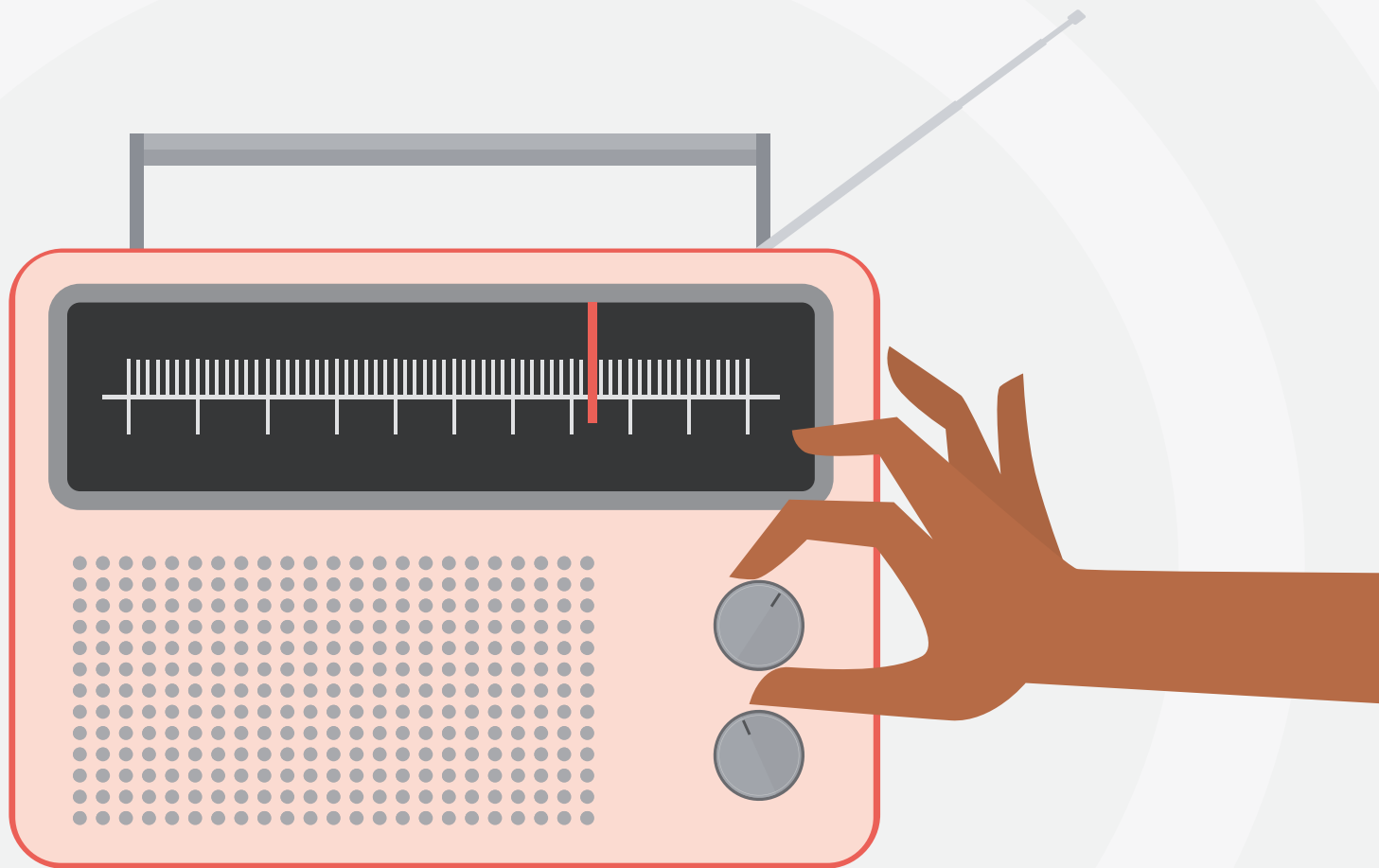


# FULL SPECTRUM ENGAGEMENT

BUILDING COMMUNITY POWER  
TO WIN CAMPAIGNS



NEW / MODE

 NetChange

care<sup>2</sup>

**FULL SPECTRUM ENGAGEMENT**, a marriage of effective community-building practices and new engagement tools, is a field-tested strategy for activating grassroots power, targeting decision makers and moving them do the right thing.

This engagement framework foregrounds community power and relationship building at a critical time when bots and social media manipulation make authentic distributed communications essential for any campaigner.

Full Spectrum Engagement provides modern campaigners with five key principles of engagement and three execution components to help you build community power and win your campaigns. And it's not just for campaigners: election candidates, fundraisers, marketing and comms people - anyone who is trying to grow their constituency and keep them engaged - will value this approach.

Thanks to some high-profile recent success stories, this emerging approach is empowering a new generation of civic actors to feel like they can actually can make a difference again.

*produced by*  
**STEVE ANDERSON**

*with contributions from*  
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**TOM LIACAS**  
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## PARTNERS

# NEW / MODE

New/Mode is a values-based enterprise that provides targeted online engagement tools to activate grassroots power.



NetChange Consulting helps innovators in social change institutions integrate new models of organizing and mobilizing to grow influence, raise funds, build power, and strengthen movements. A trusted advisor to campaigners and senior leaders, we've led directed-network campaigns and organizational change projects for some of the most prominent social change organizations and movements across the US, Canada, Europe and Australia.



Care2 is the world's largest social network for good, with over 45 million standing together, starting petitions and sharing stories that inspire action. For thousands of leading nonprofit organizations worldwide, Care2 is the preferred source for recruiting new members, supporters and donors online.

# WHAT IS FULL SPECTRUM ENGAGEMENT?



## WHY DOES ENGAGEMENT MATTER RIGHT NOW?

*There is a deepening mistrust online and in our political sphere. People from around the world are wondering, “Even if I do something, will anything actually change?” Fake news abounds, and studies have found that trust in NGOs has fallen between 10 and 20 points from previous years. This is why we need to get engagement right.*

We’re in the midst of a democratic crisis in many areas of the world. Widespread cynicism is making it difficult for us to meet the challenge head on. The Edelman 2017 Trust Barometer<sup>1</sup> found that trust in institutions including governments and Non-Governmental Organizations (NGOs) fell between 10 and 20 points from previous studies, where it was already low. Studies show that young people may feel this lack of trust in traditional institutions even more than others.

The deepening mistrust extends into our communities and feeds into what some are calling a global democratic recession. Google’s recent study of civic engagement trends<sup>2</sup> notes that the largest block of the population in western democracies is held back from engagement in part because supporters wonder: “Even if I do something, will anything actually change?”

In politics, one of the main drivers seems to be a legitimate feeling that elites are in control of the decision-making apparatus<sup>3</sup> and that civic access to power no longer exists. Those who turn to NGOs and community groups hoping to see some leverage are often frustrated by the futility of old strategies and tactics, such as repeated symbolic petitions that never seem to move the needle.

Research from Social Change Agency<sup>4</sup> points to a growing “cycle of mistrust” between campaigning organizations, their supporters and decision-makers. Bucking the larger trends, a small group of high-performing, community-driven campaigns are winning real policy changes and engaging millions of supporters in this mode of political activity.

