughout the life of the campaign. Send an email to a.roy@caut.ca to find out which Organizing Officer is assigned to your academic staff association.

Because campus-wide solidarity is essential to winning improvements for CAS, campaign committees should consider involving student unions and allied campus organizations, including non-academic staff unions. These allies can help amplify campaign messages and mobilize broader support across campus. Public post-secondary institutions also play an important role in their local communities, so campaign committees may wish to build relationships beyond campus with community organizations, local unions and workers in other precarious sectors. These partners can help broaden public support for the campaign and connect CAS issues to wider struggles for fair employment.

Campaign objectives

National goals

CAUT works nationally, as the voice for academic staff, to ensure high quality, affordable and accessible public post-secondary education and to defend the integrity of the academic job. Our *Unlock Education* campaign focuses on strengthening public funding, and our collective success relies on local organizing. Academic staff associations can support this work by meeting with locally elected decision-makers and making the case for strong, well-funded public colleges and universities that offer good jobs for all. CAUT also has resources to support associations that secure meetings with their locally elected decision-makers. Please send an email to parl@caut.ca for support in organizing and preparing for these meetings.

Below are some of our demands directly related to the goals of the Fair Employment Now! campaign:

- Work with governments to secure increased, dedicated funding for post-secondary education, including:
 - clear requirements to improve job security and reduce precarious work
 - strong transparency and accountability measures to ensure public funding is used to improve quality, affordability and access
- Raise awareness about the impact of casualization on education and research, students and academic workers, and the community

Local goals

Associations may set different campaign objectives depending on the working conditions of CAS at their institution and their current organizing capacity. To keep the campaign focused and the messaging clear, CAUT recommends setting no more than three local goals at a time.

To identify campaign goals that reflect the specific challenges facing CAS at your institution, consider launching a survey. A survey is an effective way to engage members early, gather input, and build buy-in for the campaign. Initial goals may

vary significantly from one association to the next, depending on local conditions and existing capacity.

In the early stages, some goals may be internally focused and aimed at building the foundation needed to take on the work of the campaign and lead it to success. For example, an internal goal might be to reach a certain percentage of members, recruit a target number of volunteers, or mobilize members to participate in a specific event. From there, associations can build on early successes, revise campaign goals as needed, grow their base of supporters, and identify members willing to take on the organizing work necessary to win concrete improvements for CAS.

As your campaign progresses, highlight and celebrate gains made toward one or more campaign goals. Review and update your goals and strategy regularly so the campaign can continue building momentum and winning new gains for CAS. **Please share your victories with CAUT so they can be celebrated and amplified with members across the country: a.roy@caut.ca.** Your victories will build momentum for Fair Employment Now! campaigns on campuses across the country.

Based on issues identified across the country, your campaign priorities might include:

Working conditions

- Strengthening job security by negotiating pathways to permanency
- Establishing equal pay for equal work through pro-rata salary models
- Recognizing and compensating work performed outside the classroom or beyond the formal scope of contracts, including grading, committee work, student mentorship and letters of reference
- Expanding access to benefits, including pensions and health, dental and vision coverage
- Improving access to offices, technology, professional development funding and institutional resources
- Strengthening protections for intellectual property and academic freedom in collective agreements

Collegial governance

- Ensuring CAS have representation on senior academic decision-making bodies, including Senate, Boards of Governors, General Faculties Councils, or other equivalent governance bodies. The names of these bodies vary by institution.

Awareness and coalition building

- Educate students and full-time academic staff about CAS issues and mobilize them as allies
- Strengthen solidarity between all campus workers and within academic staff associations
- Build broad-based public support, including among parents and alumni, for better working conditions for CAS as something essential to protecting high-quality education for all

The goals above can only be achieved if associations have the organizing relationships and communication structures needed to reach CAS consistently. The following section highlights common organizing challenges and practical approaches for overcoming them.

Organizing for CAS year-round

A sustainable organizing strategy for CAS should be rooted in year-round relationship-building, not limited to outreach during active appointments or collective bargaining. Maintaining regular contact throughout the year, including between teaching contracts, helps associations build a stronger sense of community and keep members connected regardless of employment status. Dedicated organizers, regular communications, virtual drop-in sessions, online communities and leadership development opportunities can help build trust and create flexible ways for members to participate in the Fair Employment Now! campaign despite unpredictable schedules, precarious employment and remote work.

