

Campus Organizer's Guide

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Campus Organizer's Guide

Campaign Introduction



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 issues many students today care about: environmental protection, worker’s rights, health care expansion, and quality public education, to name just a few.

Today, “Koch” has become a household name, largely due to their political machinations. They raised \$400 million dollars to influence the 2012 elections and plan to spend another \$889 million during the 2016 elections, funneling hundreds of millions of dollars through a complex network of nonprofit organizations 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 300 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, this isn’t just about the Kochs - it’s about accountability, transparency, and academic freedom. Multi-billionaire industrialists (through the power of their purse) are using your university to push their own philosophy, agenda, and economic interests.

As students begin to recognize what’s happening and fight back, we know the tide will start to turn. Whether you’re a student, graduate assistants, faculty, staff member 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.

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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 the Study of Market Processes.
- 1980: Charles G. Koch Foundation founded.
- 1998: The Center for Market Processes (changed from "Center for the Study of Market Processes in 1994) at GMU changes its name to the Mercatus Center.
- 1996: Claude R. Lambe Foundation donates \$1 million to GMU
- 1997: Charles G. Koch Foundation donates over \$3 million to GMU. No campus outside GMU receives more than \$1 million from a Koch foundation in given fiscal year for more than a decade
- 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 multi-million dollar agreement with the Charles G. Koch Foundation.
- August 2008: Utah State University enters into agreement with 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.
- October 9, 2007: MIT announces launch of David H. Koch Institute for Integrative Cancer Research, supported by a \$100 million gift from MIT alumnus, David H. Koch
- May 19, 2011: FSU students hold demonstration in response to news of the university's agreement with the Charles G. Koch Foundation.
- September 2011: Charles G. Koch Foundation splits into two nonprofits: the Charles Koch Foundation and the Charles Koch Institute.

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Introduction: Koch on Campus Timeline



- *February 2013:* Florida State University enters into an amended and restated agreement 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.
- *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 Koch Foundation.
- *February 2014:* West Virginia University announces the founding of the Center for Free Enterprise with funding from Charles Koch Foundation.
- *June 2014:* Emporia State University [establishes](#) the Koch Center for Leadership and Ethics with an initial grant of \$750,000 from the Fred and Mary Koch Foundation, Koch Industries, Inc., and three Koch employees who are alumni. The university announcement touts that the Center "will be grounded in academic freedom and will positively impact students, faculty and the community."
- *July 2014:* Center for Political Thought and Leadership [established](#) at Arizona State University with up to \$1.129 million over a five-year period in seed money from Charles Koch Foundation.
- *July 1, 2014:* Institute for Economic Inquiry [launches](#) at Creighton University with 50-50 funding pledges totaling \$4.5 million over five years by the Charles Koch Foundation and the family of Omaha trucking entrepreneur C.L. Werner.
- *September 2014:* Launch of UnKochMyCampus campaign to fight undue Koch influence in higher education.
- *September 2014:* FSU [Benson Memo](#) released by Center for Public Integrity, describing Koch influence over hiring and curriculum.
- *October 27, 2014:* University of Maryland-College Park [announces](#) the creation of The Ed Snider Center for Enterprise and Markets with \$5 million in funding from The Snider Foundation and a \$1 million commitment from the Charles Koch Foundation.
- *November 3, 2014:* Over 30 campuses participate in a solidarity day of action in support of FSU, National Day of Action Against the Corporatization of Education.
- *December 2014:* Koch Industries and the Fred and Mary Koch Foundation [pledge \\$11.25 million](#) to the Wichita State University Foundation, to be divided among five initiatives: \$3.75 million to establish a Maker Space facility on the Innovation Campus that is open on a paid basis to members of the public; \$4.5 million to expand and renovate Charles Koch Arena, including a major expansion of support services for student athletes; \$1.54 million to create an Honors College Koch Scholars Program, a competitive award for high school seniors who plan to enroll in the university's Honors College and major in business or engineering; \$1 million in support of the Koch Innovation Challenge, an annual program in which WSU freshmen and transfer students

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Introduction: Koch on Campus Timeline



compete for funding and scholarships; and \$460,000 to move the Koch Global Trading Center to a new building planned for the W. Frank Barton School of Business.

- *December 2014:* University of Kansas lecturer [sues university](#) to block records request from students regarding Koch funding.
- *January 2015:* The Catholic University of America's School of Business and Economics [receives commitment of up to \\$3 million](#) from the Charles Koch Foundation (\$1,750,000), the Busch Family Foundation (\$500,000), and three business leaders (each contributing \$250,000) to support additional faculty members who will bolster the school's goal of advancing the study and practice of principled entrepreneurship.
- *February 2015:* University of Kansas students secure attorney and successfully enter as third party in lawsuit to ensure the public records they requested are released.
- *March 2015:* Wall Street Journal publishes first op-ed attacking UnKoch by [Kimberly Strassel](#), and publish a response from UnKoch co-founders in a [letter to the editor](#).
- *March 2015:* University of Louisville [announces](#) the establishment of the John H. Schnatter Center for Free Enterprise to open in Fall 2015. With \$4.64 million from Schnatter's family foundation and \$1.66 million from the Charles Koch Foundation, the center will be supported by a seven-year grant totaling \$6.3 million with a mission to "engage in teaching and research that explores the role of free enterprise and entrepreneurship in advancing society."
- *April 2015:* KU Students for a Sustainable Future submit first motion to the court and launch a GoFundMe campaign to raise money for their legal fund.
- *May 2015:* FSU Progress Coalition and UnKoch release a report revealing Koch agreement violated FSU's gift policy.
- *May 2015:* Mississippi State University [announces](#) the creation of the Institute for Market Studies with up to \$400,000 from the Pure Water Foundation and \$365,000 from the Charles Koch Foundation over two years. The mission of the institute is "to support the study of markets."
- *June 9, 2015:* Kansas judge [rules](#) that more evidence is needed to resolve disputed facts in the Art Hall vs. University of Kansas case and that the case will head to trial in November.

