

Campus Organizer's Guide

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Introduction to Toolkit

“We should cease financing our own destruction and...[support] only those programs, departments or schools that ‘contribute in some way to our individual companies or to the general welfare of our free enterprise system.’”

- Charles Koch, 1974

For decades, the Koch brothers and their network of business allies and front groups have cultivated and prepared a measured attack on progressive values.

The Kochs and their cronies fund a vast network of political organizations working against progressive issues many students today care about: environmental protection, worker’s rights, healthcare expansion, and quality public education, to name just a few.

Today, “Koch” has become a household name because of their political machinations. They raised \$400 million dollars to influence the 2012 elections alone, funneling hundreds of millions of dollars through a complex network of nonprofit organizations and limited liability corporations controlled by Koch operatives.

And yet, there is another, lesser-known plank of the pro-corporate agenda that people like the Kochs are advancing: an attack on the principles of transparency, accountability, and academic freedom in higher education.

The Kochs have donated to over 260 colleges in the past 10 years. There is mounting evidence to suggest that the Kochs are giving this money with strings attached - to influence college research, the professors hired, and the coursework being taught - all to advance their ideologies, build their reputation, increase their profits, and ultimately to pad their bottom line.

Of course, it isn’t just about the Kochs - it’s about accountability, transparency, and academic freedom. As unbelievable as it seems, multi-billionaire industrialists (through the power of their purse) are using your university to push their own philosophy, agenda, and economic interests.

But as students begin to recognize what’s happening and to fight back, we know the tide will start to turn. Whether you’re a student or alum, you have a stake in your university and the education it provides.

And collectively, you have tremendous power to uphold the principles of academic integrity over a corporate agenda.

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In this toolkit you'll find a variety of information about starting and running a campus campaign to expose and undermine that agenda: from research and campaign planning to coalition building and how to interact with the media. This toolkit is (we hope!) the start of a comprehensive guide to exposing corporate influence on your campus and holding your administration accountable for the donations it accepts.

Still have questions? Great! Feel free to reach out to us - we want to hear your ideas and support you in reaching your goals.

Email Contact info: unkochmycampus@gmail.com

Lindsey Berger
Kalin Jordan
Connor Gibson

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Introduction: Koch on Campus Timeline



Timeline

- 1971: The [Lewis Powell Memo](#) - A Corporate Blueprint to Dominate Democracy is published.
- 1978: Charles Koch begins funding Richard Fink's Austrian Economics program at Rutgers University (the only existing Austrian economic program at the time was at NYU).
- 1980: Richard Fink and his Austrian Economics program are moved to George Mason University and renamed the Center for Market Processes.
- 1980: The Charles G. Koch Foundation founded.
- 1998: The Center for Market Processes at George Mason University changes its name to the Mercatus Center.
- 1998: Charles G. Koch Foundation donates to GMU and Harvard.
- 2000: Charles G. Koch donates more than \$2 million to the GMU Foundation.
- 2001: GMU receives more than \$3 million.
- 2003: Charles Koch begins biannual "seminars" with other corporate executives, politicians, lobbyists, PR consultants and journalists to discuss political campaign and public relations strategies. The gatherings are used to raise millions of dollars of "dark money" (sources not disclosed) to implement the discussed strategy options.
- *June 2008*: Florida State University enters into its first contract with the Charles G. Koch Foundation.
- *August 2008*: Utah State University receives \$625,000 from the Charles G. Koch Foundation, the bulk of which funds the Jon M. Huntsman Business Department of Economics.
- *September 2009*: Clemson University enters into an agreement with the Charles G. Koch Foundation to fund its Institute for the Study of Capitalism.
- *October 21, 2009*: West Virginia University enters into an agreement with the Charles G. Koch Foundation to fund the College of Business and Economics.
- 2010: Troy University's Manuel H. Johnson Center for Political Economy is created and funded by the Charles G. Koch Foundation.
- 2010: The Koch Institute for Cancer Research is founded at the Massachusetts Institute of Technology.
- *September 2011*: Charles G. Koch Foundation splits into two nonprofits: the Charles Koch Foundation and the Charles Koch Institute.
- *February 2013*: Florida State University enters into an amended and restated contract with the Charles G. Koch Foundation.
- *August 2013*: Koch Industries donates \$346,000 of the \$600,000 fundraising goal set by Wichita State University's Koch Global Trading Center, with additional contributions coming from Koch executives.

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- *September 2013*: Koch Free Zone campaign launched at Suffolk University.
- *December 2013*: 50 Catholic educators sign a letter protesting Catholic University of America accepting \$1 million for the Charles G. Koch Foundation.
- *February 2014*: West Virginia University announces the founding of the Center for Free Enterprise with funding from Charles G. Koch Foundation.
- *June 2014*: Emporia State University establishes a Koch Center for Leadership and Ethics funded by the Charles G. Koch Foundation.

(All Information is from previously published information.)

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Understanding KochWorld: Koch Industries



Koch Industries

Koch Industries is the second largest privately held company in the United States, a conglomerate of more than twenty companies with \$115 billion in annual sales, operations in nearly 60 countries, and 100,000 employees globally.

Koch operates a variety of industrial businesses, predominantly in oil and gas exploration, pipelines and refining, in chemical and fertilizer production, in trading both physical fossil fuel products as well as commodity futures and derivatives, cattle and game ranching, forestry and timber products, electronics, industrial glass and various consumer products.

Koch Corporate History

The corporation's history dates back to the 1920s when **Fred Koch**, father to Charles and David Koch, developed a process to refine more **gasoline** from crude oil. When he tried to market his invention, the major oil companies sued him for patent infringement. Koch eventually won a 15-year legal battle, but the controversy made it tough to attract many US customers.

Fred Koch went to the **Soviet Union** in 1929, where he persuaded **Josef Stalin's** authoritarian government to pay him \$5 million to build oil refineries. Koch eventually grew disenchanted with Stalinism and returned to the United States and helped found the **libertarian John Birch Society**. Over time, Koch developed US and **global pipeline and drilling equipment businesses** that profited handsomely by servicing the major oil companies. Fred Koch launched **Wood River Oil & Refining** in Illinois (1940) and bought the **Rock Island refinery** in Oklahoma (1947). He folded the remaining purchasing and gathering network into his company, **Rock Island Oil & Refining**.

Charles Koch renamed the company Koch Industries after his father's death in 1967. As the new CEO and chairman, Charles began a series of acquisitions, adding **petrochemical** and **oil trading service** operations. Koch Industries purchased a Corpus Christi, Texas, refinery in 1981. It expanded its pipeline system, buying **Bigheart Pipe Line** in Oklahoma (1986) and two systems from **Santa Fe Southern Pacific** (1988). In 1991 Koch purchased the Corpus Christi marine terminal, pipelines, and gathering systems of **Scurlock Permian** (a unit of **Ashland Oil**). In 1992 the company bought **United Gas Pipe Line** (renamed **Koch Gateway Pipeline**) and its pipeline system extending from Texas to Florida. Koch Industries also acquired **USX-Delhi Group**, a **natural gas processor** and transporter.

[Current](#) and [archived](#) versions of Koch's website contain more historical material. Yasha Levine produced a history of the [Koch brothers' grandfather, Harry Koch](#), for the Texas Observer.

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Understanding KochWorld: Koch Industries



Koch Industries Primary Subsidiaries

Flint Hills Resources owns refineries in Alaska, Minnesota, and Texas that process [670,000 barrels](#) of crude oil daily.

Georgia-Pacific is Koch's largest subsidiary, producing timber and construction products, paper and pulp, consumer tissue and hygiene products, chemicals, and cellulose. Georgia-Pacific's products include consumer brands like recognizable retail products including **Quilted Northern®**, **Angel Soft®**, **Brawny®**, **Vanity Fair®** and **Dixie®** cups. In 2005, Koch paid over \$13 billion for the **Georgia-Pacific Corporation**, one of the world's largest manufacturers and distributors of **tissue, pulp and paper, packaging, dimensional lumber and plywood**.

INVISTA includes consumer products like STAINMASTER carpet, Lycra and Coolmax clothing products, specialty chemicals and polymers, upholstery products for houses and automobiles. Koch acquired **INVISTA**, [creators of Lycra® fiber and Stainmaster® carpet](#), in 2004 for \$4.2 billion from **DuPont Corporation**.

Koch Supply and Trading [trades](#) physical commodities and derivatives, markets Liquefied Natural Gas (LNG) and runs a 80,000 barrels-per day Rotterdam refinery in The Netherlands.

Koch Pipeline Company operates [4,000 miles](#) of oil and gas produce pipelines in the US, including [pipelines that carry tar sands crude](#) from Canada into Minnesota and Wisconsin where Koch's Flint Hill Resources owns oil refineries. Until recently, the company owned a [3% stake](#) in the **Trans Alaska Pipeline System**.