Maintaining accurate personal contact information, assigning members to departmental organizers or stewards, and identifying informal workplace leaders can help ensure every member is reached. CAUT recommends using structured outreach plans that combine one-on-one conversations with coordinated communications across multiple channels, including email, text messages, phone

calls, messaging platforms and social media. These approaches can help keep CAS and those involved in the campaign informed about important updates and opportunities to participate, while also strengthening connections between CAS and regular academic staff colleagues.

This kind of relational organizing is especially important for CAS, who may teach at multiple institutions, have limited time on campus, or lose access to institutional communication channels between appointments. Associations that invest in year-round organizing are better positioned to mobilize quickly, increase participation in campaign actions, and develop the leadership and solidarity needed for successful collective action.

To help your association assess its current organizing capacity, CAUT has developed an internal organizing diagnostic tool specifically for contract academic staff. You can find the tool at the end of this guide. Use it to identify gaps in your association's organizing structures, clarify where additional work is needed, and build a strong foundation for your local Fair Employment Now! campaign.

Two organizing tools: member mapping and charting

Member mapping and charting are complementary organizing tools that help academic staff associations build power by understanding both workplace relationships and member engagement.

Member mapping identifies the informal networks that exist within a workplace, like who people trust, who influences opinions, and how information flows across departments, faculties or other work groups. Unlike a formal organizational chart, a member map helps organizers identify natural leaders, uncover disconnected groups, and ensure every part of the academic staff association is involved in the organizing effort.

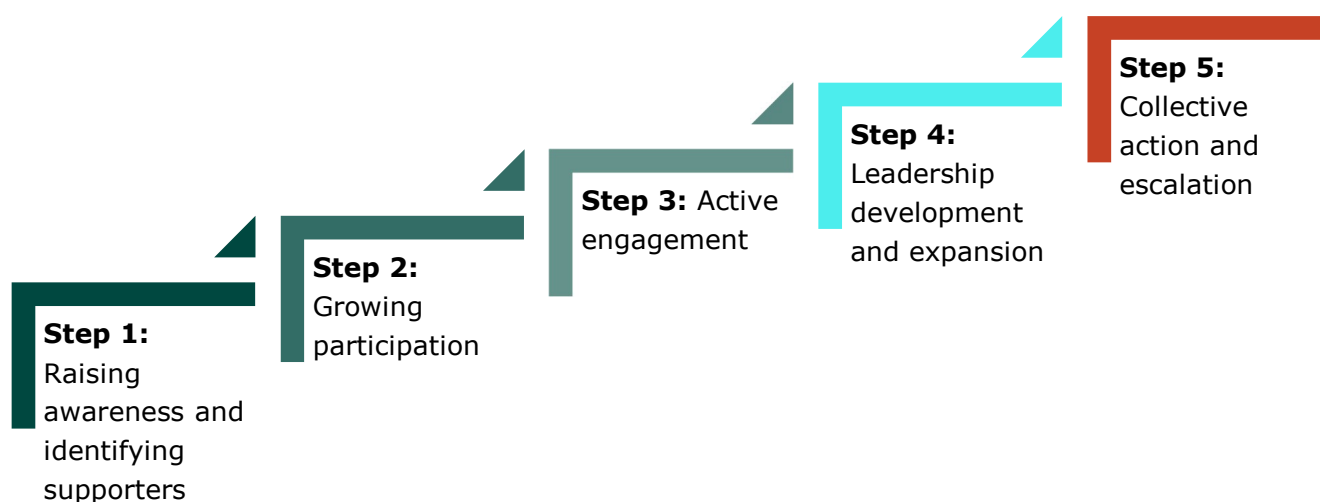
Charting is the process of systematically tracking outreach and engagement with every member. An organizing chart records information such as work location, employment status, faculty and department, one-on-one conversations completed, key workplace issues, level of support, and participation in campaign activities.

While mapping answers the question, *"Who influences whom?"*, charting answers, *"Where does each member stand?"* Used together, these tools will help your

campaign committee identify organizing gaps, measure campaign progress, and ensure every member is engaged through trusted workplace leaders, building a strong organizing structure for successful collective action.