All data 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

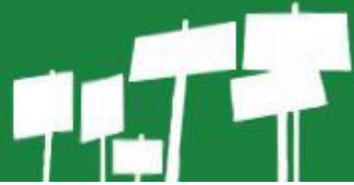
The corporation's history dates back to the 1920s when **Fred Koch**, father to Charles and David Koch, developed a process to refine more **gasoline** from crude oil. When he tried to market his invention, the major oil companies sued him for patent infringement. Koch eventually won a 15-year legal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

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Understanding KochWorld: Koch Industries



[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.

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.

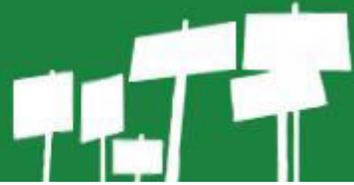
Koch Pipeline Company operates [4,000 miles](#) of oil and gas produce pipelines in the US, including [pipelines that carry tar sands crude](#) from Canada into Minnesota and Wisconsin where Koch's Flint Hill Resources owns oil refineries. Until recently, the company owned a [3% stake](#) in the **Trans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

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Understanding KochWorld: Koch Industries



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.
- **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

Charles G. and David H. Koch, two of four sons of the company's founder, who each own 42% of the company stock, controls the vast majority of Koch Industries assets. According to 2014 Forbes rankings, the Koch brothers are tied for the [fourth richest American](#), each worth about \$41 billion. [Bloomberg](#)

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Understanding KochWorld: Koch Industries



[2015 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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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.

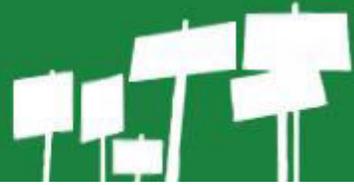
Charles Koch is tied with his brother David as the 4th wealthiest person in the United States according to Forbes, estimating their wealth at \$36 billion each. Bloomberg estimates Charles Koch's wealth exceeds \$50 billion.

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 [IER](#) [spell out], [ACCF](#) [spell out], 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: SPN Background



Background: 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](#)
- [Beacon Hill Institute](#)

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Understanding KochWorld: SPN Background



- [Capital Research Center](#)
- [Cato Institute](#) (co-founded by Charles Koch, David Koch is board member).
- [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.

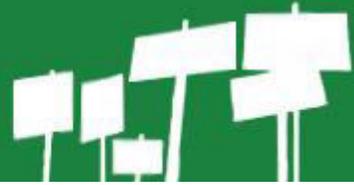
Read more about the State Policy Network (SPN):

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

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

Campus Organizer's Guide

Step by Step Guide for your campaign



Steps to starting your own UnKoch 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 create a campaign plan.

Step 1: Identify Cause for Concern on Your Campus:

- Check out [the lists and interactive database online](#) to see if your campus is receiving money from any Koch entities, making special note of how much has been contributed and when. This information is pulled from Charles 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 CKF’s website.
- Note: Your campus receiving ANY amount of money is concerning for the following three 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 boost 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 on your campus.
 - 2) The Kochs have proven a willingness to manipulate University departments via their donor agreements:
- At Florida State University, the Koch Foundation stipulated final approval of hiring economics professors as part of its donor agreement. In Clemson’s agreement, limits were placed on teaching and research content, requiring that “an appreciation of economic freedom” be fostered. These examples clearly violate academic freedom and jeopardize the integrity of an academic institution.
- In a 2007 [department memo](#), FSU’s Economics Chair Bruce Benson described the Koch Foundation’s plan for “constrained hiring”, saying “[t]hese organizations have an explicit agenda. They want to expose students to what they believe are vital concepts about the benefits of the market and the dangers of government failure, and they want to support and mentor students who share their views. Therefore, they are trying to convince us to hire faculty who will provide that exposure and mentoring. If we are not willing to hire such faculty, they are not willing to fund us. There clearly is a danger in this, of course.”

In summary, any funding could come with a donor agreement that jeopardizes academic integrity on your campus. These examples demonstrate that if such machinations are not currently happening, there is good reason to request that policies be upheld to protect your school from this happening in the future.

Step 2: Start Learning Koch-Speak

Campus Organizer's Guide

Step by Step Guide for your campaign



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.

- Two 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).
- 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 Core Team

- Start your team: Find friends and classmates that you trust.
 - This is a multi-issue campaign. Though your interests may lie in a particular issue, like protecting the environment, the Kochs fund a network that is actively working against a variety of constituencies. Look for groups and people who share your interests, 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 research, ideas and unanswered questions with trusted teammates.
- Ask for their help. Plan your next steps and utilize your team's skills, expertise and connections.
- Set up a way to regularly communicate. At the outset, this may mean just staying in touch over (non-University-owned) email. As momentum starts to build, consider scheduling weekly in-person meetings or calls to check in on what everyone is learning.
- Create a supportive team environment. It's always important for people to feel safe, supported and respected in their teams. Use positive language and recognize even small accomplishments of others. Get to know each other better and have some fun.

Step 4: Research and Gather Information

- Review our General Research Tips section of this toolkit to refresh yourself on best practices for online searches and get a sense of the countless resources at your disposal.
- Dig into the [Research Guide for Campus Campaigns](#). It will help you get started and guide your research.
- Flag any gaps in your research and make note of unanswered questions. Create a plan for obtaining this information.

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. This will give you the backup you need to "go public" and start pressuring your administrative targets to act.