We call this framework for campaigning: **FULL SPECTRUM ENGAGEMENT**. We think the framework, and its emphasis on building real relationships and community power, is essential in this era of mistrust and political corruption.

1 <https://www.edelman.com/trust2017/>

2 <https://politics.googleblog.com/2015/06/understanding-americas-interested.html>

3 <https://www.theatlantic.com/magazine/archive/2018/03/america-is-not-a-democracy/550931/>

4 <https://thesocialchangeagency.org/case-study/lost-voices/>

## WHAT IS FULL SPECTRUM ENGAGEMENT?

*Full Spectrum Engagement is the combination of strategic principles and multi-channel tactics that together enable campaigners to effectively activate community power, target decision-makers and win.*

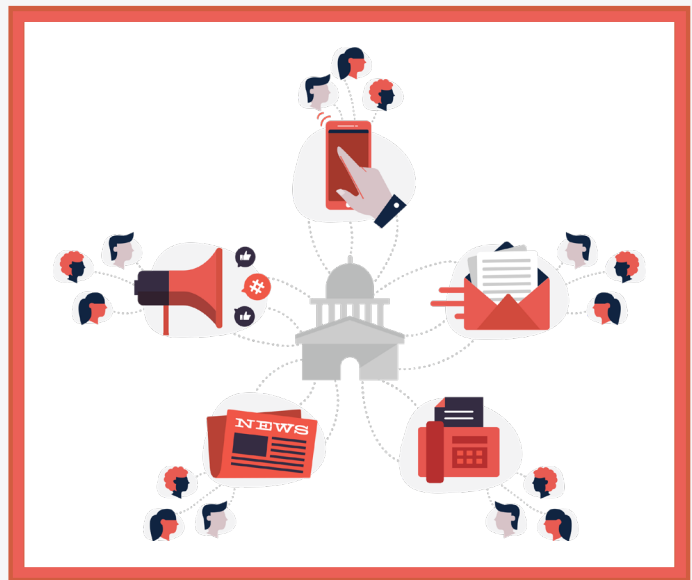
Drawing on the power of networks, Full Spectrum Engagement empowers campaigners to activate supporters by meeting them where they are, helping them recognize their own power and equipping them with the tools to make a powerful impact.

As supporters gain skills and confidence through a series of actions, Full Spectrum Engagement opens the way to deeper involvement and gives everyone a serious stake in the campaign.

Full Spectrum Engagement also meets decision-makers where they are, using multiple communication channels to surround them with your supporter's stories and demands. In this way our framework is bidirectional, encouraging campaigners to build meaningful relationships with both your community and the targets of your campaigns.

Beyond winning campaigns, we hope that a wider adoption of Full Spectrum Engagement in the political and advocacy sectors will lead to a more engaged public and to renewed democratic institutions.

When supporters learn by doing and see that they can still make a difference, we believe this will help rebuild trust, show people the power they have, and provide evidence that we can work together to overcome our shared challenges.



## WHERE DID THE FULL SPECTRUM ENGAGEMENT FRAMEWORK COME FROM?

*Our Full Spectrum Engagement framework wouldn't be possible without a combination of extensive field testing, in-depth primary research, and a review of literature on digital campaigning and civic engagement.*

The Full Spectrum framework detailed here was developed from our own experience running hundreds of mass civic engagement campaigns at a national and international level through OpenMedia, SumOfUs, Beyond the Bomb, StopAdani and others.

In particular, some of us helped build OpenMedia<sup>1</sup> into a leader in digital rights campaigning by bringing together over one million supporters from 155 countries to fight a series of landmark policy battles on Net Neutrality, privacy and free expression.

Over time our experience has helped identify the right conditions for effective mobilization and community building.

We have also examined trends across New/Mode's campaigning platform<sup>2</sup> subscribers and their 1,710 campaigns, which when combined with other sources, gave us a view of millions of civic actions. Working with other senior campaign strategists, we also engaged in big listening and learning exercises, talking to many in New/Mode's subscriber base, allied strategists, and technology suppliers.

1 <https://openmedia.org/>

2 <https://www.newmode.net/>

## SOURCES AND INSPIRATION

This framework benefits from an extensive review of literature. We're building on research behind new ideas such as:

- Big Organizing<sup>1</sup>
- New Power<sup>2</sup>
- Engagement Organizing<sup>3</sup>
- Directed-Network Campaigning<sup>4</sup>
- The Missing Middle<sup>5</sup>

along with primary research by:

- Google Civic Engagement Trends<sup>6</sup>
- Edelman's Trust Barometer<sup>7</sup>
- The Change Agency<sup>8</sup>
- McKinsey&Company<sup>9</sup>
- Apathy is Boring<sup>10</sup>
- Samara<sup>11</sup>

Finally, we made extensive use of:

- The OpenGov Foundation report<sup>12</sup> which followed 58 US Congressional staffers to study the impact of advocacy campaigns
- Social Change Agency's research<sup>13</sup> from hundreds of Parliamentarians, technology providers, NGOs and supporters spanning Australia, Canada, New Zealand and the UK

1 <http://www.rulesforrevolutionaries.org/>

2 <https://thisisnewpower.com/>

3 <http://engagement-organizing.org/>

4 <http://netchange.co/networked-change>

5 <http://seachangestrategies.com/missing-middle/>

6 <https://politics.googleblog.com/2015/06/understanding-americas-interested.html>

7 <https://www.edelman.com/trust2017/>

8 <http://www.thechangeagency.org/stop-adani-and-the-suffragettes-reflections-on-targets-and-tactics-joel-dignam/>

9 <https://mck.co/2J4D5lz>

10 <https://bit.ly/2x6BbfH>

11 <https://www.samaracanada.com/research/active-citizenship/message-not-delivered/youth-are-not-apathetic-in-fographic>