Koch Agriculture and Energy Solutions

- **Koch Energy Solutions** operates Koch's only power plant, Odessa Power, a 1,055 megawatt combined cycle gas power plant in Texas purchased in 2013.
- **Koch Fertilizer** is a multi-billion dollar subsidiary and "one of the world's largest producers and marketers of fertilizer," [according](#) to Koch. [Koch Fertilizer president Chase Koch](#) is Charles Koch's son.
- **Koch Methanol**

Koch Minerals holds several Koch [subsidiaries](#).

- **Koch Carbon** stores, transports and trades in bulk commodities and physical products like coal, sulfur and petroleum coke ("[petcoke](#)"), as well as financial trades like coal derivatives.

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Understanding KochWorld: Koch Industries



- **Koch Exploration** finds, develops and trades property for the production of oil and gas products. This includes operations in the tar sands of Alberta, Canada through **Koch Oil Sands Operating**. Koch Industries holds over 1 million acres of [tar sands leases](#) in Alberta, Canada since the 1990s and has [operated in Alberta](#) for over 50 years.

Koch Chemical Technology Group holds Koch subsidiaries that manufacture equipment used in refineries, natural gas power plants and chemical plants, pollution controls, membrane filtration systems, burners, flares and other industrial technologies.

Molex offers a range of electronics products like fiber optic cables, antennas, sockets, connectors, and other computer & electronics hardware. Charles Koch factored in [Molex's potential to modernize](#) Information Technology at Koch Industries in considering the merger. In late 2013, Koch finalized a [\\$7.2 billion deal](#) to acquire Molex Incorporated, a manufacturer of electronics connectors used in products like smart phones and computers.

Matador Cattle Company was purchased and built by Fred Koch in the 1940s, now [managing](#) about 12,000 cattle on 460,000 total acres in Montana, Kansas and Texas. These [ranches](#) also host shooting ranges, hunting supply [stores](#) and serve as spaces to breed horses

Guardian Industries is owned by Koch subsidiary KGCI LLC, making Koch the largest owner. Guardian manufacturers industrial-scale glass products, automotive upholstery, residential upholstery and other [building products](#) like fiberglass insulation. In late 2012, Koch spent \$1.2 billion to acquire a [44% stake in Guardian Industries](#), a privately held manufacturer employing 18,000 workers. The connection to Koch was made by Guardian board member Byron Trott of Goldman Sachs.

See the [Bloomberg Billionaires Index](#) for estimates of the value of these top subsidiaries to Charles and David Koch as represented by their respective 42% ownership of Koch Industries.

Koch Wealth and Koch Employment

The vast majority of Koch Industries assets are controlled by **Charles G. and David H. Koch**, two of four sons of the company's founder, who each own 42% of the company stock. According to 2014 Forbes rankings, the Koch brothers are tied for the [fourth richest American](#), each worth about \$36 billion. [Bloomberg 2014 estimates](#) for each Koch brother's fortune exceed **\$50 billion**. Bloomberg's figure ties the Koch brothers for the **5th richest person in the world**, and their combined wealth tops all of the world's known billionaires except for the combined Walton family fortune. The Koch's each made over [\\$4 billion in 2013 alone](#).

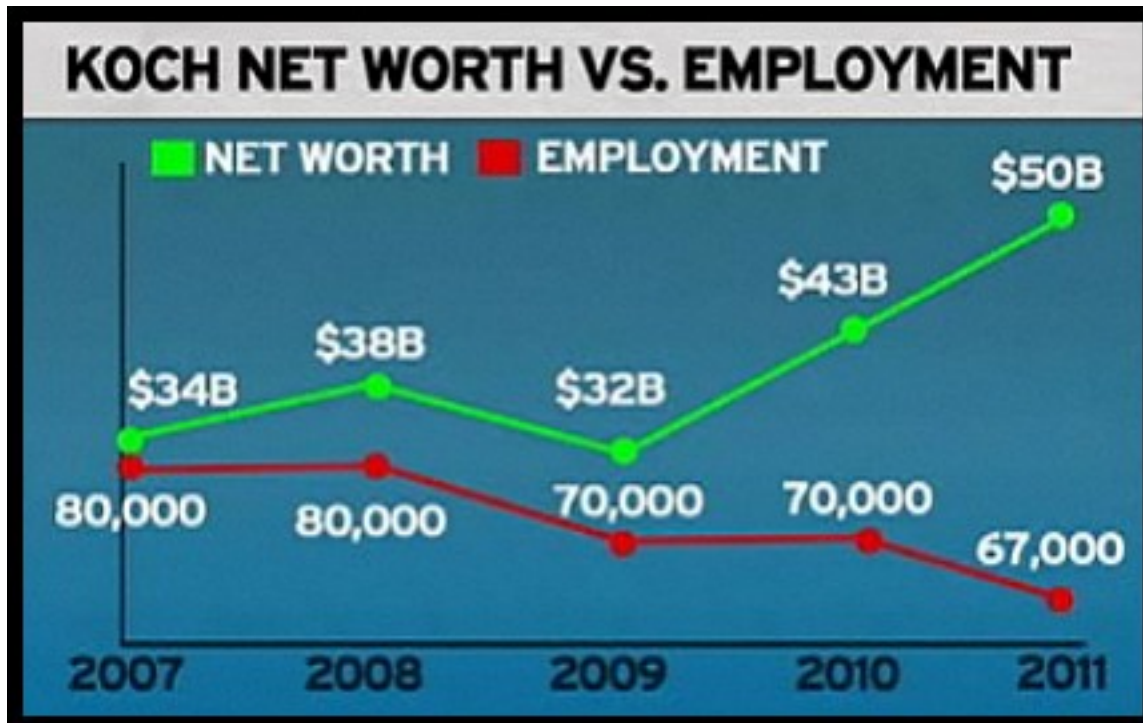
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Since 2007, the [combined wealth](#) of the Koch brothers increased by \$38 billion while employment at Koch Industries in the U.S. has fallen by 20,000 people. According to Forbes, the combined wealth of Charles and David Koch rose from [\\$34 billion](#) in 2007 to [\\$72 billion](#) in 2013, as Koch Industries' U.S. workforce fell from [80,000](#) to [60,000](#). Koch employs another 40,000 people outside of the U.S.

Koch Industries also diversified its industry areas under the leadership of Charles Koch. Currently, the company owns **cattle ranches** with a total of 15,000 head of cattle in Kansas, Montana, and Texas. In 1998 Koch bought **Purina Mills**, the largest US producer of animal feed. Lethargic energy and livestock prices in 1998 and 1999, however, led Koch to lay off several hundred employees, sell its feedlots, and divest portions of its natural gas gathering and pipeline systems. Purina Mills filed for bankruptcy protection in 1999 and was acquired by US dairy co-op Land O'Lakes in 2001.



[Source: <http://www.bradblog.com/?p=8780>]

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Understanding KochWorld: The Koch Brothers



Charles Koch

Company: Koch Industries

Position: CEO and Chairman

Charles G. Koch, born in 1935, is the CEO and Chairman of Koch Industries. Koch is also on the Board of Directors for Koch Industries subsidiaries Georgia-Pacific and Invista.

His father, Fred Koch, was a staunch libertarian and an early member of the John Birch Society, as was Charles Koch for a period of his life. Like his father, Charles is also an ardent supporter of libertarian and conservative organizations. He is a co-founder of the Cato Institute, the Chairman of the Institute for Humane Studies, and has sponsored multiple conferences for entrepreneurs to encourage them to fund free-market groups. Charles has even applied his libertarian ideology to the structure of Koch Industries, using his own trademarked "Market Based Management" to run the entire company. "Just as central planning is a failure in running government, so it is at the level of the firm," says Charles.

Charles and his brother David were involved in a decades-long family dispute with their brothers, Bill and Fred, regarding a buy-out of company shares. Bill and Fred claimed that Charles and David shortchanged them by \$340 million. The vicious lawsuits began in the early 1980s and continued for nearly two decades.

Charles Koch is tied with his brother David as the 4th wealthiest person in the United States according to Forbes, estimating their wealth at \$36 billion each. Bloomberg estimates Charles Koch's wealth exceeds \$50 billion.

Charles Koch's Interest in Buying and Training Future Talent for KochWorld

Through programs run by the Charles Koch Institute, annual multimillion dollar investments in universities through the Charles Koch Foundation, and other organizations like the Institute for Humane Studies at George Mason University (chaired by Charles Koch), Charles Koch funds recruits to work for Koch-funded political groups.