Step 1: Find Trusted Allies & Sources of Informants

Campus Organizer's Guide

Step by Step Guide for your campaign



- **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 provide meaningful support.
 - Tenured faculty who care about academic freedom, transparency, the integrity of science, social or environmental justice, and/or campaign finance reform.
 - Relevant Departments to look in: Economics, Law, Sociology, Political Science, Peace Studies, Environmental Studies, Anthropology, Journalism.
 - Faculty Senate leaders and unionized faculty/staff groups.
- **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.
 - 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 at the university foundation and/or board of trustees.
 - Those who have been critical of the institute/department/professors you are focusing on.
- **Influential student, graduate assistants, and alumni leaders:**
 - Current or former student government, organization presidents/leaders.
 - The student representative 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).
 - Leaders of unionized student and graduate assistant groups, and other student organizations.
- **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 sources of info.
 - Fill in gaps of your research, if they are affiliated with relevant departments/schools.
 - Provide firsthand documents/primary evidence (department memos, email correspondence, etc.) that demonstrate undue influence or control by the donor. Find and review the following university documents, seeking gaps that may create space for undue influence and donor control: gift acceptance, academic freedom, academic integrity, faculty governance, and conflict of interest policies; procedures for course development, establishing endowed chairs, funding fellowships and scholarships; faculty senate and departmental bylaws.
 - Perhaps, noting changes to faculty senate or departmental bylaws, university gift acceptance policies, course approval procedures, faculty governance policies, etc. occurring around the time of major Koch donation.
 - Be credible spokespeople to reinforce your message in the media.

Campus Organizer's Guide

Step by Step Guide for your campaign



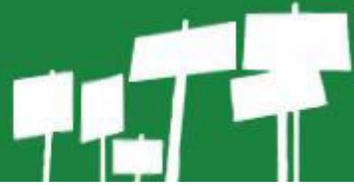
- Support your efforts when approaching decision makers.
- **How do you approach potential allies?**
 - Because of the nature of this work, it's important to start by reaching out using your own personal TRUSTWORTHY connections: your current/former professors, long-time community organizers/activists, and friends who are/have taken courses or studied under targeted departments/schools.
 - Start with questions to gauge their support for the general principles of your campaign.
 - 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. Here are some questions you may consider asking:
 - Know anyone in the targeted departments/schools who may be concerned about this too? Or someone involved in Faculty Senate or other influential university bodies? If not, know any other professors or potential supporters who'd know them? Ask if they'll 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?
 - Can they join in on a sign-on letter?
 - Are they open to being a spokesperson if/when you take findings to the media?

Step 2: Initial Campaign Planning. Proceed based on the information you've collected so far and your assessment of the problem. You'll definitely need to revisit these as you learn more and the campaign advances.

- CLARIFY GOALS: What do you ultimately want to achieve?
 - Reflect on your research findings and problems/concerns identified to come up solutions.
 - To that end, what are you asking the administration to do (or, what is your 'ASK')? Be specific: make Koch donor agreements public, establish university-wide oversight committee for accountability, label courses and professors as Koch-funded so students can make informed decision when choosing, etc.
- IDENTIFY TARGET: Who has the authority to give you what you want or achieve your goal. This person is called your 'decision maker' or 'target'. Your target will likely be the President, Chancellor or Provost of the school.
- POWERMAP: After you've done your big initial wave of research, found cause for concern, set goals and identified your target, map out who influences them personally and professionally. Ask your team and closest allies to help chart out 'influencers' to identify potential pathways where you and your supporters have influence over your target. This process is called powermapping.
- STRATEGY & TIMELINE:
 - Discuss How/when you plan to approach your decision maker?

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- Do you want to catch them (decision maker) off guard--not knowing what you've been digging up? Informs:
 - How you frame your record request (how straight-forward or broad-questioned you choose to be)
 - If your support building from here should be done more quietly (via sign-on letters, etc)
 - [\[See GMU's Sign-On Letter\]](#)
- What other questions should be asked to make this decision?
- Any key university events coming up? (i.e. new president/provost, other transparency issues present on campus, etc)

Step 3: ASK Before Launching Public Campaign. Make a formal request for transparency of information (Koch agreements, hiring contracts, etc.). The burden of proof is on the administration: you need to know if and what sort of undue influence has been exerted in order to know what solutions to push for. 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 future stakeholders and the media the process you've gone through.
 - If they your school's administration says no to your request, you can use their response (or non-response) later as way to demonstrate the university's 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.
- File Open Record Request to connect the missing pieces in your research and get the documentation needed to PROVE undue Koch influence if it exists. See Government Records Request section in General Research Tips and Resources portion of toolkit for resources to help you learn about records laws in your state and help crafting your records request. *Note: your administration will, inevitably, be notified of such requests so keep this in mind when framing your Open Record Request.*
 - For Public Colleges/Universities: These establishments are legally bound to respond to formal requests for information. On the federal level, these are referred to as FOIAs (Freedom of Information Act). However, campuses have their own offices for responding to Open Record Requests. Just *how* responsive universities have to be depends on the state's open records laws.
 - 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. That said, we have seen examples of sufficient pressure and power-building successfully convincing private school administrators to hand over documents out of their own will. See Phase III for tips on how to effectively pressure your decision makers.

PHASE III: Releasing Your Findings and Pressuring Decision Makers

After all your hard work with research, it's time to go public!

- Release your findings through the media: Use the media to expose key examples of undue Koch influence--these reinforce your concern and validate your call for

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transparency. The more the media picks up your story, the more pressure your university will face until they address the undue influence you've exposed or prove that said influence does not exist by releasing donor agreements and other relevant documents.