12 <https://v2v.opengovfoundation.org/>

13 <https://thesocialchangeagency.org/reports/>



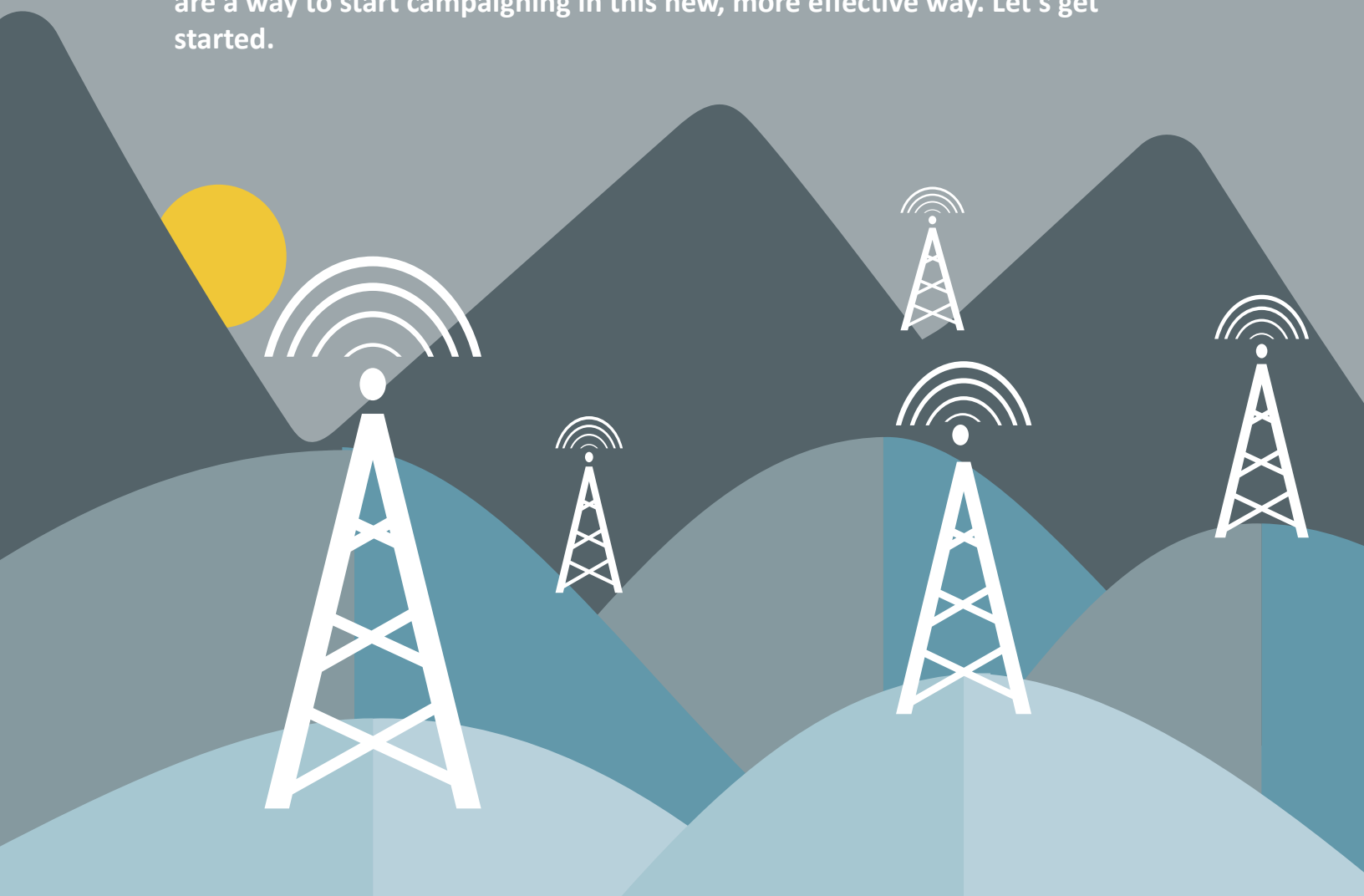
# THE FIVE PRINCIPLES OF ENGAGEMENT

## BUILDING THE FOUNDATION

In our experience, no matter how clever the strategy or how efficient the tools, no big campaign win was possible without the support of an engaged community of supporters.

That means smart campaigners should start by thinking of how they can integrate strategic engagement principles into their strategy with the primary aim of empowering a community of supporters and deepening relationships.

The following engagement principles, drawn from years of thinking and doing, are a way to start campaigning in this new, more effective way. Let's get started.



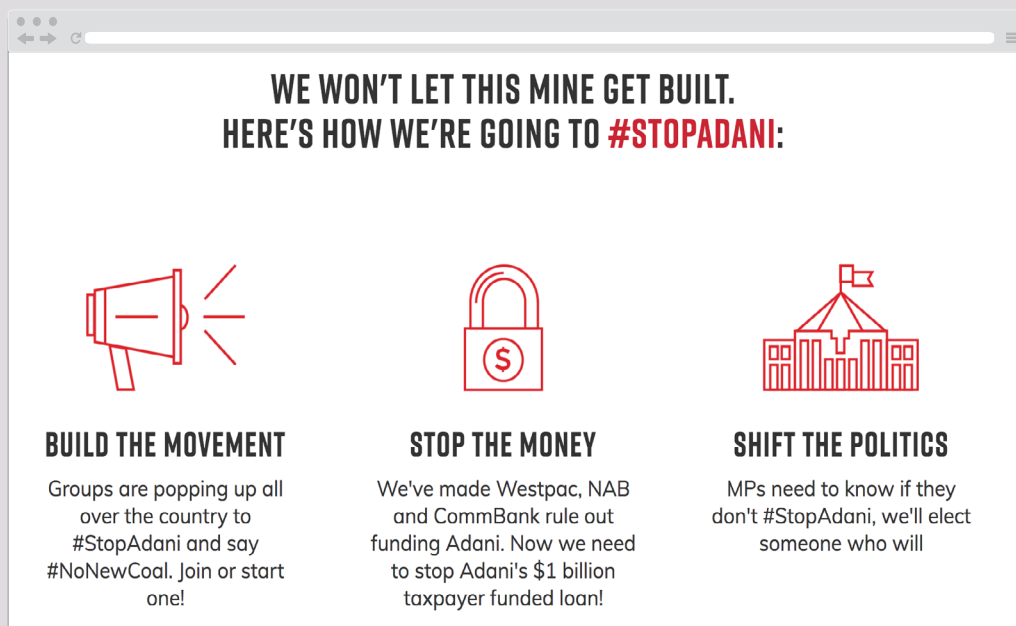
## PRINCIPLE 1: SHOW HOW CHANGE IS POSSIBLE

### SHOW A CLEAR THEORY OF CHANGE AND HOW YOUR PLAN - POWERED BY THEIR ACTIONS - LEADS TO THE GOAL.

Start by proposing to your supporters that the political system and society are malleable and that their civic actions in community can have an enormous impact.

Then illustrate a compelling theory of change<sup>1</sup>. This is a credible plan for how campaign tactics will lead to a desired outcome. Google's research into civic engagement attitudes<sup>2</sup> shows that those who do not take action are held back in part because they did not believe that their actions would have an impact.

Provide a roadmap that shows how the campaign process will work and how community members will get from A to B and make a difference. Be sure to have campaign actions deliver a message to a decision maker by using targeted engagement tools<sup>3</sup> or other methods of delivery such as a petition deliver.



*The giant #StopAdani campaign used this graphic to illustrate the theory of change of their campaign to stop a new coal mine in Australia.*

1 [https://en.wikipedia.org/wiki/Theory\\_of\\_change](https://en.wikipedia.org/wiki/Theory_of_change)

2 <https://politics.googleblog.com/2015/06/understanding-americas-interested.html>

3 <https://www.newmode.net/engagement-tools>

## PRINCIPLE 2: GIVE RECOGNITION

**MAKE SUPPORTERS THE STARS, HIGHLIGHTING THOSE WHO ENGAGED AND SHARING THEIR STORIES OF PROGRESS.**



via OpenMedia

Take the time to recognize those who contribute to your project. Research<sup>1</sup> shows people want the satisfaction of an emotionally meaningful experience. Recognizing those who make efforts in your project is a great way to model a participatory process and to keep our community engaged over the long term.