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Understanding KochWorld: The Koch Brothers



David Koch

Company: Koch Industries

Position: Executive Vice President

"If we're going to give a lot of money, we'll make darn sure they spend it in a way that goes along with our intent."

David H. Koch, born in 1940, is Executive Vice-President of Koch Industries, and the CEO of the subsidiary Koch Chemical Technology Group.

David Koch is tied with his brother Charles as the [4th wealthiest person in the United States](#). They are each worth about \$36 billion, making David Koch the richest person living in New York City ahead of former mayor Michael Bloomberg. In addition to his Park Avenue residence, he has homes in Aspen, CO; [Southampton](#), NY; and [Palm Beach](#), FL. Though he's donated millions to conservative, libertarian organizations, David Koch has garnered public attention for his non-political philanthropy.

Regarding a \$100 million naming gift to the New York City Opera and Ballet, he explains "I could afford it... And, of course, there are beautiful girls." A few of his namesakes include the new David H. Koch Theater at New York's Lincoln Center, the David H. Koch Dinosaur Wing in New York's American Natural History Museum, and the David H. Koch Hall of Human Origins at Smithsonian's Natural History Museum in Washington D.C.

David Koch was the 1980 Vice Presidential candidate for the anti-regulatory Libertarian Party. Currently, David Koch is on the Board of Directors for the Cato Institute as well as the Reason Foundation, two right-wing, climate-denier think-tanks. He is also a founding member and Chairman of the Americans for Prosperity Foundation, an astroturf group that opposes climate solutions and clean energy.

David Koch is tied with his brother Charles as the 4th wealthiest person in the United States according to Forbes, estimating their wealth at \$36 billion each. Bloomberg estimates David Koch's wealth exceeds \$50 billion.

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Understanding KochWorld: ALEC Background



American Legislative Exchange Council (ALEC)

The **American Legislative Exchange Council (ALEC)** serves as a bill mill for corporations to drive legislation through friendly state elected officials. ALEC members have access to information from **Koch-funded opposition organizations** including [Institute for Energy Research](#), [American Council on Capital Formation](#), The [Mercatus](#) Center and other sources. ALEC is a member of the State Policy Network (a network of pro-corporate state based think tanks) and received [\\$525,858](#) from Koch foundations from 2005-2011.

ALEC has successfully introduced legislation that directly benefits its member corporations to numerous state legislatures on a wide variety of pro-corporate issues. ALEC members have authored numerous [anti-environmental](#) laws, promoted efforts to undermine [climate science education](#) in schools, endorsed anti-labor laws, and is one of the groups behind the controversial stand-your-ground gun laws. ALEC has very close [ties to Koch Industries](#), which is a corporate member of ALEC.

ALEC picks up where other members of the State Policy Network stop: its members take research and biased information from the think tanks of SPN, and write and introduce legislation based on it. ALEC provides sample legislation to members, so that ALEC members in any state can easily introduce legislation. In addition to making available resources from SPN and the rest of the Koch network, ALEC also publishes its own materials, including a ["Climate Change Overview for State Legislators"](#) which downplays the science and risks of global warming and exaggerates the costs of addressing it.

Read more about the American Legislative Exchange Council (ALEC)

[American Legislative Exchange Council \(ALEC\) on ExxonSecrets.org](#)

[American Legislative Exchange Council \(ALEC\) on SourceWatch.org](#)

[American Legislative Exchange Council \(ALEC\) on Greenpeace.org](#)

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Understanding KochWorld: State Policy Network (SPN)



State Policy Network (SPN)

The **State Policy Network (SPN)** is a network of state level think tanks and policy organizations that work to promote a variety of corporate priorities. The research produced by State Policy Network member's fuels a pro-corporate agenda in states across the country. The State Policy Network itself is funded by the Koch brothers - having received \$40,000 from Koch foundations from 2005 to 2011 - and most individual members of SPN also receive their own, separate grants from the Koch foundations to support their work.

The Charles G. Koch Foundation is a [member](#) of the State Policy Network.

The following Koch-funded State Policy Network [member organizations](#) are involved in coordinated public relations campaigns to promote unscientific doubt over global warming and delay policies to address the problem:

- [The Goldwater Institute](#) (Arizona)
- [The Commonwealth Foundation](#) (Pennsylvania)
- [The James Madison Institute](#) (Florida)
- [The John Locke Foundation](#) (North Carolina)
- [The Mackinac Center for Public Policy](#) (Michigan)
- [The Pacific Research Institute](#) (California)
- [The Texas Public Policy Foundation](#)

The State Policy Network also includes numerous "[Associate Members](#)," often based in Washington, DC, that are part of the Koch-funded climate denial efforts, some of which were established by the Koch brothers. *Note: other SPN members without [direct] Koch funding also participate in the climate denial machine, such as [DCI Group](#) and the [Pacific Legal Foundation](#). Koch foundations finance numerous other SPN members as well.*

- [Acton Institute for the Study of Religion and Liberty](#)
- [American Council for Capital Formation \(ACCF\)](#)
- [American Enterprise Institute \(AEI\)](#)
- [American Legislative Exchange Council \(ALEC\)](#)
- [Americans for Prosperity Foundation](#) (AFP - co-founded by chairman David Koch) and state AFP chapters.
- [Americans for Tax Reform \(ATR\)](#)
- [Atlas Economic Research Foundation](#)
- [Capital Research Center](#)
- [Cato Institute](#) (co-founded by Charles Koch, David Koch is board member).

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Understanding KochWorld: State Policy Network (SPN)



- [Competitive Enterprise Institute \(CEI\)](#)
- [Federalist Society for Law and Public Policy Studies](#)
- [Foundation for Economic Education \(FEE\)](#)
- [Fraser Institute](#) (Canada)
- FreedomWorks (split from the Americans for Prosperity/FreedomWorks predecessor, the Koch-founded [Citizens for a Sound Economy and CSE Foundation](#))
- [Heartland Institute](#) (founded with [support from the Koch network](#))
- [Heritage Foundation](#)
- [Independence Institute](#)
- [Independent Institute](#)
- [Institute for Humane Studies](#) (founded by Charles Koch)
- [Manhattan Institute for Public Policy](#)
- [Mercatus Center](#) (founded by Charles Koch and Koch Industries executive Richard Fink)
- [National Center for Policy Analysis \(NCPA\)](#)
- [National Taxpayers Union](#)
- [Property and Environment Research Center \(PERC\)](#)
- [Reason Foundation](#) (David Koch is a [trustee](#))
- [Students for Liberty](#)
- [Tax Foundation](#)

A few of the Koch-funded groups that promote doubt over global warming *are not* members of the State Policy Network.

SPN is also associated with networks financing not only climate denial, but the broader corporate political movement, such as the Philanthropy Foundation, the Searle Freedom Trust, and Donor's Trust, all of which have ties to the Kochs.

Read more about the State Policy Network (SPN):

[State Policy Network \(SPN\) on SourceWatch.org](#)

[State Policy Network: Koch Industries Climate Denial Front Group on Greenpeace.org](#)

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Step by Step Guide for your campaign



Steps To Starting your own Koch Free Campaign

PHASE I: Framing the Campaign & Building Your Knowledge Base

The first step to getting your campaign off the ground is to pull together the information you need to understand the issue enough to fuel a campaign plan.

Step 1: Identify Cause for Concern on Your Campus:

- Check out how much your campus is receiving from Koch entities, making special note of how much has been contributed and when. If you request it, we can help you pull information from Charles G. Koch Charitable Foundation and Fred C. and Mary R. Charitable Foundation tax forms, as well as monthly “Colleges and Universities with Program Supported by CGK” linked on CGKF’s website.
- Note: Your campus receiving ANY amount of money is concerning for the following two reasons:
 1. Charles Koch has said (behind closed doors) that their voluntary contributions to universities should only support programs that benefit their corporate agendas, bolster a free enterprise system, and benefit their bottom line. The Kochs are not just contributing to universities to be philanthropic. Sometimes small amounts of money indicate a longer-term interest; they may just be “testing the waters” and now is the time to act before they get a stronger foothold.
 2. In the example of FSU, the Koch contract violated academic freedom and the academic integrity of school’s mission is enough reason to deserve transparency on your campus--or, at the bare minimum, PROOF that this damaging influence is not happening now, and that there are policies in place and being upheld to protect your school from this happening in the future.

Step 2: Start Learning Koch-Speak

As you get involved in this campaign, you’ll become very immersed in the Koch World. As you get started, it’s important to learn more about the Kochs to better understand who they are and how they work, to inform your research.

- Check out two important background articles on the Kochs: [New Yorker: Covert Operations](#) and [Center for Public Integrity: Inside the Koch brothers' campus crusade](#) (you can read more articles about the Kochs in our Koch in the News section).