- Campus, local, national press
- Opinion the editorial page pieces ("op-eds"), letters to the editor ("LTE's"), blog posts, social media posts
- Refer to...
 - The Media section of this toolkit for tips and best practices on reaching out to the media to advance your campaign efforts.
 - The Koch in the News section of this toolkit for examples of past op-eds and media hits secured by students working to expose undue influence by Koch on campus.
 - Check out this [open letter to President Cabrera](#) that GMU students placed in their campus paper and cross-posted on Energy Action Coalition's WeArePowerShift.org blog for an example of students using their campus paper as a microphone to ensure that administrators heard their concerns and requests loud and clear.
- **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, leaders and faculty on campus if they know anyone who may be interested in helping out.
 - 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. Offer to visit and talk to their group. Host information sessions, movie nights, brainstorming sessions. Don't forget about student government and graduate student unions and councils!
 - Alumni are an important part of any campaign. If possible, find one vested alum 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 (particularly LinkedIn).
 - Find high profile alumni: board members, trustees, those successful and active in your community.
 - Use Facebook. Search for "Friends who went to [insert school name]" and "Friends of friends who went to [insert school name]"
 - Other potential allies:
 - Reach out to faculty senate and faculty unions. Check [here](#) to see if your university has any academic professionals affiliated with

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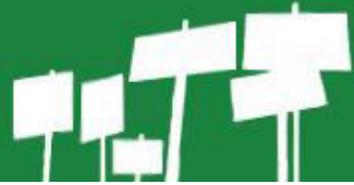
Step by Step Guide for your campaign



- the American Association of University Professors (AAUP) and [here](#) to see if there's your state has an AAUP "Conference" (state-wide chapter). Also, see if your campus has any other groups affiliated with teachers unions like American Federation of Teachers (AFT) or National Education Association (NEA).
- Leverage community organizations: local justice organizations, labor unions, environmental groups, etc.
 - Note: Every state has their own unique Sierra Club state chapter with local "groups" within each chapter focused on local issues... find yours [here](#). Also, check [here](#) to see if Common Cause is active in your state.
 - Ask your National UKMC organizers for help reaching out to national groups like: (list): AAUP, AFT, NEA, AFL-CIO, Greenpeace, Forecast the Facts, Common Cause, Center for Media and Democracy, Energy Action Coalition, etc.
 - Effective tactics for building grassroots pressure: For each of the following tactics to be effective, it's crucial that you have a list of allied contacts outside your core team to can reach out to and engage, and the re-engage as your tactics escalate. Each tactic also can be more impactful with corresponding media coverage. Also note that some tactics are more effective than others depending on the campus and the status of your campaign.
 - Petitions - Crucial that every petition signed includes the signatory's full name, email and phone number so you can get a hold of them.
 - Online: Easily create a shareable online petition using Google Forms or Change.org. [Examples from [GMU](#) and [Suffolk](#)]
 - Note: Organizations like Common Cause, Energy Action Coalition and state Sierra Club chapters often are willing to send out email action alerts to their members if the issue is relevant and sufficient notice is provided.
 - Paper: Petitioning on campus is an excellent way to not only build your base of supporters and grow your contact list to mobilize later, it's also the best way to BE VISIBLE on campus. Petitioning two days a week from 11-1pm and doing one or two presentations to student orgs and classes grow your base, and in turn, build power... power to activate hundreds of students and other supporters when you need bodies in the room, a phone call made, or even just a RT. [Example: [FSU Petition](#) and recommendations on gift policy]
 - Sign-on letters of support: A great way to demonstrate support and power within or across constituencies (like faculty, graduate assistants, donors, alumni, student org leaders, etc).
 - Faculty Senate, Student Government, and Graduate Assistant Council resolutions: Another great way to demonstrate constituency support and power, only this tactic actually one that the university has to recognize, as it's an official university process.

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Step by Step Guide for your campaign



- Note: If your campus has its own chapter of a teacher's union, it also could pass a resolution.
- Social media: Depending on your approach, social media can be used to grow your base of supporters, keep your base informed, elevate your message, build relationships with reporters, and pressure your targets.
 - [Example: GMU twitter storm around [NPR interview](#) with President Cabrera interview]
- Call-in days: There's nothing quite like driving in so many phone calls that you clog the phone lines in the President's Office with concerned university constituents all with a unified message and ask of the President. You'll want to reach out to all of your supporters, local organizations, and friends at other schools to help flood the phones.
- Meetings with Administrative Targets: While this tends to be an ask you make early in the campaign, it often takes quite a bit of persistence to secure a meeting with your decision maker. Be forewarned, they'll try to pass you on to lower tier administrators who do not have decision-making power. Even if you anticipate your target giving you the run-around in the meeting, it's important for the sake of your campaign narrative for you to be able to say: we met with the President... they promised X... but Y actually happened. Have one to two designated notetakers to ensure that you walk away with direct quotes that you can reference later.
- Attending events where your decision maker is speaker and asking questions: If you have trouble getting your target to respond to your emails and requests, go to the source! Look at university calendar and ask friends in Student Government what public events or meetings your administrative target has coming up. Depending on the forum and the subject matter, you could pose campaign-related questions in the Q&A section or be the first one to greet them at the exit door. Tip: Always remember to be kind, informed, equipped with information to hand over, and most importantly, have a strong ask that requires a YES or NO answer.
- Hosting rallies outside the administration building: This is a great example of an effective tactic for campuses where your target is vulnerable to unfriendly media attention. Not only can you get your message across at the event with a speaker and informational handouts, but the media also loves to cover events that impact their readership, stir up controversy, and have visuals.

PHASE IV: Re-Evaluate & 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 campaign? What are the weak points in your campaign and how can you improve? What are your strengths?