It may be obvious to recognize large policy changes, but it's just as important to show how participants have an impact on smaller pieces of our work, such as when your efforts are picked up in the media. No victory is too small to recognize and your community is the hero in the story.

<sup>1</sup> <https://politics.googleblog.com/2015/06/understanding-americas-interested.html>

## PRINCIPLE 3: BE ACCESSIBLE

### MEET PEOPLE WHERE THEY ARE, WITH LANGUAGE AND ACTIONS THAT DRAW THEM INTO DEEPER ENGAGEMENT OVER TIME.

According to studies by the Social Change Agency, being accessible to the diverse levels of engagement of your community is shown to produce better results.

As a general rule, make communications accessible and link to more in-depth materials for those more deeply engaged in your project, and provide a range of activities at different levels of engagement. You have to get people in the door before you can meet them and build a relationship.

Remember above all that ***you are not the audience***. You're likely far more familiar with your project than the intelligent but busy people you are trying to reach.

## PRINCIPLE 4: BUILD MEANINGFUL RELATIONSHIPS

### BUILD RELATIONSHIPS AND COMMUNITIES, NOT JUST LISTS AND DATA POINTS.

Look at your first interaction with supporters as an introduction and your communications as a dialogue. Relationships should have meaning and purpose. Look for opportunities for deeper and more frequent engagement and pull it into the mix of your project.



OpenMedia once had a meeting with a senior official come out of the blue. Instead of just holding a regular meeting between our leadership and the government official, we crowdsourced<sup>1</sup> questions to ask the politician and used a report back to our community as leverage. That wasn't planned in advance, but we saw it as an opportunity for deeper input and engagement with our supporter base.

1 <https://docs.google.com/document/d/1kJmE6AyBpAMhTQMFqN-iVgwIAxmReVtw6LL28rHheT0/edit#heading=h.k4kifexyv6mo>

## PRINCIPLE 5: SHARE OWNERSHIP

### **GIVE COMMUNITY MEMBERS AS MUCH CONTROL AS YOU CAN. LISTEN, AND LET THEM SHAPE THE CAMPAIGN WITH YOU.**

Even people living in mature “democratic” societies now feel they do not have control over decisions that govern their country. To reverse this, our communications and interactions with our community should reinforce a sense of agency, power, and collective ownership.

Be iterative and flexible in response to your community to reinforce their ownership of your work. Whenever possible provide an option for participants to choose how much, when, and how they’d like to interact with you.

--

*Embracing the Five Principles of Engagement in our campaigns will make us more effective, but more importantly it will show our communities the power they have when they work together to overcome our shared challenges. Community engagement done right can rebuild trust in each other, and eventually help to rejuvenate our democracy.*

*You can use this [free checklist](https://www.newmode.net/campaign-engagement)<sup>1</sup> to help foreground these engagement principles in your campaigns.*

<sup>1</sup> <https://www.newmode.net/campaign-engagement>

# THE THREE COMPONENTS OF IMPLEMENTATION

## ROLLING IT OUT

The following components of the framework show how you can put Full Spectrum Engagement principles into practice. This approach can help your campaigns activate supporters, target decision makers and focus your community's power to push for a clear win.



## COMPONENT 1: BUILD COMMUNITY POWER

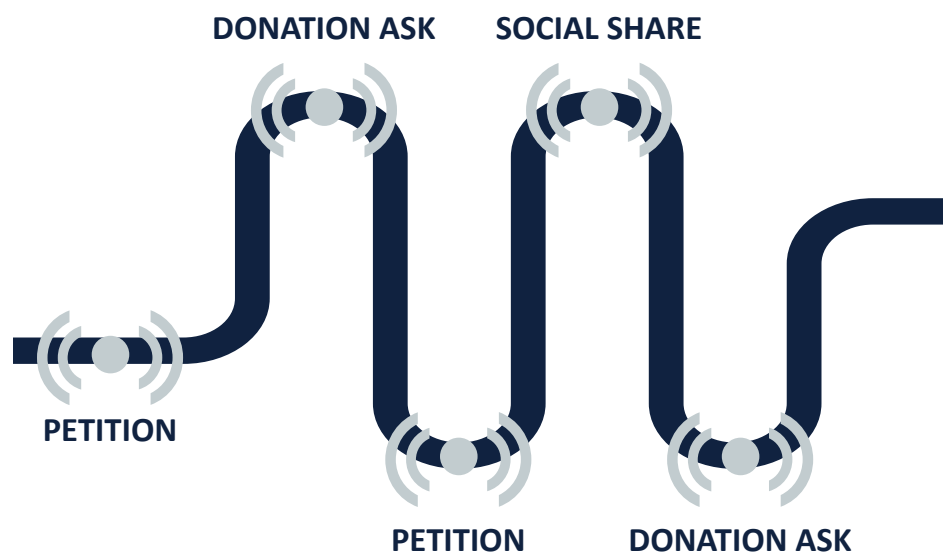
### USE A PYRAMID OF ENGAGEMENT TO DEEPEN RELATIONSHIPS WITH YOUR COMMUNITY.

Developing the community power needed to make change is fundamentally an exercise in building relationships around your issue or cause. As relationships deepen and become increasingly meaningful, you're building lasting authentic power that will help win campaigns, get progressive candidates elected, secure donations and transform institutions.

Let's start at the individual level of relationship development from a "user journey" perspective.

A user journey is what it sounds like - a journey of actions that supporters take as part of your campaign.

A traditional user journey as shown here often oscillates from petition asks to donation asks without opportunities to deepen impact and relationships.