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- Refer to the Understanding Koch World/Backgrounder section of this toolkit for more important and relevant information on the Koch brothers, Koch Industries, and the affiliate groups they fund.

Step 3: Build a Core Team

- Start your team: Find friends and classmates that you trust.
 - Note: this is a multi-issue campaign. Though your interests may lie in protecting the environment, the Kochs fund a network that is actively working against a variety of progressive issues. Certainly look for groups and people who are interested in environmental issues, but also consider those interested in economic policy, fairness in education, social justice, voting rights, labor, etc. - these will be your natural allies.
- Share your initial insight, research, ideas with members of the team.
- Ask your team for their help, connection and expertise. Start to suss out what next steps there are and see who has interest in starting to do more work and research on those line items.
- Set up a way to regularly communicate. At the outset, this may mean just staying in touch over email: as momentum starts to build, consider setting up a standing call or in person meeting to check in on what everyone is learning.

Step 4: Research and Gather Information

- Start to isolate your research questions and map out a plan of attack.
- Refer to the [On-Campus Research section](#) of this toolkit to complete this step.

PHASE II: Growing the Campaign & Preparing to Go Public

Now that you've started to compile evidence and build a case for what is happening on your campus, it's time to consider how to take your campaign to the next level and give yourself the backup you need to "go public" and start applying pressure on your targets/University administration to act.

Step 1: Finding Trusted Allies & Informants

- **Faculty and staff** often have their fingers on the pulse of what is happening at their universities. They also bring gravitas to your campaign and may be able to back you up in meaningful ways. Look for:

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- Tenured professors who care about the environment, social justice, progressive politics, the integrity of science, transparency, and/or academic freedom.
 - Relevant Departments to look in: Economics, Law, Sociology, Political Science, Peace Studies, Environmental Studies, Anthropology, Journalism.
- Faculty senate leaders and teacher's union members.
- Insiders are often current/former TRUSTED professors and students who are/were tied to the relevant departments/schools, people or other university entities receiving or facilitating Koch money. Consider also:
 - Students taking Koch-funded courses or with Koch-funded professors.
 - Professors who aren't Koch-fans or are concerned about undue influence, especially TRUSTED TENURED professors who have served on executive, hiring, tenure, and course approval committees inter-departmentally.
 - Anyone with close ties to leaders in the university foundation and/or board of trustees.
 - Those who have been critical of the institute/department/professors you are focusing on.
 - Influential student and alumni leaders: Current or former student government, organization presidents/leaders. The student rep on the board of trustees who cares about social justice, progressive policies, the integrity of science, transparency, the environment, academic freedom, and/or the cost of tuition (at public institutions).
 - Community leaders: Influential locals on your side to not only back you up and connect you with other folks who'd be interested, but also for collaboration to elevate your work and theirs.
- **How can these allies help?**
 - Connect you with other potential allies and informants
 - Fill in gaps of your research, if they are affiliated with relevant departments/schools
 - Provide firsthand documents/primary evidence (department memos, etc.) that demonstrate Koch influence, or provide background information regarding any changes to department bylaws or voting rules, faculty handbook around the time of first Koch agreement?
 - Be credible spokespeople to reinforce your message in the media
 - Support your efforts when approaching decision makers
- **How do you approach potential allies?**
 - Because of the nature of this work, it's important to start by reaching out using your own personal TRUSTWORTHY connections: your current/former professors, long-time community organizers/activists, and friends who are/have taken courses or studied under targeted departments/schools.

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- Start with questions to gauge their support for the general principles of your campaign. We can provide a template for your reference.
- Share **a little** about what you've learned: ask if they knew, or have any additional information.
- If they're really excited or supportive of this, ask how else they may be able to help:
 - Anyone in the targeted departments/schools who may be concerned about this too? Or someone involved in Faculty Senate or other influential university bodies?
 - Any other professors or potential supporters or folks who'd know them?
 - Ask the ally to connect you with them personally to maintain privacy and credibility.
 - Can they reach out to their trusted networks to find more supporters when that time comes in the campaign?
 - Join in on a sign-on letter?
 - Would they be a spokesperson if/when you take findings to the media?

Step 2: Initial Campaign Planning: Huddle with core team (based on information you've collected so far).

- IDENTIFY YOUR GOALS: what does a win look like on your campus? What do you want to achieve? Who is your target?
 - To that end, what is your ASK? What are you asking the administration to do? (transparency, oversight committee for accountability, publish donor info, label courses and professors as koch funded so students can make informed decision when choosing, etc)
- After IDing your target, determine who influences your target. This is called a powermap.
- Make a formal request for transparency of information (Koch agreements, etc). Getting records and asking your administration for transparency are the only way a campaign moves forward. There are several ways you can go about asking for financial records from your administration:
- JUST ASK! Always do this first. Put it in writing, so that you are able to show any future stakeholders/media the process you've gone through.
 - If they say no, you can use this response later as way to demonstrate the universities lack of transparency. Think carefully about whom to approach first as the moment you go to your president and they say no, this campaign becomes visible.

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- For public colleges/universities: these establishments are legally bound to respond to formal requests for information. On the federal level, these are referred to FOIAs (Freedom of Information Act). However, campuses have their own offices for responding to Open Record Requests.
- [File Open Record Request](#)--based on what you have and haven't found to connect the missing pieces and get the documentation needed to PROVE undue, unacceptable Koch influence. *[Note: your administration will, inevitably, be notified of such requests so keep this in mind when framing your Open Record Request.]*
- For Private Colleges/Universities: Because these establishments aren't subject to comply with FOIA or Open Record Requests, you will need to rely more quickly on personal and grassroots appeal than public schools.

PHASE III: Releasing Your Findings and Pressuring Decision Makers

After all your hard work with research, this is where the rubber hits the road: it's time to go public!

- Release your findings to the media: Use the media to expose key examples of undue Koch influence--these reinforce your concern and validate your call for transparency. The more the media picks up your story, the more pressure your university will be faced with to respond and comply with your Ask.
 - Campus, local, national press
 - Op-eds, letters to the editor, websites, blogs, social media, friends & family networks.
 - Refer to:
 - The Media section of this toolkit for more information on how to use the media to your advantage.
 - The Koch in the News section of this toolkit for examples of past opinion pieces about the Kochs on Campus.
- Build grassroots support: Think about how your supporting constituencies can help support you and pressure decision makers.
 - Expand your core team to enable greater grassroots organizing capacity, more input on strategy.
 - Ask trusted friends and leaders on campus if they know anyone who may be interested.
 - Visit other campus groups with a similar interest/message to recruit core members. If needed, do this cautiously and respectfully--we don't want to steal people away.

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- Set up one-on-one meetings with those interested to get to know each other, answer questions, and gauge interest.
- How to expand your coalition of allies:
 - Set up one-on-one meetings with leaders of different student organizations; get to know each other, answer questions, and gauge interest. Offer to visit and talk to their group. Host information sessions, movie nights, brainstorming sessions. Don't forget about student government and grad student councils!
 - Alumni: Alumni are an important part of any campaign. If possible find one-vested alumni who can be a member of your core campaign team.
 - Go through your university's established alumni network, attend alumni events, see who publishes on your school's alumni social media pages.
 - Find high profile alumni: board members, trustees, those successful and active in your community.
 - Reach out to faculty senate and faculty unions. Check [here](#) to see if your university has any campus reps with the American Association of University Professors.
 - Leverage community organizations: local Sierra Club chapters and other environmental groups, labor and justice organizations, etc.
 - Reach out to national groups: American Association of University Professors (local and national leadership), Forecast the Facts, Union of Concerned Scientists, Greenpeace, Sierra Club
 - Effective tactics for building grassroots pressure
 - [Petitions](#)
 - Sign-on letters of support
 - Faculty Senate resolutions
 - Student Government resolutions

PHASE IV: Escalate

Congratulations, you've got a campaign! Once you're public, you have a lot of work to do to keep the pressure up. At this point, you want to take a step back and do the following:

- **Analyze:** What's working? What isn't? What indications do you have from the administration or another target that tips their hand to how they're feeling about your

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Step by Step Guide for your campaign



campaign? What gaps are there - what are the weak points in your campaign, and how can you shore them up?