With these year-round organizing tools and structures in place, associations can use the ladder of engagement and structure tests below to plan campaign actions, measure participation and decide when the campaign is ready to escalate. Refer to the campaign planning worksheet at the end of this guide to see an example of what charting and mapping can look like.

Ladder of engagement and structure tests



The ladder of engagement helps associations move members from low-risk participation toward increasing levels of commitment, leadership and collective action. Campaign committees can use it to plan campaign activities, assess organizing progress and evaluate the overall strength of the campaign over time.

The ladder of engagement works best when it is paired with structure tests. Structure tests are measurable organizing activities that help campaign committees assess participation, identify areas of support and determine whether the campaign is ready to escalate.

A strong structure test sets a clear participation target and asks members to take visible action. It should be achievable while still pushing the association beyond its comfort zone. When used consistently, structure tests build confidence and

momentum for more demanding collective action, while also helping organizers identify strengths, gaps and opportunities to deepen member engagement.

Examples of structure tests include petition signing, letter-writing and phone-calling, office poster actions, turnout at rallies, coordinated visibility actions, and, during bargaining, strike vote participation.

Use the steps in the next section as a flexible model for building an escalating campaign plan. Select two or three actions from each step, or develop your own actions based on your local context, organizing capacity and campaign goals. Set a participation target for each structure test and only move to the next step when you reach this threshold, which indicates that you are ready to take the next step in your campaign.

Throughout the campaign, continue charting member engagement and updating your workplace map. This ongoing work will help the campaign committee understand where support is strongest, where relationships need to be strengthened, and which members may be ready to encourage others to take the next step on the ladder of engagement.

Step 1: Raising awareness and identifying supporters

At this stage, the campaign focuses on introducing the issues facing CAS and identifying members who are prepared to support the campaign.

This phase is also an opportunity to begin member mapping by identifying existing supporters, natural workplace leaders, departments or faculties with strong engagement, areas where outreach is still needed and members interested in taking on larger organizing roles.

The goal at this stage is to build visibility, establish initial support networks and gather information that will guide future organizing.

Suggested actions	Metrics / Structure tests
Send a launch email introducing the campaign and organizing committee (see extra tip below ¹)	Email open and response rates
Launch a campaign webpage or social media presence	Website traffic and social media engagement
Set up information tables across campus	Number of volunteer shifts and contacts made
Conduct a brief survey of CAS about their priorities and working conditions	Survey completion rates and respondents' department or faculty
Launch a majority petition in support of improved working conditions for CAS ²	Number of signatures collected
Launch a pledge of support that can be signed by regular academic staff, students and other allies	Keep track of community members pledging their support for the campaign and engage them in solidarity actions
Hold introductory one-on-one conversations with colleagues	Number of conversations completed and supporters identified
Recruit initial volunteers for campaign outreach	Number of volunteers recruited

Extra tips for Step 1:

1. Including a question or an invitation for members to respond to in the email will help evaluate interest and early engagement. It can serve as a starting point to identify individuals willing to join the campaign committee or that you know are paying close attention to the campaign.
2. CAUT can support your campaign committee in developing a customized majority petition tailored to your campaign. A majority petition is a signed statement demonstrating that a majority of members in an academic staff association or bargaining unit support a specific demand, action or objective. Members are assured that the petition will only be presented publicly once a predetermined threshold, typically a majority of the bargaining unit or

membership, has signed, helping to build confidence, demonstrate collective strength, and maximize its impact.

Step 2: Growing participation

Once members are aware of the campaign and key workplace issues have been identified, the focus shifts toward increasing participation and normalizing visible, escalating collective action.

At this stage, members should begin moving from passive support toward active participation. Campaign activities should deepen relationships, strengthen solidarity, and increase visibility across the workplace.

The goal is to demonstrate that support for the campaign extends beyond a small organizing committee and is becoming increasingly collective and public.