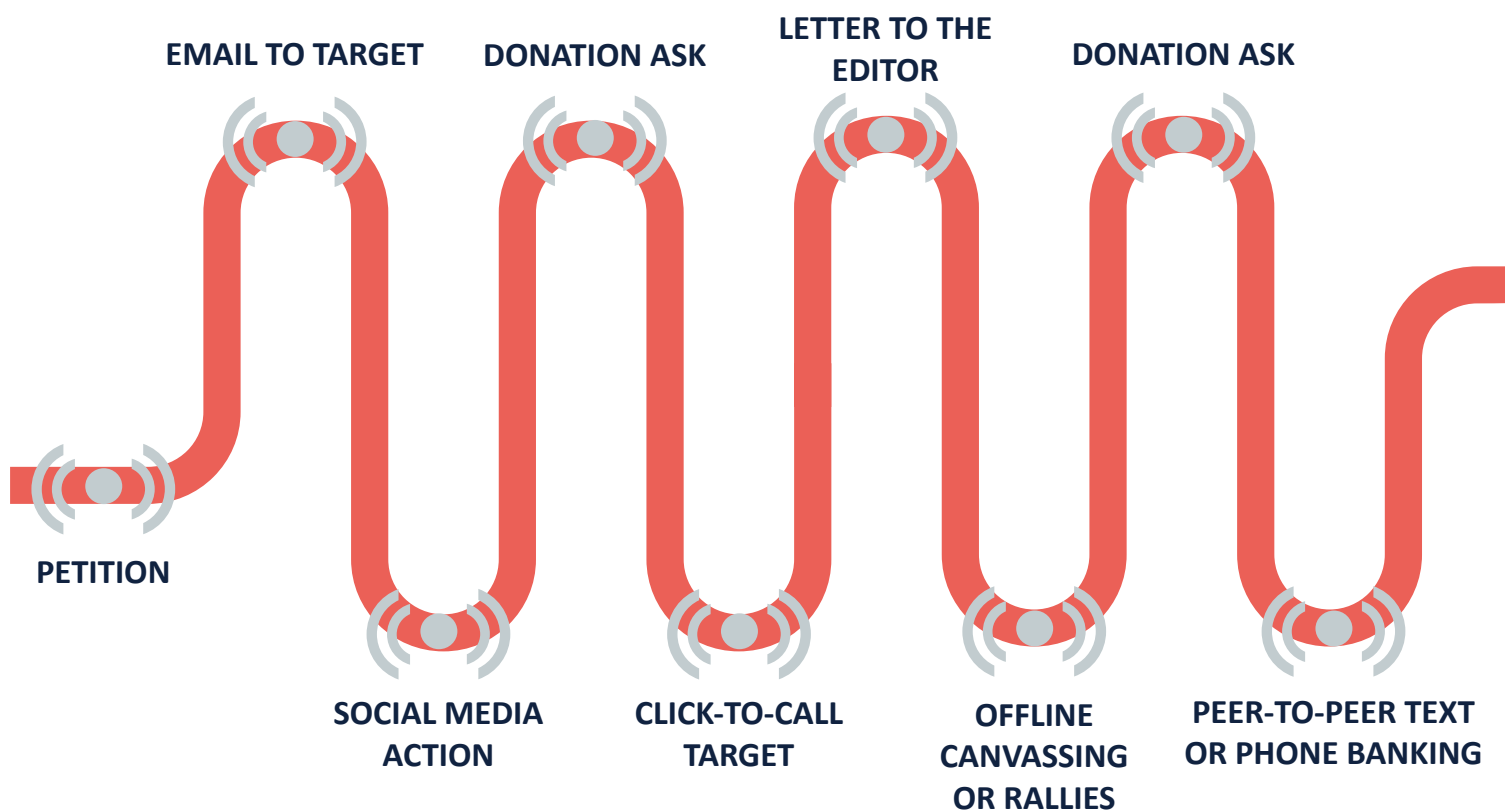


USER JOURNEY: TRADITIONAL

A Full Spectrum Engagement user journey will provide multiple opportunities to engage beyond petitions leading up to peer-to-peer texting/phone actions, phone banking and offline actions such as canvassing or rallies, if that's desired.

Research shows that responsiveness is shaped more by the combination of activities you ask your supporters to engage in over time, the 'user journey', and less on each specific touch point on its own.

An effective user journey uses our principles of engagement to recognize supporter impact, giving supporters positive reinforcement and a sense of progress towards a larger goal with each iteration of the campaign.