- **Respond:** Now that the ball is rolling, it will start to pick up some momentum. Be prepared to:
 - Engage in “rapid response” in the media/on opinion pages. Every time your target is in the press, you should consider weighing in. Consider writing out templates to help you do this faster.
 - Request meetings with relevant decision-makers to see how they’re responding to your campaign.
- **Plan:**
 - Consider what kind of creative and public tactics you can start to use:
 - Rallies or protests
 - Sit-ins
 - Sign-on letters of support (campus, local, or national)
 - Advertising/flyering on campus
- **Build:**
 - **Report back:** Circle back to all the stakeholders and allies you have spoken with thus far. Give them updates on the campaign. Give them something to do: sign a petition, introduce a student government resolution, help build turnout for an event, cosponsor the campaign, join you for a meeting or info session, etc.
 - **Build even more allies:** Now that your campaign is a known entity, reach out to people who haven’t heard from you yet and see if you can pull them into the campaign. This includes individual stakeholders, local or state-based friendly organizations, as well national allies. Explain what you need help with and see if they have any resources to offer to help get it done, or if they can lend their name in support of your campaign.

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General Research Tips and Resources



Online Research – A Primer

The Golden Rule of Accountability Research:

Never ever make a factual claim you cannot back up with a relevant and credible source. Opinions, theories, insinuations, and speculation are not facts. **People expect and demand that we present information with integrity, and our critics always hold us to the highest standard even if they lie through their teeth.**

Creating a Research Plan

In the context of a campaign, you would likely use some initial research as the basis for a power mapping exercise, which would then highlight other areas where more research is needed. Putting a research plan together can help keep you focused in a world full of nerdy distractions, be it supplemental to a campaign or for more isolated tasks. Here are some questions to ask yourself:

- What do you need to know?
- How do you know what you need to know?
- What's your timeline/deadline? (i.e. plan well enough in advance)
- Are you looking for answers or for questions?
- What resources do you have access to for this particular project?
- Who else may know what you're trying to find, or how to find it?
- How will this information fit into your campaign?
- Is this research overt or covert? Can we find the info you need without tipping of our targets?
- How bulletproof does this information need to be? (i.e. is it for internal guidance or for releasing at a press conference?)
- How should this information be cited?

Once these questions are answered, it helps to **keep your research organized** in some way. **Labeled folders and documents** (physical or electronic) can go a long way in keeping information easily databased and accessible while **a prioritized to-do list** is a magical tool for focusing on getting the most important things done. Otherwise you'll check e-mail and post outrageous articles on Facebook all day, to the detriment of your campaign.

Using the web effectively: Know how to Google!

Google Search Operators: these search engine tricks help find the right info fast

- AND (narrowing results - automatic)

** Indicate sites that are useful for researching individual people*

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General Research Tips and Resources



- OR (expanding results)
- NOT (narrowing results)
- Phrase search (exact results)
- Site search (narrowing results to a single source—page or site)
- File Type (narrowing results, i.e. file type: pdf)

Navigate Search results by finding text: Control + F (PC) or Command + F (Mac)

Allows you to quickly find text on any webpage or document where text is searchable.

Finding dead links:

- [“Cached”](#) web pages through Google searches
- [CachedPages.com](#)
- [Archive.org's Wayback Machine](#): not perfect, but incredible backlog of websites and webpages as far back as 1999.

Google Scholar (<http://scholar.google.com/>) – Searches papers published in academic journals. Many of these publications are peer-reviewed (although not all are and not academic papers rise to the level of peer review). Google Scholar may not offer full text of published work from subscription journals and databases, but it will narrow your search considerably.

Google Alerts – Get news on a topic sent right to your inbox! You can use all of the advanced search features to craft a Google search that brings up news, blogs and web content on a topic you are interested in (ex: “Stephen Colbert” OR “Stephen T. Colbert” AND “bear” OR “bears” will give you any updates on Colbert’s perspective of those “godless killing machines”)

Wikipedia – Is Wikipedia a valuable research tool? Yes. Should you ever quote material found on it? No. (Seriously, don’t.). Use the references at the bottom of Wiki articles to determine accuracy and, if they check out, cite those sources instead of the Wiki.

Useful Web Sources

Researching Corporations:

How-to websites:

- *The [Corporate Research Project](#) from Good Jobs First has an excellent guide with references.*
- *The [AFL-CIO's Strategic Corporate Research website](#) offers another excellent model for comprehensive corporate analysis.=*
- *Corporate research tips can be found at [CorpWatch.org](#)*

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Company websites – An obvious place to get information on a company, their positions and opinions, their people, their business operations, and more.

Polluter Accountability

DirtyEnergyMoney.com* – Data from OpenSecrets specifically linking politicians to the coal and oil industries. DirtyEnergyMoney is very quick to use and has great visuals, although it is important to read their methodology as it may include data you don't need and exclude data that could be useful. Dirty Energy Money also links to useful information from SourceWatch, Crocodyl, and Oil Change International.

DeSmogBlog.com*- Excellent database of climate change deniers & “skeptics,” polluter apologists and PR hacks. Regular investigative reporting by bloggers and researchers on climate and energy issues with focus on corporate influence.

PolluterWatch.com*- Greenpeace's opposition hub, blogs and profiles on companies, front groups, lobbyists, PR operatives and politicians on environmental/energy issues.

Greenpeace.org/Koch Industries - profiles of Koch Industries and the Koch Brothers, overview of Koch-funded climate science denial groups, Koch's pollution record, Koch's lobbying and political activities and more.

Media Watchdog Tools:

Media Matters For America – constantly monitors and fact-checks mainstream media, especially FOX News and other Cable TV, newspapers, talk radio, corporate/conservative front group blogs and other news outlets. MMFA's “Mythopedia” tool can help identify common myths and lies being told by politicians, PR operatives, corporate spokespeople and media personalities.
<http://mediamatters.org>

Churnalism – Quick comparison tool to see if text from media articles is ripped off of press releases or public relations groups. From Sunlight Foundation.
<http://churnalism.sunlightfoundation.com/>

For Congress and the Political System

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OpenCongress.org* – Sunlight Foundation’s database of federal laws (past and present) and politicians. Profiles members of Congress with data on their voting records and patterns, videos of their speeches, contact information, and campaign finance information.

LegiStorm.com – Like OpenSecrets, LegiStorm transfers publicly available documents on Congressional travel, staff salaries, financial disclosures and the revolving door and makes them available in an easily searched format.

[Sunlight Foundation’s SCOUT](http://Sunlight Foundation's SCOUT) – this free and crucial resource offers real-time tracking database for federal and state bills & laws, court opinions, Congressional speeches, federal regulations and oversight reports. SCOUT links with other Sunlight Foundation tools like Open States and primary sources like the Federal Register or the Government Accountability Office.

<https://scout.sunlightfoundation.com/>

GovTrack.us – great compilation of information on members of Congress, voting records, pending bills and resolutions, and committee information

CongressionalBadBoys.com* – This site is now dated, but it’s a great place to dig for dirt on incumbents. Double check with other sources before taking this info for granted since the issues are so explosive (sex scandals and whatnot—*NOW we’re having fun!*).

[Political Party Time](http://PoliticalPartyTime) – Tracks for political fundraisers, parties and events for national politicians, from Sunlight Foundation.

<http://politicalpartytime.org/>

PolitiWhoops* – Tracks deleted Tweets from politicians, from Sunlight Foundation.

<http://politwoops.sunlightfoundation.com/>

[Foreign Lobbying Tracker](http://ForeignLobbyingTracker) – tracks info disclosed to US Justice Department from foreign governments and political parties seeking to influence US policy.

<http://foreignlobbying.org/>

WhoRunsGov.com* – Washington Post profiles and blogs on prominent political people and institutions. Profiles are well organized and easy to navigate, although content is user-generated so make sure you **check the sources**.

SCOTUSblog.com – Respected blog on Supreme Court activity.

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Center for Public Integrity database: “[Who funds Judicial Seminars?](#)” – excellent report and interactive database on corporate-funded junkets for U.S. judges, searchable by sponsoring company/organization, judge name, judge type, state/location, seminar name. Helps demonstrate corporate influence over court proceedings.

USAspending.gov – Database of government contracts, grants, assistance programs. *This data is vetted at Sunlight Foundation’s [Clear Spending](#) tool for accuracy, inconsistencies and missing information.*

Project On Government Oversight (POGO.org) – Excellent government watchdog resource with contract information, track records of contracted companies, whistleblower resources, and focused projects (human trafficking, Katrina/Iraq contractors).

OMBwatch.org – Watchdog site focused on the White House Office of Management and Budget. Monitors transparency issues, financial accountability, scientific integrity, free speech, health and safety, environmental issues, and more.

Government records requests

Freedom of Information Act (FOIA): FOIA requests allow you to obtain information from the federal government so long as it is not protected information. This includes emails within and between government offices, and between government offices and outside interests like companies or organizations.

<http://www.foia.gov/index.html>

<http://sunshinereview.org/index.php/Portal:WikiFOIA>

State government record requests: Similar to the federal FOIA law, state laws provide varying degrees of transparency. Rights and restrictions for state record requests can be reviewed on the [Reporter’s Committee for Freedom of the Press](#) and on [Sunshine Review](#).