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- **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 LTE templates to help you do this faster.
 - Request meetings with relevant decision-makers to see how they’re responding to your campaign.
- **Plan:**
 - Revisit and update your powermap. Add people and groups who have influence over your target (personally and professionally) and focus on those who you and your allies have the ability to move or influence to, in turn, be able to get your decision maker to give you what you want.
 - Just remember, your escalation plan should be very carefully designed. All tactics you include in your escalation plan should be strategic in that they increasingly build power and pressure your target. Take into consideration where you have greatest power and what constituencies you can mobilize.
 - Never engage in tactic just because it sounds fun, or because other campuses are doing it. Only put your time and energy into tactics that actually will help you get one step closer to victory.
 - 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 an action item: 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.

Gain 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. Always go to new allies with something actionable, even if it’s small.

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General Research Tips and Resources



General Research Tip and Resources

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 (see Phase II, Section 2 in Step-by-Step Guide for more on powermapping. Putting a research plan together can help keep you focused in a world full of 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 to obtain this information?
- Are you looking for answers or for questions?
- What resources do you have access to for this particular project (i.e. people, time, connections to people, money, etc)?
- 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 off 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 email 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

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

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General Research Tips and Resources



- AND (narrowing results - automatic)
- 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 RESOURCES

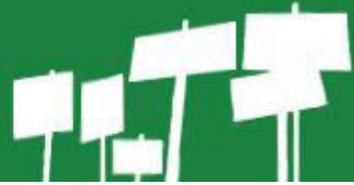
Library Archives

In addition to the various online databases, search tools and records requests that can be used to obtain information, there are often important files only in hard copy in university libraries. Some of these may not even be properly listed and categorized in the records management systems that the libraries maintain. In these cases, it is worth trying to find a patient librarian

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who can help you hunt down boxes of files that companies, leaders of companies and philanthropists often give to universities as archives or special collections.

ArchiveGrid -- Includes over four million records describing archival materials, bringing together information about historical documents, personal papers, family histories, and more. With over 1,000 different archival institutions represented, ArchiveGrid helps researchers looking for primary source materials held in archives, libraries, museums and historical societies.

<https://beta.worldcat.org/archivegrid/>

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.

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 exists 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!

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](#)*

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

Higher Education

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General Research Tips and Resources



American Association of University Professors (AAUP):

- [Summary of Recommendations: 56 Principles to Guide Academy-Industry Engagement](#): AAUP has drafted these principles to encourage universities and their faculties to adopt stronger, more comprehensive rules to guide sponsored research on campus and to manage individual and institutional conflicts of interest more effectively. In issuing this report, the AAUP seeks to ensure that the standards and practices it recommends are consistently applied across the university as a whole.
- [1940 Statement of Principles on Academic Freedom and Tenure](#): The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to ensure them in colleges and universities.
- [Academic Freedom of Students and Professors, and Political Discrimination](#)
- [Statement on Government of Colleges and Universities](#): This statement, which was jointly formulated with the American Council on Education and the Association of Governing Boards of Universities and Colleges, calls for shared responsibility among the different components of institutional government and specifies areas of primary responsibility for governing boards, administrations, and faculties.
- [On the Relationship of Faculty Governance to Academic Freedom](#)

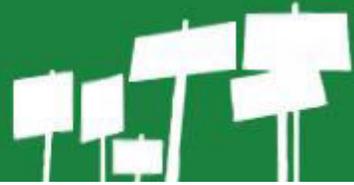
Council for the Advancement and Support of Education (CASE): CASE is a professional association serving educational institutions and the advancement professionals who work on their behalf in alumni relations, communications, development, marketing and allied areas. Among the many roles CASE plays, provides [standards and an ethical framework](#) for the profession. **Note: Because there isn't a universal gift acceptance policy in the U.S., many universities draw on CASE documents and policies.**

- [Donor Bill of Rights](#): To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights. **Note: What it does NOT say, & in what it suggests about the nature of the relationship.**
- [Principles of Practice for Fundraising Professionals at Educational Institutions](#): These principles are intended to provide guidance and direction to educational fundraisers and volunteers as they make ethical choices during the philanthropic exchange of values.
- [Ethical Principles Behind the Acceptance of Gifts: Guidelines for UK Higher Education Institutions](#) (CASE Europe): A set of core principles were identified, as a result of a collaborative review of gift acceptance practices, which all universities might helpfully consider as they develop, or fine tune, criteria and processes to reflect their particular structures and priorities. **Note: item number nine.**

* Indicate sites that are useful for researching individual people

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Sources for Higher Ed News:

- AAUP's [Academe Magazine](#) and [Academe Blog](#)
- [Inside Higher Ed](#): online source for news, opinion and jobs for all of higher education.
- [Chronicle of Higher Education](#): source of news, information, and jobs for college and university faculty members and administrators.
- [American Federation of Teachers \(AFT\) Higher Ed](#)
- National Education Association (NEA) Higher Ed

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](#). The [National Freedom of Information Coalition](#) website compiles sample records requests for particular states and the [Student Press Law Clinic](#) has a free record request generator.

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/>

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/>

Tracking Outside Money & “Dark Money” in Politics

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General Research Tips and Resources



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.

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*

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General Research Tips and Resources



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!

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/

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.

[Anti-Environmental Archive](#)*- A project to curate historic documents from the anti-environmental movement, cataloging organizations and individuals who work to undermine environmental protection and conservation. Hosted on PolluterWatch website

[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

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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/>

Tracking Money in Politics

[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/>

For Congress and the Political System

[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.

* Indicate sites that are useful for researching individual people

Campus Organizer's Guide

General Research Tips and Resources



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 – 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 – 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.

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.

* Indicate sites that are useful for researching individual people

Campus Organizer's Guide

General Research Tips and Resources



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 \(POGO.org\)](http://ProjectOnGovernmentOversight.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.