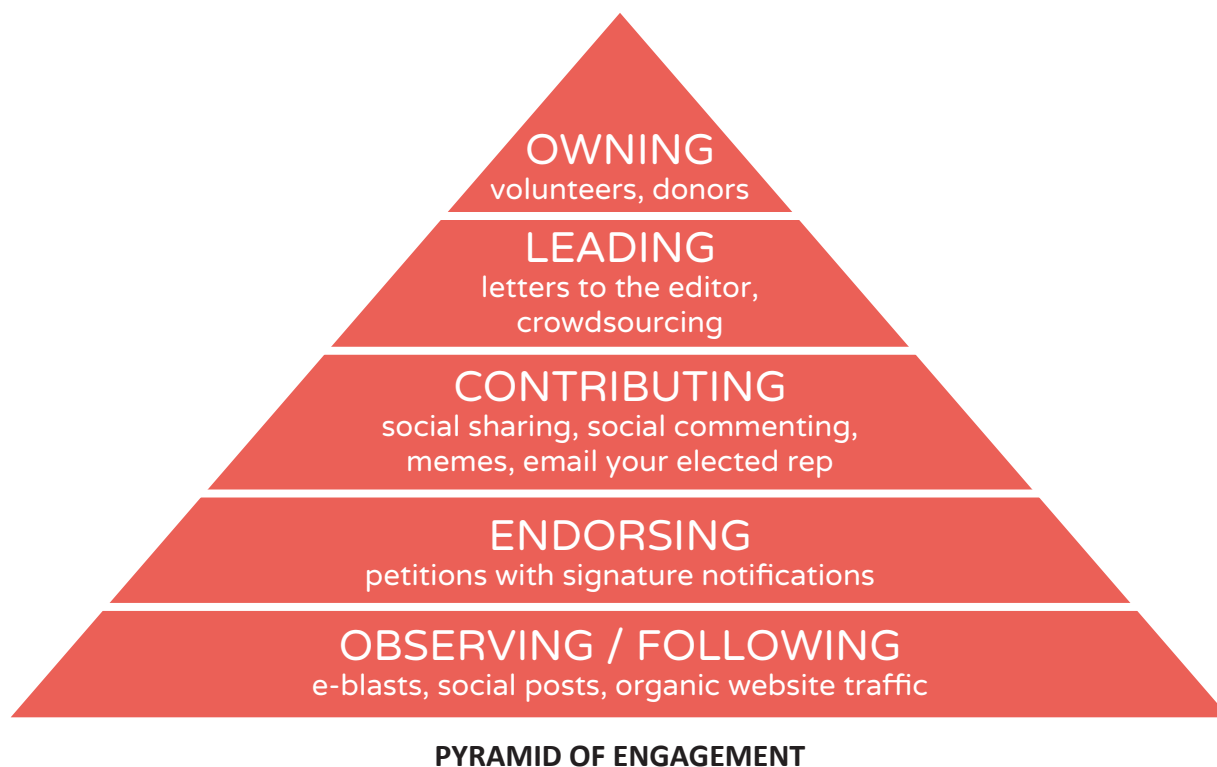


**USER JOURNEY: FULL SPECTRUM ENGAGEMENT**



## COMPONENT 1: BUILD COMMUNITY POWER (CONT.)

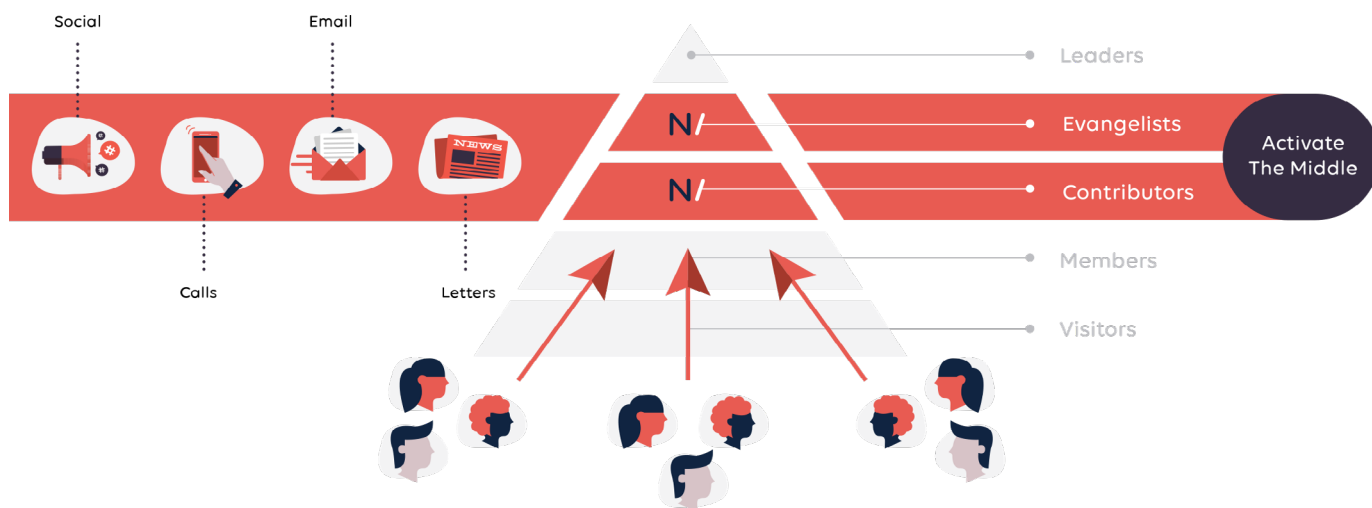
Zooming out at the community level you should use a ladder or more aptly a pyramid (because fewer people will usually get very deeply involved) of engagement to map your campaign engagement.



It is usually best to start with accessible actions before asking our supporters to do the heavy lifting of a campaign. Think about when you're first meeting someone that you want to get to know better. You don't ask them to drive you to the airport, do you? No, you ask them to meet you for a coffee because that's a reasonable first step to building a relationship with someone.

Supporters who engage more deeply are more likely to stay with you over time and donate to your cause. From a broader point of view, deepening relationships over time builds trust and loyalty. Deepening relationships also undermines regressive efforts to stoke fear and division.

There is a lot of attention paid to the subject of online-to-offline engagement, but often neglected is what we call the 'mushy middle' (e.g. letter to the editor, phone your target, etc.), which is very powerful yet easier to manage than offline activities.



### PYRAMID OF ENGAGEMENT: FULL SPECTRUM ENGAGEMENT

For election campaigners and others interested in offline engagement, activating the mushy middle can help you bridge supporters from low barrier petition actions to bigger offline asks such as canvassing.

This pyramid of engagement doesn't assume that everyone will start at the same place or that engagement will always be linear. As proponents of Big Organizing or "Matrix"<sup>1</sup> tracking will note, some supporters may in fact start at the top of the pyramid. At big inflection points, you may want to ask everyone to get go deep.

Provide a good mix of engagement opportunities for people at different levels, including online petitions, letter-writing and phoning campaigns, social media sharing, contributing through surveys/interactive tools, participating in events such as door to door canvassing, asking supporters to create their own content, and finally, becoming community leaders in their own right.

Don't let the perfect be the enemy of the good. Just start by adding one new layer of engagement to your campaign.

*It's popular in some spaces to slam low-barrier petitions in favour of deeper engagement tactics, but many case studies and research point to a combination of the two as a winning strategy.*

<sup>1</sup> <https://medium.com/thedigitalplan/matrix-of-engagement-537e2680ff16>

## COMPONENT 2: BE EVERYWHERE

### THE WORLD IS MULTI-CHANNEL, SO YOU NEED TO BE AS WELL.

In this diffused digital age, both our communities and decision makers move between differing channels of communications. It is important for campaigners to activate multiple channels of mobilization and communication and to run them simultaneously and consistently to achieve the greatest impact.

Critically important for campaigners, recent research<sup>1</sup> by the OpenGov Foundation has found that surges of campaign activity (especially through petition actions) do not have the impact they were once thought to have, even if they involve huge numbers of people. As the authors say, “To do right by their members, [advocacy groups] need new metrics that more accurately reflect the strength of the relationships activists are building.”

Social Change Agency<sup>2</sup> highlights the need for us to recognize the value of both “volume of communications and the storytelling/lived experience.” They encourage campaigners to provide opportunities for “personalization” and to “give each participant an (optional) voice to express who they are and why the issue matters to them.”

Both studies and others point to the importance of effective storytelling, better targeting, and multi-channel engagement over time as the key to standing out from the noise.

From a supporter perspective, multi-channel engagement provides action takers with options to engage at the level, platform and degree of personalization they prefer. When targeting decision makers in this new information landscape, a multi-channel approach works to convey the impression that advocates are coming at them from every side and this can raise the pressure considerably.

1 <https://v2v.opengovfoundation.org/>

2 <https://thesocialchangeagency.org/case-study/lost-voices/>

The best campaigns combine mass mobilization through channels such as phone calls, letters to the editor and even faxes, with offline actions such as petition deliveries, canvassing and creative deliveries of supporter voices such as the example below where OpenMedia projected campaign petition numbers onto buildings in Washington, DC.



*via OpenMedia*

Just imagine being a decision maker who is the at the center of a campaign made up of a petition surge versus a campaign that has messages coming at you from multiple channels over an extended period of time. Which would you find more compelling?

## COMPONENT 3: EMBRACE NETWORKS

### **TAP INTO THE INCREASED CAPACITY YOU CAN BRING TO A CAMPAIGN BY COLLABORATING WITH YOUR ALLIES.**

In addition to research from groups like NetChange<sup>1</sup> and Social Change Agency,<sup>2</sup> our own experience suggests that creating networked campaigns is often a powerful way to scale your efforts and tap into resources beyond one organization.

There are now several compelling reasons for groups to stop working in silos on their issues and embrace networked approaches to building power. Networks enhance our capacity to do more in loose commonality with others, without being constrained to organize our relationships through hierarchical modes of organization (see Yochai Benkler<sup>3</sup> for more).

Concretely, working in a networked fashion allows your cause to reach a wider community and different communities in our campaigns, unlock additional capacity, different skills, resources, and expertise and demonstrate strength and unity to decision-makers.

If it wasn't for collaborative campaign networks there's just no way a small organization like OpenMedia could have pulled off powerful actions such as projecting a 3 million strong petition count<sup>4</sup> representing people from 155 countries onto prominent buildings in Washington DC, or beaming Net Neutrality photos, videos and other content from millions of people onto a giant jumbotron<sup>5</sup> in front of the Federal Communications Commission.

One of the current barriers to adopting networked ways of organizing and doing is a basic understanding of how networks differ from top-down command structures or even coalitions, which are often run with a more command and control style.