Reporter’s Committee for Freedom of the Press – offers numerous resources and services to researchers and journalists to protect First Amendment rights and Freedom of Information rights.

<http://www.rcfp.org/>

Tracking Money in Politics

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General Research Tips and Resources



OpenSecrets.org* – OpenSecrets is run by the Center for Responsive Politics and its data is widely used and cited. OpenSecrets provides access to the following:

- Political spending: contributions from companies, unions, organizations and individual people to Presidential and Congressional candidates and political groups.
- Info on registered lobbyists, their employment history and “revolving door” jobs, info on the bills they have been hired to influence
- Sources data from the [Federal Elections Commission](#) and lobbying data from the [US Senate lobbying disclosure website](#).

Similar resources exist on [MapLight.org](#) and Sunlight Foundation’s [Influence Explorer](#), which each have different formats and perks you may prefer.

FollowTheMoney.org – Similar to OpenSecrets, but with state-level data on political contributions, lobbying activity and registered lobbyists, and other state-level spending data. From the National Institute for Money in State Politics.

The Sunlight Foundation – offers a variety of web-based transparency projects that are similar to OpenSecrets. It offers data on lobbying and political expenditures from special interests, info on Congressional activities and expenses, government agency spending, and other data collection (in light of Congressional funding cuts to public info databases).

<http://sunlightfoundation.com/>

Tracking Outside Money & “Dark Money” in Politics

CitizenAudit.org – regularly collects nonprofits’ 990 tax filings from US Internal Revenue Service into a searchable database, providing a primary source on funding between nonprofits, top executive pay info, mission statements, financial data, affiliated organizations and other info.

Guidestar.org – Guidestar (free subscription required) is another database of 990s and other nonprofit information.

SourceWatch.org* – Basically the Wikipedia of corporations, nonprofits, front groups, and political operatives. Like Wikipedia, info can be outdated or perhaps inaccurate so always check the references before using the info. Run by the Center for Media and Democracy.

PRWatch.org – Features investigative reporting on companies, front groups, PR spokespeople and other influencers. Run by the Center for Media and Democracy.

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Bridge Project: “Conservative Transparency” database*: A useful but non-comprehensive project that links corporate foundations and old money families to front groups, sourcing data from nonprofit 990 IRS filings dating back to the 1980s. This can be a quick shortcut to answer questions about front group funding, but it doesn’t cover every corporate foundation nor every front group.

<http://conservativetransparency.org/>

Tobacco Legacy Documents Archive – Searchable database offering unprecedented access to communications with Tobacco companies, front groups and politicians holds enormous historical value as many people and companies in this archive are still active.

<http://legacy.library.ucsf.edu/>

Link Tank – Has a running calendar for think tank events in Washington, DC

<http://dc.linktank.com/>

LittleSis.org* – Database that presents connections between “powerful people and organizations.” Can be a good way to quickly find new names and associations with a person or group you are researching.

Right Wing Watch – Database of corporate-conservative front groups and operatives run by People For the American Way.

LinkedIn, Facebook, Twitter, and other social/professional networking sites: Looking for someone who’s not so famous? Google their name and see what you find (*make sure you have the correct person!!!*). Note: if you are doing this type of research, consider opening an incognito or private browser window. If you are looking at someone’s LinkedIn profile and you are signed into your own, they may be able to tell you’ve been looking at their profile!

Subscription Databases

Lexis-Nexis – This a comprehensive database which includes news articles from the mainstream and trade presses, information about companies and individuals, as well as court cases and state and federal statutes and regulations.

Hoovers – Industry and company research database with histories, financials, governance, networks, and more.

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Westlaw – Primarily a legal research database with case laws, federal and state laws, public records, and articles. Also contains information on corporations and individuals.

Many other subscription databases exist to track companies, people, political proceedings, scientific and academic publications, legal research, media research, and other specialized information. While these databases typically have costs associated with them, many university libraries have licenses to use them either online or in person at the library. Definitely reach out to your university librarian to ask for help!

Laws Relevant to Activism

Know Your Rights – Essential Resources from the American Civil Liberties Union

<https://www.aclu.org/know-your-rights-essential-resources-aclu>

Digital Media Law Project – Five main tools, including a legal guide for researchers, journalists and bloggers, a database of legal threats, a legal assistance network, research and responses to ongoing changes in the digital media landscape and a blog.

<http://www.dmlp.org/>

Koch Funded and Allied Media

Greenpeace ongoing review of [The Kochtopus Media Network](#) details pundits, blogs and media outlets funded by the Kochs or owned by political allies of Charles and David Koch can be found on Greenpeace's website:

www.greenpeace.org

www.greenpeace.org/usa/en/campaigns/global-warming-and-energy/polluterwatch/koch-industries/CASE-STUDY-The-Kochtopus-Media-Network/

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Campus Organizer's Guide

Research Guide for Campus Campaigns



Research Guide for Campus Campaigns

Campaigns to expose the influence of corporate actors like the Kochs on campus must be well researched. Because your university benefits financially from their ties to people like the Kochs, your argument about the impact of that financial relationship needs to be as solid and well researched as possible.

This guide will take you through some of the basics for what this research process could look like on your campus.

WHAT are you trying to find through your research?

- Where is the money going (to what department, person, etc.)?
 - A big source of information about how bad actors are directing their funding sources is in the IRS form 990s (the tax form that foundations and nonprofits have to fill out). Check out the General Tips document for information on how to access 990s.
 - Keep in mind that each fiscal year (FY) 990 will only show one overall dollar amount given to a university in that FY. This means, it is up to you to determine if there were a lot of smaller grants as part of the whole, or if the money is being used for one purpose or multiple.
 - To help you track down the money from the Kochs, keep in mind that the Kochs are often interested in the following academic programs or departments:
 - Economics
 - Business
 - Political Science
 - Law
 - Often, outside money is funneled to the university foundation or endowment, and distributed from there according to the terms of the donor agreement. Sometimes, however, the money is directly given to the department or professor it's intended for.
 - Note: Public universities typically are much more transparent about their funding streams than private universities.
 - Note: Most university foundations are 501(c)(3) organizations that are not legally required by the IRS to provide information about their donations and donors.
- What is the money funding?
 - We've seen the Kochs and their cronies be very innovative with how they spend their money.

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Research Guide for Campus Campaigns



- As a rule of thumb, amounts of MORE than a million dollars are often diverted to professorships or research centers/institutes. Amounts of less than a million dollars are more often used for things like lecture series, book clubs, new or pilot course, internships/fellowships, grad student funding, or a smaller departmental program.
- Are Koch contributions unfairly influencing your university in order to advance personal or business interests?
 - We refer to the most credible authority on academic freedom, the group who [first defined it](#): the American Association of University Professor's. Check out the following AAUP publications to see what they constitute as a violation of academic freedom and integrity:
 - [56 Principles to Guide Academy-Industry Engagement](#)
 - [Statement on Corporate Funding of Academic Research](#)
 - A few examples of questions to guide your research:
 - Does Koch play a role in the recruitment or hiring process for new professors that could restrict departmental faculty's **academic freedom** in selecting incoming faculty members?
 - Are certain textbooks being required in courses or by professors funded by Koch that actively deny climate change or otherwise violate the **integrity of science**?
 - See Yoram Bauman's [list](#) of Economic textbooks that received failing grades for scientifically inaccurate information on climate change.
- Do any of your administrators/decision makers have ties to Koch-affiliates, which could lead to a **conflict of interest** or greater risk allowing the violation of academic integrity to encourage further Koch funding?
- Refer to the General Research section of this toolkit for tips and resources you'll need to answer some of these questions.

WHY is this research important?

- Simply knowing that your campus receives Koch money is not enough to make a case for ACTION. Compiling even partial evidence of undue influence by outside donors will help you achieve the following:
 - Justify your research and related campaign efforts.
 - Gain support and concern from university and community allies.
 - Make a credible and well-researched case to decision makers, in order to make necessary changes to solve existing problems and prevent those in the future.
 - Build a compelling narrative to be shared with the media.

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Research Guide for Campus Campaigns



- Identify trends with other campuses.
- Most effective sources of information:
 - Koch foundation 990 tax forms--how much money, and in some cases, where/what it was line-itemed to/for (public info)
 - University contracts/"Memorandums of Understanding" with the Koch Foundation (attain through public record requests and in some cases, university administrators or university foundation officials)
 - Independent research--online, library, etc.
 - Informants--current and former faculty and students who have first-hand info

How do you go about finding some basic information?