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

Campus Organizer's Guide

Research Guide for Campus Campaign



Research Guide for Campus Campaigns

Campaigns to expose the influence of corporate actors like the Kochs on campus must be well researched. 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.)?

The Kochs are often interested in the following academic programs or departments:

- Economics
- Business
- Political Science
- Law
- Philosophy

Often, outside money (like funding from the Kochs) is funneled to the university foundation or endowment, and then distributed to a professor or department according to the terms of the donor agreement. Sometimes the money is directly given to the department or professor it's intended for. Check the Koch 990s to see if an address is indicated.

- Example of each: Suffolk University (given directly to department) and George Mason University (given to Foundation).
- 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?

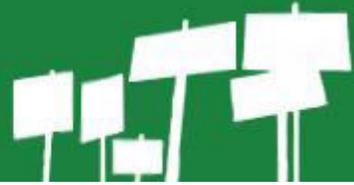
Six- or seven-figure grants are often diverted to professorships or research centers/institutes. Smaller grants--four or five figures-- are more often used for things like lecture series, book clubs, new or pilot course, internships/fellowships, grad student funding, research studies, or a smaller departmental program.

Our research indicates whatever it is that is being funded will ultimately be expected to advance Charles Koch's interests.

Are Koch contributions unfairly influencing your university in order to advance personal, financial or business interests?

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Research Guide for Campus Campaign



We defer to the most credible authority on academic freedom, the group who [first defined it](#): the American Association of University Professors (AAUP). 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 processes for new professors that could restrict departmental faculty's **academic freedom** in selecting incoming faculty members? Is it an explicit role, or implicit power?
 - For example, Florida State's 2008 Koch agreement granted the Koch Foundation veto power over candidates for hire.
- Are restrictions placed on the content of the research or teaching funded that require an **ideological slant**?
 - For example, Clemson's 2009 Koch agreement required that "an *appreciation* of economic freedom" be fostered in the research and teaching done by the faculty hired for the funded professorship position. The economic freedom index is published by organizations using grants from Charles Koch, i.e. Clemson's Koch-funded department requires Koch-created concepts to guide the curriculum.
- 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 section below on required course readings to watch for and note.
- 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 tips section of this toolkit for tips and resources you'll need to answer some of these questions.
- Does your university have a gift acceptance policy? Are "gifts" and "grants" treated differently?
- Is money contributed by Koch considered a 'gift' or a 'grant' according to university terms?
- Does the Koch's financial support adhere to the university's gift acceptance policies, its faculty handbook, or other university guidelines?

What's BIG (BAD) NEWS as opposed to just noteworthy?

- Donor gets veto power in hiring process
- Donor requires textbook to be taught that actively denies climate science

Campus Organizer's Guide

Research Guide for Campus Campaign



- University guidelines, faculty handbooks, or departmental bylaws changed to accommodate donor funding and restrictions tied
- Donor maintains ANY control over the funds associated with a "charitable donation"
- Koch funded researchers are also pushing for policy change without disclosing the funding behind their work.
- Fellowships/scholarships based on ideological compliance
- Agreement violates terms of university donor policy

WHY is this research important?

Simply knowing that your campus receives Koch money is not enough to make a case for ACTION. Compiling evidence of undue influence by outside donors will help you achieve the following:

- Communicate the importance of your campaign.
- Gain support from university and community allies.
- Make a credible and well-researched case to decision makers, in order to make necessary policy changes to solve existing problems and prevent those in the future of undue influence.
- Gather material you can share with the media.
- Compare trends with other campuses.

HOW do you go about finding some basic information?

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 donor agreements (also may be called a "memorandum of understanding" or a "gift agreement") with the Koch Foundation. Request these documents from your university administrators or university foundation officials. If they say deny your request, file a public record request.
- Independent research--online, library archives, etc.
- Current and former faculty and students who have first-hand info

One source of information about university funding sources comes from donors like the Charles Koch Foundation, which has to disclose its grants each year in the IRS Form 990. All nonprofits have to submit 990s each year to justify their tax status.

- See General Research Tips and Resources for information on accessing 990s.
- 990 documents aren't always specific. Your university may be listed as received one or two large grants, even though they may actually be the sum of several smaller grants given within a fiscal year (FY). 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.

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Research Guide for Campus Campaign



Koch's 990s rarely disclose such details, but hints from 990 filings can help trace that information on campus.

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
 - Ex: **"Koch Foundation" site:fsu.edu**
 - Agreement, memorandum of understanding, grant, professor
 - Ex: **Koch + professor site:fsu.edu**
 - Let's say someone with named Bonnie Koch keeps showing up in your search results, just modify your search to exclude results with that name.
 - Ex: **Koch -Bonnie site:fsu.edu**
 - Refer to the General Research Tips & Resources section for more basic tools to put to use
- Take an initial glance through centers/institutes and academic programs affiliated with your university's departments/schools (typically affiliated with economics, law, business or public policy). Take note of evidence of ties to Koch or pro-corporate 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 professors with ties to Koch or Koch-affiliated entities. Curriculum Vitae (CVs) of the professors are a great place to start (e.g.: **"Jeremiah W. Bullfrog" + vita**). Also check out their profile page on the university website (e.g.: **"Jeremiah W. Bullfrog" site:fsu.edu**), and see if you can find any personal websites (e.g.: **"Jeremiah W. Bullfrog" + "florida state university"**). Look for and make note of the following in your research:
 - Common donors - Charles Koch Foundation (formerly Charles G. Koch Charitable Foundation), Searle Freedom Trust and BB&T (teams with Koch often to fund libertarian causes)
 - 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