1 <http://netchange.co/networked-change>

2 <https://thesocialchangeagency.org/case-study/lost-voices/>

3 [https://www.ted.com/talks/yochai\\_benkler\\_on\\_the\\_new\\_open\\_source\\_economics](https://www.ted.com/talks/yochai_benkler_on_the_new_open_source_economics)

4 <https://stopthesecrecy.net/>

5 <https://openmedia.org/en/press/one-giant-jumbotron-millions-voices-today-internet-comes-together-defend-net-neutrality>

## ELEMENTS OF NETWORKED CAMPAIGNS

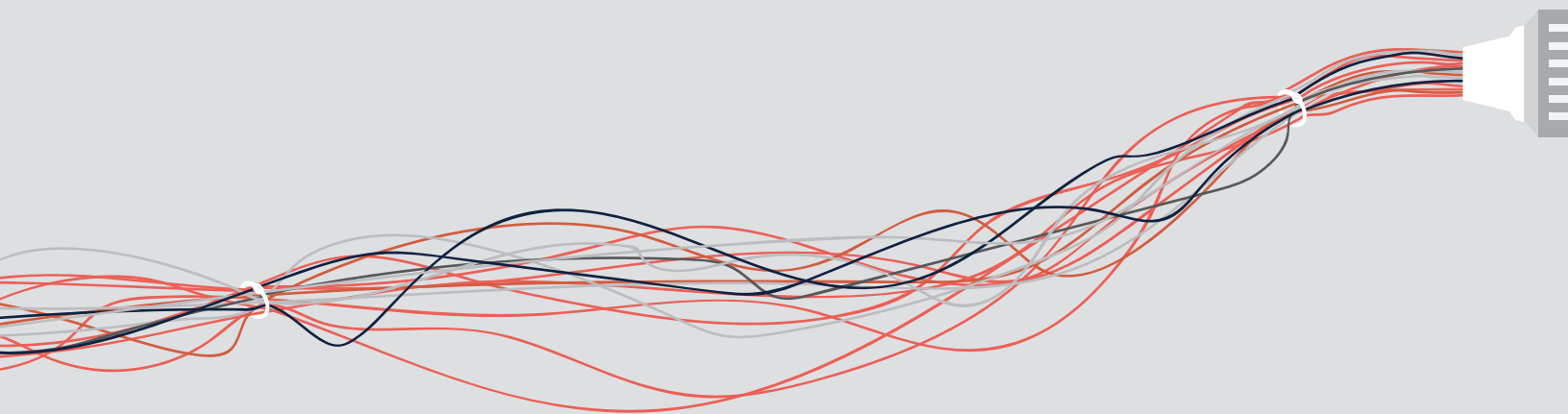
Networked campaigns embed the following elements into their collaborations:

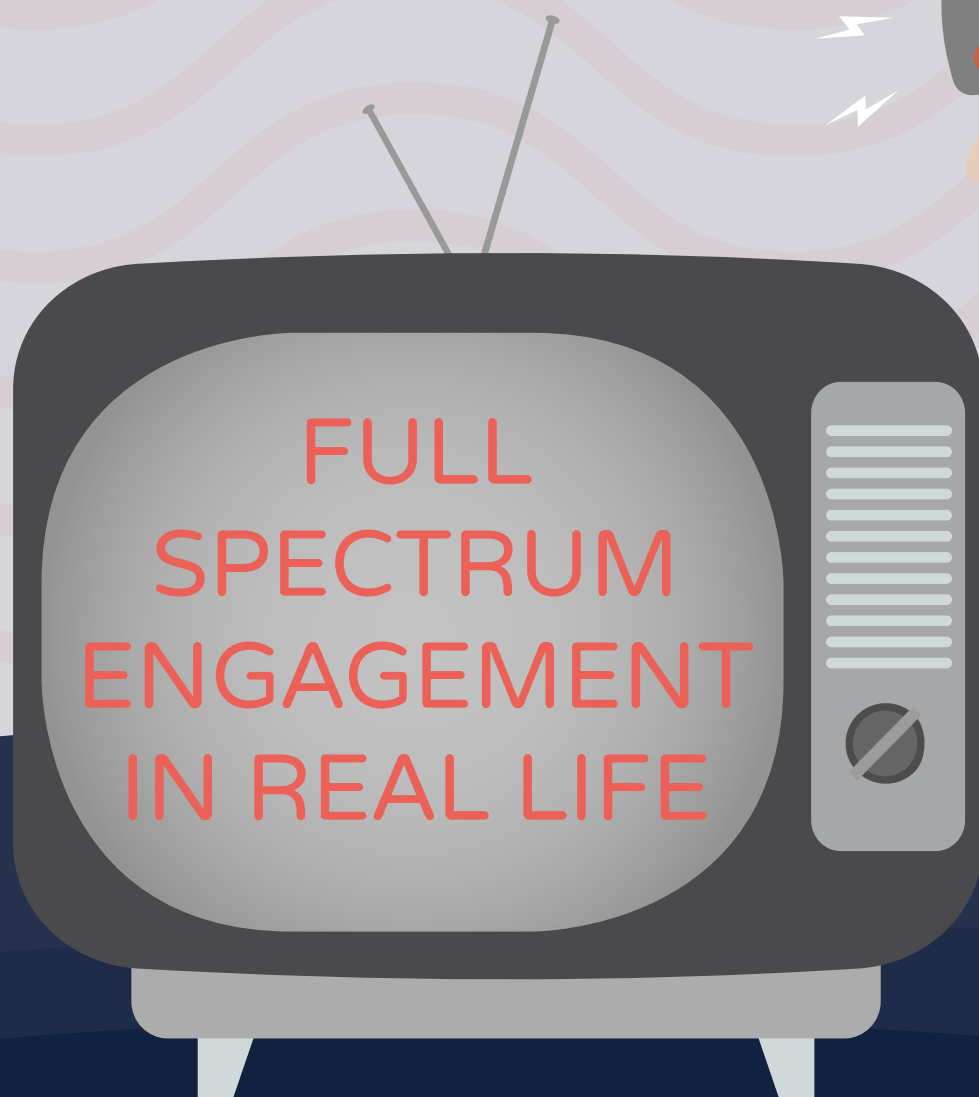
1. **Dynamic.** Loosely coordinated by a fluid network of different groups and communities.
2. **Decentralized.** Autonomous engagement is encouraged within the boundaries of a high-level statement of unity.
3. **Inclusive.** Nearly anyone can join if they support the project's statement of unity.
4. **Amplifying.** Members are encouraged to share each other's materials (give recognition) and the network identity is more important than the brand of any single organization.

Embracing these core elements of networked campaigns allows allied organizations to engage at the level they are comfortable with, take an ownership stake in the work and deepen their commitment over time.

It is not always easy to switch from traditional hierarchic command and control management, but groups such as 350.org BlackLivesMatter, and FightFor15 are adopting a networked approach<sup>1</sup> and winning more campaigns.

<sup>1</sup> <http://netchange.co/networked-change>





## WHAT DOES FULL SPECTRUM ENGAGEMENT LOOK LIKE IRL?

We know what you may be thinking by now. We can check off these boxes, but can Full Spectrum Engagement be deployed successfully in the real world? The following run-through of how Full Spectrum Engagement played out in one of OpenMedia's campaigns illustrates how these principles were built in every step of the way.



## CASE STUDY

# THE CAMPAIGN TO STOP THE TRANS PACIFIC PARTNERSHIP

This campaign fought the threats to internet censorship and democratic rights built into the Trans Pacific Partnership agreement, which spanned 12 nations across the Asia Pacific region.