- Do some quick website searches
 - Put Google to work. Use your university's URL (for example, www.fsu.edu is Florida State's URL). In the Google search bar, try the following search terms with your university's link:
 - Koch foundation, Charles Koch, Koch charitable foundation, Koch industries, Koch
 - Koch contract, Koch memorandum, Koch grant, Koch professor
 - I.e. "Koch foundation site:fsu.edu" or "Charles Koch site:fsu.edu"
 - Refer to the General Research Tips document for more basic tools to put to use
- Take a deeper dive into suspicious actors specific to your university:
 - Take an initial glance through centers/institutes and academic programs affiliated with your university's departments/schools of economics, law, or in some cases, public policy. Take note of evidence of ties to the Kochs or pro-corporate/anti-environment work being done.
 - Example Centers/Institutes: KU's Center for Applied Economics; Suffolk's Beacon Hill Institute; GMU's Mercatus Center, Institute for Humane Studies, and Law & Economics Center;
 - Example Academic Programs: FSU's Study for Political Economy & Free-Enterprise, Mizzou's Forum on Constitutional Democracy
 - Take note of any professors with the Kochs or known Koch-affiliated entities. If they exist, these will most likely be found in departments/schools of economics, law, or in some cases, public policy. Search for the following within professors' Curriculum Vitae (CVs), university, and personal websites:
 - Common grant donors: Charles G. Koch Charitable Foundation, Searle Freedom Trust (often teams with Koch Foundation to fund libertarian causes)

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- Common professional affiliations: Heartland Institute, Heritage Foundation, Property and Environmental Research Center, Association for Private Enterprise Education, Mt. Pelerin Society, Foundation for Economic Education, Competitive Enterprise Institute;
- Common publication connections: CATO, Reason Magazine/Foundation, Foundation for Economic Education, state policy network affiliate groups (see list [here](#)), American Legislative Exchange Council, Institute for Justice, Independent Review;
- Common Professional Development Experiences: Koch fellowships, Institute for Humane Studies, Liberty Fund, Mercatus Center,
- Common Educational and Professional Placements at Koch-funded and Koch-friendly universities: George Mason University, Florida State University, Utah State University, Northwestern, University of Kansas, West Virginia University, University of Arizona, Troy University, Beloit College, Rutgers University, Chapman University, Grove City College, College of Charleston.
- Koch “buzz words”: freedom, liberty, free-market, political economy, public choice, Hayek, market-based management
- search terms to see if professor may likely be teaching/researching/publishing anti-climate science with Koch money: climate, global warming, environment, green, solar, wind, clean energy, oil, gas, fossil fuel.

How do I compile and track my research?

- ALWAYS take note of any evidence of grants from Koch-affiliates and Searle Freedom Trust, professors/organizations/administrators receiving money from Koch-affiliates and/or with other ties to them (include relevant dates; entities affiliated--to whom, in what capacity, for what duration, etc.; and link to source of info
 - WARNING: this sort of info tends to disappear. Paste this information into a safe place (gdocs, MS Word) and save screenshots whenever possible.
 - [See gdoc TEMPLATE]
- When looking into professors you think may be receiving money from the Kochs...
 - 1) If they have ties to these groups, they are FAR more likely to be teaching climate denial: [See Glossary]
 - 2) If you find ties, find out what classes they teach. If they teach any courses where climate change, energy, natural resources, or the environment would be discussed... FIND THOSE SYLLABI!

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Research Guide for Campus Campaigns



- Looking for climate denial authors, Yoram Bauman's low-grade recipients for economic textbooks, Ayn Rand, Charles Koch's Market-Based Management
- What's noteworthy vs. what's BIG (BAD) NEWS
 - Big (Bad) News: Koch Foundation gets veto power in hiring process, requires textbook to be taught that actively denies climate science; university guidelines, faculty handbooks, or departmental bylaws were changed to accommodate Koch funding and restrictions tied;
 - Noteworthy: everything else

Campus Organizer's Guide

Understanding KochWorld: Kochs in the News



Kochs in the News

The Koch brothers are in the news nearly every day. Collected in this document are some of the most enlightening and reliable sources of information regarding their activities as they pertain to politics and college campuses. News pieces marked with a * are of particular relevance to student campaigners.

Overview of Koch World

- *This [New Yorker](#) (August 2010) feature by Jane Mayer opened the floodgates of reporting on the Koch's and their influence.
 - Jane Mayer's excellent follow ups on [AFP's Climate Denial pledge](#) (June 2013) and the [WNET and Citizen Koch scandal](#) (May 2013).
- All of [Lee Fang's pieces for ThinkProgress](#), especially [Lee Fang](#) (October 2010) & [NY Times](#) (October 2010) expose guests of secret Koch meetings.
- [Bloomberg Markets](#) (October 2010) revealed Iran sales.
- [Mother Jones & Brad Friedman](#) (September 2011) publishes audio from inside secret Koch meeting.
- The [Washingtonian](#) (May 2012) on Koch/Cato Institute feud.
- Inside Climate News: [Koch Brothers' Political Activism Protects Their 50-Year Stake in Canadian Heavy Oils](#) (May 2012).
- *Ken Vogel's [KochWorld reporting](#), especially [Inside Koch World](#) (June 2012) and [Koch World Reboots](#) (February 2013).
- [NY Times](#) (April 2013) on Koch Industries bid for Tribune Company newspapers.
- [Washington Post](#) (January), The [Center for Responsive Politics](#) (January) and [ProPublica](#) (February) on Koch money laundering network, 2014.
- Politico: [Tom Steyer vs. Koch brothers cage fight](#) (February 2014).

Interviews with the Koch's and their writing

- [New York Magazine interview](#) (June 2010) with David Koch, intended to undermine Jane Mayer's forthcoming expose.
- Charles Koch's Wall Street Journal Op-eds:
 - 2011: [Why Koch Industries is Speaking Out](#)
 - 2014: [I'm Fighting to Restore a Free Society](#)
- Philanthropy Roundtable interviews with [Charles](#) (Fall 2011) and [David](#) (Summer 2012) Koch.
- [Wichita Eagle](#) (October 2012) interview series.

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Understanding KochWorld: Kochs in the News



- [Forbes](#) (December 2012) Charles Koch interview.
- [Weekly Standard](#) (April 2013)-puff piece interview with all the Koch execs in the room for the interview. *Weekly Standard* is owned by a gas billionaire named Phil Anschutz, who is close with the Kochs, and at the time the magazine's editor was working for Koch on public relations.
- [Wichita Business Journal interview](#) (February 2014) with Charles Koch.

Koch's on Campus

- *Suffolk University: [BHI defends funding despite Suffolk alum's petition](#) (November 2013).
- Guardian: [Free-market research group's climate proposal denounced by host university](#) (December 2013).
- [Washington Post](#) (December 2013) 50 educators sign letter to Catholic University protesting Koch Foundation's \$1.4 million gift.
- *[Center for Public Integrity](#) (March 2014) Inside the Koch brother's campus crusade.
- *[Tallahassee Democrat](#) (April 2014) My View: Don't let Koch hurt academic integrity.
- [George Washington University](#): (April 2014) A Heightened need for transparency surrounding controversial gifts.
- [Chronicle of Higher Ed](#) (May 2014) Analysis tracks Koch Brothers financial backing of higher education.
- [NPR](#) (May 2014) Koch Foundation criticized again for influencing Florida State.

Campus Organizer's Guide

Media Guide



General Media Tips and Tricks

1. Finding Good Media Targets:

- Consider the audience or stakeholders you are trying to influence and identify the outlet(s) most appropriate for them.
 - Start local and get broader as you get more comfortable with talking to press and your story builds.
 - Google search the issue--see which reporters have covered it, especially recent and repeated coverage.
 - Ask other organizations for help--people know people
- Once you have a few outlets in mind, do some additional research to identify the reporter that would be most likely to find your story of interest. You can identify reporters by searching Google News by location or simply go to the news site and searching some key terms
 - Don't go straight to an editor at a print outlet, start with a beat reporter. Call the paper/outlet and ask for the best people to talk to
 - Find their contact information by looking at the outlets website, searching their name on Google, or calling the main line of the news outlet. You can sometime find their information on Facebook and Twitter.
 - Don't email everyone- develop personal contacts with personalized outreach
- If you know a reporter but don't know if they're on our side or not:
 - Do some research and try to see how they slant on politics
 - Do a deeper Google search to find out more about their personal life, affiliations, connections
 - Keep it pretty informal and choose a location where you will feel comfortable (i.e., ask them if they want to grab coffee). However, always remember that everything is on the record, unless you state otherwise
- When thinking about print/online vs. broadcast – remember that television is a visual medium that will likely require an event or other visual components (e.g. an interview with a spokesperson at an on campus event)

2. Pitching Reporters

- Email is the best option for your first outreach. Keep it short, but make it clear to the reporter that you are a resource they can tap for more information.
- Email anytime, but try to only call in the mornings. Most deadlines are towards the end of the day and they'll have less time to talk to you then.
- For events, give reporters notice a week or two in advance.