Suggested actions	Metrics / Structure tests
Continue petition and/or pledge outreach through one-on-one conversations	Growth in signatures by department or faculty
Host lunch-and-learns or town halls to discuss CAS issues	Track event attendance and ask participants to invite colleagues. Also note who actively promotes the event and helps boost turnout.
Coordinate campaign colour days where members wear the same colour or campaign t-shirts (see extra tip below ¹)	Percentage of participating departments or members
Ask members to wear buttons, stickers or display posters on office doors ²	Percentage of visible participation across departments
Continue to educate the broader community about the campaign by setting up information tables across campus	Number of volunteer shifts and contacts made
Collect and share member testimonials ³	Number of testimonials submitted and shared
Provide organizing or mobilization training ⁴	Training attendance and follow-up involvement

Suggested actions	Metrics / Structure tests
Encourage members to adopt motions at their departmental assemblies and Faculty Councils in support of your campaign	Track who is moving the motions and speaking with members one-on-one before the vote to shore up support ⁵
Organize social media days of action	Participation rates and online engagement

Extra tips for step 2:

1. For example: wear blue for contract academic staff.
2. To help keep track of which members are wearing buttons or displaying posters on office doors, your association can distribute them from the association office or at an event.
3. Use the testimonial collection not only to highlight the challenges faced by CAS, but also to showcase their amazing work and invaluable contribution to your institution.
4. Don't hesitate to reach out to CAUT for resources and support for this.
5. Tracking members willing to move these motions and willing to speak publicly in favour of their adoption can lead to identifying potential leaders willing to move up your ladder of engagement. Thank these members for their engagement and ask if they are willing to take their support for your campaign a step further by taking on an organizing role.

Step 3: Active engagement

At this stage, the campaign is demonstrating visible and broad-based support for improving the working conditions of CAS.

Pressure on the employer is increasing as more members publicly participate in campaign activities and take responsibility for organizing within their departments and faculties.

The campaign committee's role increasingly shifts from carrying out all activities directly to coordinating member-led organizing and supporting emerging leaders.

By this point, the committee should understand where the campaign is strongest, where additional outreach is needed, and which members are prepared to take on leadership roles.

Suggested actions	Metrics / structure tests
Expand one-on-one organizing conversations across departments	Number of conversations completed and department coverage
Ask members to dedicate brief class time to discussing campaign issues and ask students to sign your petition (see extra tip below ¹)	Number of participating instructors and student signatories
Organize mass attendance at Senate or Board of Governors meetings ²	Turnout numbers and departmental representation
Hold banner-making sessions, art builds or public installations	Participation levels and visibility generated
Conduct campus visibility actions such as leafleting or mass postering	Number of participants and campus locations covered
Encourage members to add campaign messaging to email signatures ³	Number of participating members

Extra tips for step 3:

1. To track participation in this action more effectively, print flyers with a QR code linking to your petition and invite members to pick them up from your academic staff association office for distribution to students. Keep a record of which members pick up flyers and ensure your petition tracks signatories by faculty or department.
2. See if a Senator or member of the Board of Governors might be willing to move a motion in support of your campaign. Start by reaching out to faculty and student representatives and have one-on-one conversations with them ahead of the meeting at which the motion will be considered to shore up support.
3. Include instructions for how to change your email signature. Try and keep track of who is participating in this action by keeping an eye out for the changed signatures. Depending on how your website or email platform is setup, you may

also be able to keep track of who is clicking and downloading the email signature design. You can also ask faculty or department leaders to keep track of these visible actions and report back to your academic staff association.

Step 4: Leadership development and expansion

Escalation can only be sustained when members increasingly take ownership of the campaign and actively lead organizing efforts.

At this stage, a core group of members has moved through earlier stages of engagement and is prepared to take on more visible leadership roles.

The focus shifts toward expanding campaign reach, strengthening coalition support, and connecting campaign demands directly to collective bargaining objectives.

Actions at this stage should demonstrate broad campus support and readiness for higher-risk collective action.