1

## LOW BARRIER PETITION

A deliberately simple petition made it easy for anyone who opposed the TPP to join the campaign. The campaign also *embraced networked campaigning* by inviting a diverse array of organizations to support the campaign by signing a basic statement signaling their opposition to the TPP.



2

## THE DELIVERY

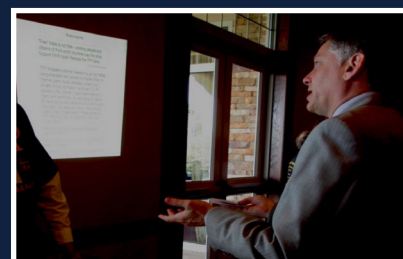
Petition statements can be emailed to targets with New/Mode's platform but the campaigner provided addition *recognition* by delivering petition signatures to a leading US trade representative. At one point the campaign even displayed petition signatures numbers on buildings around Washington DC.



3

## EMAIL TARGETS

Supporters were invited to email key political targets. Comments from the campaign supporters were projected inside TPP meeting spaces to give them more ownership over the content of the campaign.



4

## LETTERS TO THE EDITOR

Supporters were invited to write a letter to local papers. Shifting the public debate provided a clear theory of change and getting published in print created a real *ownership* stake in the campaign.



5

## PHONE ACTION

At key moments, OpenMedia and others encouraged supporters to use the StopFastTrack Click to Call tool hosted by Fight For The Future and run by CallPower.



**RESULTS:** Over 3 million action takers; people engaged in over 155 countries; and hundreds of thousands of emails, phone calls, tweets at representatives, and letters submitted to local papers. The U.S. has now abandoned the TPP and many of the worst provisions have been shelved from the agreement. *Read more [case studies here](https://www.newmode.net/case-studies).*<sup>1</sup>

<sup>1</sup> <https://www.newmode.net/case-studies>



## OVER TO YOU NOW!

No campaigning organization fully embraces Full Spectrum Engagement overnight. But keep in mind that every step of the way, you will be building power and deeper engagement with your base, something every organization needs these days.

Remember Full Spectrum Engagement isn't an all or nothing framework. Indeed OpenMedia and others started by combining petitions with emails to politicians and only rolled in other tactics such as Letter to the Editor after they had a handle on these initial tools. Start by adding in one tactic beyond petitions and deepen your engagement work over time.

If you need a boost, many of us are involved in supporting the New/Mode campaigning platform,<sup>1</sup> which is built to embrace the Full Spectrum Engagement framework.

We all want to win our campaigns and Full Spectrum Engagement is an approach that takes changes in supporter behavior and politics and turns these new realities into sources of energy. It's quite simply the best and most efficient way to move the needle these days.

Beyond winning our campaigns, we believe that there is a deeper motivation for this kind of civic engagement, tied to our interest in a more just and sustainable future.

We can't just say no when hierarchies and corrupt politicians try to impose top-down control on society. We must embrace a new more collaborative mode of operation and begin to model a positive vision for our world. When we build power together, the energy we can unleash by networking and mobilizing is truly our greatest hope for stable and lasting progressive political change.

<sup>1</sup> <https://www.newmode.net/engagement-tools>



## AUTHORS AND CONTRIBUTORS

**STEVE ANDERSON** is the co-founder and chief strategist for New/Mode -- a values-based enterprise that provides targeted online engagement tools. Steve is recognized around the world a leader in strategies for civic engagement, advocacy and crowdsourcing. A well-known open Internet advocate, prior to New/Mode, Steve founded and led the award winning international digital rights organization OpenMedia. He grew the organization from a small local mailing list to over a million supporters worldwide. OpenMedia has led some of the largest online campaigns in the world.

**SHASTI CONRAD** is a political and non-profit consultant, working on the 2008 and 2012 Obama campaigns and being a crowd advance lead for the 2016 Bernie Sanders campaign. She was an Obama Fellow for Barack Obama's 2008 presidential campaign, later joining the President's first group of White House interns in 2009. Over the next four years, she took on various roles across the Administration, culminating in her West Wing role with Senior Advisor to the President Valerie Jarrett. Shasti now works with Nobel Laureate Kailash Satyarthi as the U.S. campaign manager for the 100 Million Campaign, aiming to be the largest youth-led mobilization campaign to end child labor and child trafficking. She is currently State Committeewoman for the 37th legislative district, WA State Dems election committee co-chair and First Vice Chair for the King County Democrats.

**TOM LIACAS** is senior consultant at NetChange Consulting and the founding bottom-liner of Blueprints for Change. A networked advocacy specialist with over 20 years' experience, he cut his teeth as Campaigns Manager with global counter-culture magazine Adbusters. Tom also spent time in the private sector, where he co-founded a publicly-traded social media agency that is a recognized leader in data-driven marketing. Now back to his principal passion, Tom helps social movements and causes gain more traction through the application of new networked advocacy strategies. He is a highly regarded trainer, and writes frequently in SSIR, Mashable, and Mobilisation Lab.

**RYANN MILLER** has been working with nonprofits for 13 years, helping them to leverage the opportunities of digital for fundraising, marketing and campaigning. She's a VP of Nonprofit Services at Care2, where she focuses on the acquisition and conversion side of digital fundraising. She came to the sector having dropped out of a PhD in modern Buddhism.

**JASON MOGUS** is the principal strategist at NetChange Consulting (formerly Communicopia). A digital pioneer for two decades, he has led digital transformation projects and campaigns for some of the world's most recognized social change organizations and movements including Human Rights Watch, NRDC, the Tar Sands Campaign, the Elders, the UN Foundation, and the David Suzuki Foundation. A recognized thought leader in the fields of digital strategy, network campaigns, digital teams and organizational change, Jason is also the founder of Web of Change and a Leadership Fellow at the Broadbent Institute.

**ANGUS WONG** is the Lead Digital Campaign Strategist for SumOfUs.org. He's the longest-serving staff still at the organization and is the campaigner most responsible for the growth of the organization from 600,000 to 6 million members (and from 50,000 to 700,000 in Canada). His current role involves growing the SumOfUs membership and making impact and winning anti-corporate campaigns. Previous to his current position at SumOfUs, he was a policy analyst at a social corporate responsibility consultant firm.

**MEREDITH HOROWSKI** is a Campaign Advisor at New/Mode where she works to connect progressive advocacy organizations in the U.S. with New/Mode engagement tools. Meredith is an experienced social justice campaigner with particular expertise in grassroots organizing and in creating powerful, diverse movements on pressing social issues. She recently led a coalition working to stop nuclear war, and served for four years as the Global Campaign Director at Global Zero. She spearheaded GZ's international advocacy strategy, creative campaigns, and public mobilization. Previously, Meredith managed college organizing at the ONE Campaign and was a researcher and writer with the National Poverty Center. She's written for outlets including Teen Vogue, The Nation, and Huffington Post. In her free time, she organizes with a feminist collective in D.C. and enjoys hiking and swimming.

**CARRIE SARACINI** is a Marketing Manager at Care2. She runs Care2's nonprofit services content and email marketing programs, along with a whole host of other marketing initiatives to help organizations improve their digital fundraising and acquisition efforts. Occasionally, she makes time for a graphic design project (like this report!).

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