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- Establish a relationship and respect their schedule--ask if they're on deadline (if yes, ask when you can call back; if no, chit-chat briefly and *listen*).
- Pitch your story in short, **personalized** bits. State upfront why that specific reporter might find this angle compelling:
 - *"My name is _____ and I'm with _____ [Insert campus org] we're having an event in a week that I think would interest you because I see that you just wrote about XXX"*
- What makes for a good story?
 - Timeliness - connecting to other local or national news events helps, or building on an existing story arc.
 - How local can we make it?
 - Photo-ops and events are good
 - New data, new documents, or other verifiable breaking information
- Make your assets available - "I've got more info on this X...happy to connect you with additional perspectives... etc."
- Keep your story genuine, only share what you know and don't feel like you have to present them with a full story. You are sharing an idea; it's their job to turn it into a fully reported story.
- Get to your ask relatively soon - "Let me know if you are interested in taking more about this?"
- Follow up, but don't be too pushy – it's good to start with a follow up email and then try to reach them by phone
- Sometimes it will take a few interactions to get reporters on the hook. One good way to keep the line of communication going (even if they haven't responded) is to periodically loop them into other bigger upcoming opportunities (such as a bill dropping, documents being released, or an event)
 - If a reporter is totally unresponsive or says no thanks, it's okay to move on to another target.

3. Tips for a good interview

- Consider the 3 Points Rule - decide in advance the three key points you want the reporter to take away from your meeting above all else, and continue to hit on them during your interview (particularly important for broadcast interviews since your perspective will be spliced into sound bites).
 - Anticipate that the very first question from the reporter will most likely be pretty open-ended and give you the opportunity to set the stage. Something like, "Could you tell me a bit about your campaign?" Make sure you have a succinct intro ready to go.

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- Be sure to share any key dates, activities or timely moments coming up that could be relevant or help the reporter sell the story to his editor
- Spokespeople should be able to share a compelling story, and be articulate.
- **The golden rule of interviewing: NEVER LIE OR MAKE ANYTHING UP!****
- If you are asked a question and you don't know the answer or aren't sure how to respond, it's okay to tell the reporter that you'd like to think about it some more or you'll get back to them with the information they are looking for.
- How to pivot: If you feel like a reporter is trying to take you down a path you don't want to go down, briefly address the question and then pivot to one of your 3 key points.
 - For instance: **Here is an example of how to pivot when an issue raised is not addressing the problem...**
 - Q: So tell me about Mr. Smith and his point about XYZ...
 - A: Yes, we've had a lot of good conversations with Mr. Smith, and he still keeps going back to XYZ issue, **but here's why that doesn't really matter, e.g.**
 - **Here's what s/he's missing...**
 - **Here's what s/he's ignoring by focusing on that...**
 - Or, if you're not sure how to pivot to a more extensive response, keep the answer clipped. A reporter won't have much of a storyline if they don't have a decent rebuttal from you to capture the mixed perspectives.
 - Q: So tell me about Mr. Smith and his point about XYZ...
 - A: Yes, **s/he keeps saying that, and we feel differently, e.g.**
 - **I don't know much about that.**
 - **That's not something I've paid much attention to.**
 - Other Examples:
 - "... I think the real point is..."
 - "... I think the larger question is..."
 - "... the reason I'm here is..."

PREPARING FOR MEDIA INTERVIEWS

The best way to have a great conversation and quell your nerves is to feel really prepared for the conversation. Make sure to plot out in advance what you want to talk about and anticipate possible follow up questions.

- Get a friend to pose questions to you that the reporter will likely ask to practice and get comfortable with your talking points.
- Know your triggers (interrupting, sensitive topics, etc.) and practice overcoming them.

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- That said, if the thought of the interview makes you uncomfortable, and you ultimately just don't want to do it, it's probably not going to be a good interview, and you may want to find someone else to do it, or decline.
- If you're approached out of the blue by a reporter (not someone you're proactively pitching), give yourself plenty of time to research them a bit before responding or doing the interview. Don't assume that every media opportunity is going to be a good one.

Questions you're going to encounter:

- What is the problem? (what you found out from research and allies)
- How did you discover this?
- What do you want to accomplish?
- When did you start working on this?
- Why are you doing this work? Why do you care? Why are you concerned?
- How do you plan on accomplishing this?
- How can people help/support you?
- Who are you working with this on?

Questions from a reporter that you can put a personal spin on:

- So tell me what you're working on (succinctly describe what you're working on-when walk in to room with reporter)?
- Why did you get involved in this campaign?
- How have you been affected by the Koch brothers influence on campus?
- Why is this important to you?
- If you could talk to the President/top administration what would you tell them? What should they know about your work? What changes do you want to see?

FRAMING

- Recommended Reading on framing: George Lackoff's book, *Don't think of an Elephant*
- "Framing" Defined: A mental construct that guides how people think about issues—environmental, political, social, whatever. It sets parameters and gives a particular perspective that encourages the viewer or listener to consider certain details and to ignore others.
- Framing is **working to create**, through language and messaging, **a guide for thinking about an issue that gets people to understand and agree with your views.**
 - Use language your audience will understand—based on the values that are important to them.
- Relevant Examples
 - Transparency

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- Academic freedom
- Integrity of science
- Undue corporate influence
- Rising tuition costs (resulting from decrease in state funding for higher education)
- Reframing
 - Reframing the debate means taking back an issue, creating a new way of talking about it using the same moral language and framework but with an opposite political agenda.
 - Reframing does not mean attacking the current frame—negating the opposition frames reinforces their position
 - **Example of re-framing from Lakoff:** *Re-frame of Tax Relief: Tax Investment*

“Our parents invested in the future, ours as well as theirs, though their taxes. They invested their tax money in the interstate highway system, the Internet, the scientific and medical establishments, our communications system, our airline system, the space program. They invested in the future, and we are reaping the tax benefits from the taxes they paid. Today we have assets—highways, schools and colleges, the Internet, airlines—that come from wise investments they made.”

DO'S AND DON'T'S

Do's:

- *Do* be to the point.
- *Do* take a breath before you start answering a question; give yourself a few seconds to gather your thoughts.
- *Do* master the pivot, when a question is off topic and distracts from the issue and your message give a quick answer, tie your response directly back to one of your core talking points.
- *Do* be confident, you have every right to ask the questions you are of the administration and speak reporters about this important.
- *Do* be honest, reporters appreciate and respond to candor.
- *Do* tell a reporter that you don't know the answer to a particular question (if this is the case). Promise to follow up with them and check when their deadline is so you can get this information to them in a timely manner.
- *Do* be grateful, you are always happy to speak to a member of the press and to have this opportunity for more people learn about this campaign.
- *Do* be complimentary, you're talking to this reporter for a reason and it never hurts to mention that you've read and admire their work. Flattery always helps!

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Don'ts:

- *Don't* talk about what students on other campuses are doing. (*Do* talk about FSU's contract to make your case for concern)[4]
- *Don't* lie.
- *Don't* answer questions you don't know the answer to.
- *Don't* rattle off your opinions or go on emotional rants, this will not help your case.
- *Don't* freak out! Stay calm, you've done your research and you know this campaign. If you are ever uncomfortable with a question simply let the reporter know that you will get back to them with that information.
- *Don't* be aggressive or confrontational.

AFTER YOUR MEDIA COVERAGE

- Once your story has appeared, be sure to maximize exposure by asking friends and allies to post it to social media channels and pass around among your networks.
- Send a thank you note to the reporter! It will help strengthen your relationship for future coverage.
- Also consider submitting a letter-to-the-editor or op-ed in response to the story running to extend the shelf life of it. (If you were quoted in the story, you'll need another person to submit a LTE in response.)
- If you have broader press ambitions (i.e. the story got picked up in your local paper but you want the *New York Times* to cover it) find a target reporter at that bigger outlet and send them a short note with a link to the local coverage to start the conversation.
- And if you're simply not getting anywhere with reporters, consider going where the media will be. For instance, will press be covering a university event or a public forum on your issue? Go to the event, watch the crowd, ID the reporters in the room, and introduce yourself. Print reporters are typically in the back or in an assigned press area with a notepad, while broadcast folks are more noticeable. At some events, reporters are also required to sign-in at the front table. That list is usually a good starting point for reporters to follow up with afterwards. If you can strike up a conversation right then and there though that's great. Just do so with the understanding that they might want to interview you on the spot so be prepared!