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- Enterprise Institute, local State Policy Network members and affiliates ([see SPN directory](#));
- Common publication connections - CATO, Reason Magazine/Foundation, Foundation for Economic Education, local State Policy Network members and affiliates ([see SPN directory](#)), 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, West Virginia University, Troy University, Beloit College, Rutgers University, Chapman University, Grove City College, College of Charleston, University of Kansas, and University of Arizona.
 - Koch “buzz words” - freedom, liberty, free-market, political economy, public choice, Hayek, market-based management, austrian economics, free-enterprise, economic freedom, well-being, Ayn Rand
 - Search terms to see if a professor may be teaching, researching, or publishing anti-climate science with Koch money - climate, global warming, environment, green, solar, wind, clean energy, oil, gas, fossil fuel.
 - Required course readings with authors/publishers who are tied to Koch-funded interest groups. Check to see if course readings mostly consist of [Koch-recommended readings](#) and if any receive a failing or near failing grade for inaccurate portrayal of climate science according to Yoram Bauman’s [2012](#) and [2014 Report Cards](#) grading economics textbooks.

HOW do I compile and track my research?

ALWAYS take note on any evidence of grants from Koch, their affiliates, BB&T and Searle Freedom Trust. Also make note of professors, organizations, and administrators receiving money from and/or with other ties to the donors above. Include relevant dates; entities affiliated-to whom, in what capacity, for what duration, etc.; and link to the source of your information. WARNING: This sort of info tends to disappear. You can preserve the source by saving the web page as a PDF (select Print, then save as PDF) save screenshots, and archive web links using “Save Page Now” function on the [WayBack Machine](#).

Campus Organizer's Guide

Understanding KochWorld: Koch's 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) exposing 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).
- Rolling Stone, Tim Dickinson, [Inside the Koch Brothers' Toxic Empire](#) (September 2014)

Interviews with the Kochs 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.

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- [Wichita Eagle](#) (October 2012) interview series.
- [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.

Kochs 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](#), 50 educators sign letter to Catholic University protesting Koch Foundation's \$1.4 million gift, (December 2013).
- [Center for Public Integrity](#), Inside the Koch brother's campus crusade (March 2014)
- [Tallahassee Democrat](#) My View: Don't let Koch hurt academic integrity.
- [George Washington University](#), A Heightened need for transparency surrounding controversial gifts.(April 2014)
- [Chronicle of Higher Ed](#) Analysis tracks Koch Brothers financial backing of higher education. (May 2014)
- [NPR](#) Koch Foundation criticized again for influencing Florida State. (May 2014)
- Center for Public Integrity, [Koch foundation proposal to college: Teach our curriculum, get millions](#), Dave Levinthal (September 2014)
- Greenpeace, [Koch on Campus: Polluting Higher Education](#), Connor Gibson with contributions from Lindsey Berger. (September 2014)
- The Wichita Eagle, [Cap fees on public records](#). (September 2014)
- Daily Kos, [UnKochMyCampus: New Grassroots Effort Launches to Fight Koch Influence in Higher Education](#), Brad Johnson. (October 2014)
- Washington Post, [University of Maryland to announce \\$6 million gift from Snider, Koch foundations](#), Steven Overly. (October 2014)
- Politico, [Six education questions to watch this Election Day - Down to the wire in California - FSU revolts against state Sen. John Thrasher](#), Caitlin Emma (November 2014)
- Forbes, [UnKoch My Campus' Protests Spread Across Nation](#), Chloe Sarvino (November 2014)
- Washington Post Answer Sheet blog, [Charles Koch Foundation's unique definition of academic freedom](#), Valerie Strauss (November 2014)

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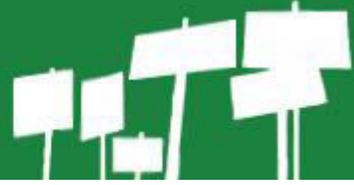
Understanding KochWorld: Koch's in the News



- USA Today College, [On first day in office, new FSU president hears student demands](#), Kristopher Greenwood, (November 2014)
- The Hill, [FSU stands for 'For Sale University'](#), James Carville. (November 2014)
- Suffolk Journal, [LTE Alumna Asks for Transparency on Donated Money](#), Kalin Jordan, Suffolk Environmental Club, David Tuerck, (November 2014)
- Lawrence Journal-World, [Under scrutiny for Koch connection, KU director sues to block release of records](#), Sara Sheperd (December 2014)
- Lawrence Journal-World, [Your Turn: KU lecturer shares academic freedom view](#), Art Hall (December 2014)
- Associated Press, [\\$11.5 Koch donation largest in WSU history](#). (December 2014)
- NPR, [Koch Funding on Campus Raises Questions at KU](#), Frank Morris (December 2014)
- Inside Higher Ed, [Scrutiny of Scholar's Email](#), Kaitlin Mulhere (January 2015)
- Tallahassee Democrat, [Thrasher: Academic Freedom not restricted by donors](#), John Thrasher (January 2015)
- IVth Estate, ["Ask Dr. Cabrera" forum centers on Koch donations](#), Amy Podraza (February 2015)
- Lawrence Journal World, [KU, students answer lawsuit by business school teacher formerly employed by Koch](#), Sara Shepherd (February 2015)
- The Guardian, [Lobbyist dubbed Dr. Evil behind front group attacking Obama power plan](#), Suzanne Goldenberg (February 2015)
- Lawrence Journal World, [Editorial: Academic rights](#), Lawrence Journal World Editorial Staff (March 2015)
- U.S. News and World Report, [A Lesson in Hypocrisy](#), Peter Roff (March 2015)
- Wall Street Journal, [The Campus Climate Crusade](#), Kimberly Strassel (March 2015)
- Wall Street Journal, [LTE: Sunshine and the Koch Foundation](#), Kalin Jordan and Lindsey Berger, (April 2015)
- Wall Street Journal, [Thought Suppression Masquerading as Transparency](#), Thomas M. Michels Jr. and Frank Conte (April 2015)
- Arizona Republic, [Big news out of Koch brothers university...ah...ASU](#), EJ Montini (May 2015)
- Kansas University, [Message: KU supports faculty members' rights](#), Chancellor Bernadette Gray-Little (May 2015)
- Wall Street Journal, [The Campaign to Stop Fresh College Thinking](#), John Hardin (May 2015)
- American Federation of Teachers, [University Inc](#), Virginia Meyers (May 2015)
- American Federation of Teachers, [How to UnKoch Your Campus](#), Lindsey Berger and Kalin Jordan (May 2015)
- American Federation of Teachers, [Koch case study](#), Lakey (May 2015)