Suggested actions	Metrics / Structure tests
Deliver your majority petition publicly to senior administration during a rally	Rally turnout and number of petition signatures delivered
Invite coalition partners, students and community allies to speak publicly in support of campaign demands (at public events like rallies, or through statements of support)	Number of coalition partners participating
Encourage members to intervene regularly in collegial governance spaces (departmental assemblies, faculty councils, Senate, Board of Governors, etc.) to remind the community of the importance of the demands of this campaign	Number of interventions and participating members
Launch a letter-writing campaign to elected decision makers (MPs, MPPs, MLAs, etc.) alerting them of the need to improve the working conditions of contract academic staff in their riding	Track participation within the membership and from other coalition partners

Suggested actions	Metrics / Structure tests
Publish op-eds or public statements in campus and local media	Media coverage and members willing to pen and sign op-eds, or be quoted in public statement
Organize banner drops or coordinated visibility actions like a flash mob, for example	Attendance at events and track who is sharing information and outcome of these actions
Run solidarity photo campaigns featuring departments or faculties	Number of participating departments and members in these solidarity photos
Mentor new organizers and hold advanced organizing training	Number of trained organizers taking on responsibilities
Begin explicit bargaining-support organizing, including identifying members prepared to campaign for a strong strike mandate	Number of identified bargaining and strike-support leaders

Step 5: Collective action and escalation

At this stage, the association is demonstrating significant collective strength and broad support for improving the working conditions of CAS.

The campaign is now highly visible across campus and increasingly connected to collective bargaining objectives.

Collective actions become more coordinated, public and disruptive. Members are taking active leadership roles, coalition partners are publicly engaged, and the association is demonstrating its readiness to increase pressure on the employer.

Where appropriate, this stage may also include preparations for a strike vote or other bargaining-related mobilization.

Campaign messaging should clearly connect bargaining demands to concrete improvements in the working conditions of CAS and demonstrate members' readiness to take collective action to achieve these demands.

Suggested actions	Metrics / Structure tests
Organize another large-scale visibility action like a march to demonstrate sustained support	Participation rates
Hold bargaining-support actions such as practice pickets, solidarity actions, or mass turnout at association bargaining updates	Participation rates and volunteer engagement
Mobilize coalition partners for public endorsements and solidarity actions	Number of public endorsements and allied organizations participating
Launch coordinated media campaigns highlighting bargaining demands	Media coverage and public engagement
Organize strike preparedness activities and strike vote outreach	Strike vote participation and support rates
Publicly communicate bargaining gains and campaign victories	Member engagement and communications reach

Fair Employment Week

Fair Employment Week is CAUT’s annual event designed to raise awareness about precarious employment on campus and to support your local association’s organizing efforts to improve the working conditions of CAS. It usually takes place during the third week of October. During Fair Employment Week, member associations plan local events to raise awareness about the great work and challenges of CAS, while CAUT organizes national events, including a social media day of action. Fair Employment Week is a key moment every year that can give your campaign renewed momentum. Plan events on your campus that can support your campaign’s overarching goals.

Final notes

Every campaign will develop differently depending on local conditions, organizing capacity, and bargaining timelines. The purpose of this guide is not to prescribe a single path, but to help associations build the organizing structures, leadership networks, and collective power necessary to win meaningful improvements for CAS.

The strongest campaigns are those that build relationships through ongoing organizing conversations and develop new leaders at every stage. A successful campaign is one that measures participation consistently and escalates collective action strategically.

By building strong organizing structures before bargaining intensifies, associations place themselves in a stronger position to win meaningful and lasting improvements for CAS.

If you have questions, require additional support, or would like guidance on how to execute a particular campaign action, contact Anne-Marie Roy, CAUT Organizing Officer: a.roy@caut.ca

Once again, please share your campaign victories with CAUT so they can be celebrated and amplified with members across the country.

Internal CAS organizing diagnostic tool

Membership and contact information

1. How many contract academic staff (CAS) are members of your academic staff association?
2. Approximately how many institutional email addresses do you have for your CAS members?
3. Approximately how many personal email addresses do you have for your CAS members?
4. Do you have up-to-date contact information for former CAS members who may return to work?
5. What percentage of courses at your institution are taught by CAS?
6. How many CAS members work full-time on multiple contracts, and how many take on CAS work to supplement another full-time career?
7. What is the rate of CAS turnover at your institution?

Representation and leadership

8. Is there CAS representation on your executive committee? Is this in a designated role or filling a general position? If the latter, does the association do anything to ensure CAS representation?
9. Are CAS represented and actively involved in association committees, councils, governance bodies, dedicated CAS issue groups, and leadership roles such as committee chairs, bargaining team members, stewards or organizers?
10. Does your association actively recruit and mentor CAS to be association leaders?