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- UnKoch My Campus, [A Student Review of FSU Gift Acceptance Policy](#), Progress Coalition and UnKoch My Campus (May 2015)
- Lawrence Journal World, [KU students headed to trial over records related to business teachers with Koch ties](#), Sara Sheperd (June 2015)
- FSU News, [University responds to FSU Progress Coalition](#), David Walker (June 2015)

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. Reporters appreciate the effort.
- 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 issues.
 - Do a deeper Google search to find out more about their personal life, affiliations, and 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.

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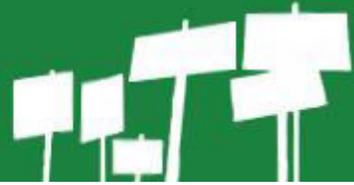
- For events, give reporters notice a week or two in advance.
- Establish a relationship and respect their schedule--ask if they're on deadline (if yes, ask when you can call back; if no, chit-chat briefly and *listen*).
- Pitch your story in short, **personalized** bits. State upfront why that specific 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.
 - 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.

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- 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: **If the issue raised does not address the problem, this is an example of how to pivot...**
 - 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
 - Academic freedom

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- 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:

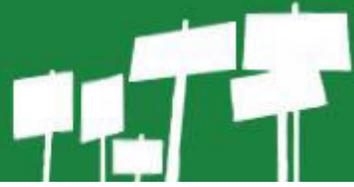
- Do be to the point.
- Do take a breath before you start answering a question, give yourself a few seconds to gather your thoughts.
- Do master the pivot, when a question is off topic and distracts from the issue and your message give a quick answer, tie your response directly back to one of your core 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!

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.

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- *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!

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Understanding KochWorld: Glossary and Affiliates



Glossary of Definitions:

- *Free-market*: an economic system in which prices are determined by unrestricted competition between privately owned businesses.
- *Market-Based Management (MBM)*: MBM encourages a relatively flat hierarchical structure, with the free flow of ideas between all levels of an organization. Employees are encouraged to approach their work from an entrepreneurial perspective, and be rewarded based on the *value* that they bring to the company, rather than only the amount of time that they spend at work. This encourages workers to use their own deductive powers to overcome obstacles and be creative in their decision-making, rather than waiting for orders from higher-ups. Problem solving, the theory contends, is best carried out by those closest to the problem - the workers. This, they say, is the best way to utilize the "collective brainpower" of the entire organization, rather than just that of the few top decision-makers.
- *Value creation*: According to [Koch Industries' website](#), "Value creation requires providing products and services that customers value more highly while consuming fewer resources. This leaves more resources available to satisfy other needs in society."
- *Science of human action*: Can find definition here - http://www.philanthropyroundtable.org/topic/excellence_in_philanthropy/market_based_man

Known Koch Affiliates

- Acton Institute for the Study of Religion and Liberty
- American Council on Capital Formation (ACCF)
- American Council on Science and Health (ACSH)
- American Enterprise Institute (AEI)
- American Legislative Exchange Council (ALEC)
- American Spectator Foundation
- Americans for Prosperity Foundation (AFP)
- Americans for Tax Reform (ATR)
- Atlas Economic Research Foundation
- Beacon Hill Institute at Suffolk University (BHI)
- Ayn Rand Institute
- Capital Research Center (CRC)
- Cato Institute
- Center for Freedom and Prosperity Foundation
- Center for Independent Thought (Stossel in the Classroom)
- Center for the Study of Carbon Dioxide and Global Change

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Understanding KochWorld: Glossary and Affiliates



- Center for the Study of Market Processes (now Mercatus Center)
- Citizens for a Sound Economy (split into FreedomWorks and Americans for Prosperity)
- Collegians for a Constructive Tomorrow (CFACT)
- Commonwealth Foundation for Public Policy Alternatives
- Competitive Enterprise Institute
- Council for National Policy
- Environmental Literacy Council (ELC)
- Federalist Society for Law and Public Policy Studies
- Foundation for Economic Education (FEE)
- Foundation for Research on Economics and the Environment (FREE)
- Fraser Institute
- Frontiers of Freedom
- George C. Marshall Institute
- Goldwater Institute
- Heartland Institute
- The Heritage Foundation
- Independence Institute
- Independent Institute
- Independent Women's Forum (IWF)
- Institute for Energy Research (IER)
- Institute for Humane Studies (IHS)
- James Madison Institute
- John Locke Foundation (JLF)
- Mackinac Center for Public Policy
- The Manhattan Institute for Policy Research
- Media Research Center (MRC)
- Mercatus Center
- National Center for Policy Analysis (NCPA)
- National Review Institute
- National Taxpayers Union Foundation (NTUF)
- Pacific Research Institute for Public Policy (PRIPP)
- Philanthropy Roundtable
- Property and Environment Research Center (PERC)
- The Reason Foundation
- Smithsonian Institute Astrophysical Observatory (Willie Soon payments)
- State Policy Network (SPN)
- Students for Liberty
- Tax Foundation
- Texas Public Policy Foundation (TPPF)
- Washington Legal Foundation