Communications and engagement

11. How would you describe the overall engagement of CAS within your association?
 - a. Very high
 - b. High
 - c. Moderate
 - d. Low
 - e. Very low
12. Approximately what percentage of CAS regularly open or read association emails?
13. What communication methods do you use to reach CAS (email, text, social media, departmental contacts, in-person outreach, etc.)? What has been the most effective?
14. How often does your association communicate with CAS throughout the year? Does this include between academic terms?

Participation

15. Approximately what percentage of CAS completed your most recent bargaining survey?
16. Approximately what percentage of CAS attended your most recent general membership meeting?
17. Approximately what percentage of CAS participated in at least one association activity during the past year (meeting, campaign, workshop, rally, social event, etc.)?
18. Have CAS participated in recent organizing or mobilization activities? If yes, which ones?

Organizing capacity

- 19. Does your association map and chart the membership? Does this map include all CAS? If not, what barriers have you encountered?
- 20. What organizing strategies do you use to specifically engage CAS?
- 21. Are new CAS contacted after they sign their first contract to ensure they know they are part of your association?

Collective bargaining and workplace issues

- 22. Were CAS actively consulted during the development of bargaining priorities?
- 23. Were CAS represented on the bargaining team?
- 24. What are the top three workplace issues currently affecting CAS at your institution?

Barriers and opportunities

- 25. What are the main barriers to organizing and engaging CAS at your institution?
- 26. Which groups of CAS are the most difficult to reach (by campus, faculty, employment status, online instructors, etc.)?
- 27. What additional support or resources could CAUT provide to strengthen your association's CAS organizing efforts?

Campaign planning worksheet

This worksheet helps local associations turn the Fair Employment Now campaign guide into a practical campaign plan tailored to their institution.

You are welcome to share this planning worksheet with CAUT and ask for support in revising or carrying out any part of your campaign plan: a.roy@caut.ca

Organizer name	
Organizer email	
Academic staff association	
Expected bargaining timeline (if applicable)	
Total number of members represented by association	
Number of contract academic staff represented by association	

Campaign goals

Identify up to three specific gains your association wants to make for CAS.

1.
2.
3.

Campaign steps

Use this section to plan two or three actions for each step of your campaign.

For each step, write down the actions your campaign committee plans to take, participation targets, a timeline, and the result. Review and update your plan regularly as the campaign evolves. Set realistic targets for each structure test and use the campaign guide for ideas as you choose measurable actions for each step.

Step 1: Raising awareness and identifying supporters

Structure tests			
Action	Participation target	Timeline	Result

Step 2: Growing participation

Structure tests			
Action	Participation target	Timeline	Result

Step 3: Active engagement

Structure tests			
Action	Participation target	Timeline	Result

Step 4: Leadership development and expansion

Structure tests			
Action	Participation target	Timeline	Result

Step 5: Collective action and escalation

Structure tests			
Action	Participation target	Timeline	Result

Mapping, charting and identifying leaders for your campaign

Begin by listing the faculties, departments, campuses or other workplace groups that make up your membership. For each group, identify members who may be well positioned to help build the campaign, including potential workplace leaders, trusted contacts, and members who are already engaged.

It is normal not to have leaders identified in every department at the beginning of a campaign. Use the table to identify gaps and update it as you have more conversations, build relationships, and engage additional members. Over time, you should see more members moving up the ladder of engagement and more departments connected to the campaign.

Replicate the table below for each workplace groups. Update the tables as the campaign progresses and refer to them when issuing calls to action or identifying leaders who are ready to move up the ladder of engagement. Don't hesitate to create new columns for your tables as pertinent information arises.

Faculty: Arts and Humanities										
Department: Social Change										
Name	Inst. email	Pers. email	Phone	Lead	1:1 convo	Key issues	Act. 1	Act. 2	Act. 3	Notes
Anne Roy	aroy@mvu.ca	aroy@caut.ca	111-111-1111	Jane B.	Yes	Job security & access to health and dental benefits	x	x		Teaches hybrid courses at multiple universities