UAEM Activism 101
Building a Successful Chapter

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2011 UAEM Conference
Baltimore, MD, USA
Overview

- Where to start
- Who’s here to help
- Recruitment
- Your first event
- Developing a strategy
- Achieving your goals
Read

- Educate yourself on the issues
  - Global Access Licensing
  - R&D/Innovation for Neglected Diseases
  - Metrics
- http://essentialmedicine.org/our-work
- http://essentialmedicine.org/our-work/publications
Research Your University

• Determine who manages intellectual property (IP) for your university
• What types of innovations does your university have in its IP portfolio?
  • drugs
  • vaccines
  • diagnostics
  • medical devices
• Are there currently any policies guiding how innovations are licensed for public benefit?
• Where are the research funds for the university coming from?
  • Government (NIH, NSF, MRC, etc.)
  • Individual Donors (family foundations, alumni, etc.)
  • Private Non-profit Organizations (Disease Societies, HHMI, etc.)
  • Corporations (Pharma, Biotech, Agra, etc.)
• Who are the people & committees that run/oversee the IP office?
Purpose:
Create tools to aid in the creation and success of chapters
Provide outreach and strategic support to chapters around the world
Compose and edit the UA E M website and quarterly newsletter
Assist host campus with organizing the annual conference

Purpose:
Develop effective measures of licensing activity that accord with a non-profit mission
Develop, distribute, and analyze the Access Metrics Initiative (AMI) survey
Monitor university progress towards access objectives
Increase communication with TTOs on best practices in licensing medical technologies

Purpose:
Create and maintain tools that aid in the creation and success of chapters
Provide outreach and strategic support to chapters around the world
Compose and edit the UA E M website and quarterly newsletter

Purpose:
Support individual campus, national and international advocacy efforts by aggregating and sharing informational resources
Launch and promote the Academics for Access website, a collaborative network of professors and staff that share UAEM's vision
Build a set of “drug biographies” that detail development of potentially essential medicines from academic laboratories

Leaders:
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U North Carolina

Leaders:
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Yale

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Pratik Chhetri
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Leaders:
Laura Musselwhite
Duke/Johns Hopkins

Leaders:
Aria Ilyad Ahmad
U Toronto

Purpose:
Reform university & public health institute patenting and licensing policies to include global access licensing (GAL) provisions
Limit introduction of harmful Bayh-Dole-like legislation around the world
Promote affordable access to generic biologic medicines
Support university participation in the Medicines Patent Pool

Purpose:
Develop policy and advocacy goals to leverage university resources and product development partnerships to promote research in NDs
Expand access to drugs and technologies for ND treatment and research
Develop and distribute educational materials on NDs to clinics in high-risk areas
Implement ND curricula in medical and graduate schools

Purpose:
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Launch and promote the Academics for Access website, a collaborative network of professors and staff that share UAEM’s vision
Build a set of “drug biographies” that detail development of potentially essential medicines from academic laboratories
Chapter Outreach Coordinators

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Create a Core Group & Develop A Strategy

**Step 1:** Identify a core group of students who are dedicated to UAEM’s cause and will help you expand and grow your chapter. Try to recruit faculty members as part of an advisory council, or just for sources of useful info.

- mine your personal, social and professional networks
- having students from different backgrounds (medicine, law, research, human rights, etc.) provides breadth and unique perspectives to your group

**Step 2:** Within your core group, define the preliminary goals for your chapter

- what do you want to achieve?
- how will you do it?
- will your chapter at first focus on education/outreach or policy/advocacy?

**Step 3:** Develop a recruitment plan.

**Step 4:** Implement the plan.

**Step 5:** Develop a campaign strategy.

**Step 6:** Implement the strategy.

**Step 7:** Duh, WINNING!
# UAEM @ UofT
2008-2009 Chapter Start Up Goals

## Goal 1: Chapter Strategizing

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Objective 2</th>
<th>Objective 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey UofT technology transfer actors, processes &amp; policies</td>
<td>Recruit cross-disciplinary student membership</td>
<td>Draft chapter constitution, campaign materials &amp; campaign strategy</td>
</tr>
</tbody>
</table>

- Synthesize UofT IP & access policies, tech transfer statement docs and key decision makers
- Connect with other UAEM Canada chapters & learn from campaign start up strategies
- Connect with former UAEM network, strategies activities, outcomes and status
- Recruit students from pharmacy, medicine, international relations, law...
- Recruit support from other U of T organizations
- Social planning meetings 1/month
- Develop draft constitution/mission statement
- Create campaign strategy plan
- Develop chapter material/website

## Goal 2: Awareness & Capacity Building

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<tbody>
<tr>
<td>Host pan-Canadian workshop on medicine access and university innovations</td>
<td>Convene forum for building network of Canadian academic allies</td>
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</tbody>
</table>

- Host CIHR funded workshop at UofT April 2009
- Facilitate commissioned research
- Launch UofT UAEM chapter April 2009
Recruitment Plan

• **Step 1: Data Gathering**
  - How to register your chapter as a student organization on your campus
  - Relevant classes/professors to make a brief announcement in
  - Dates for all student organization/activity fairs
  - Other student organizations that may be allied with UAEM’s cause
  - How to reserve space for meetings, teach-ins, etc.

• **Step 2: Prepare Materials**: (see Chapter Resources page for examples)
  - Brochures
  - Introductory PowerPoint/Keynote presentations
  - Handouts
  - Signs/Flyers/Posters/Banners
  - Email Group/Website/Facebook page/Twitter

• **Step 3: Have List of Tasks for New Members**: think of your chapter as a small business - you don’t hire people and then figure out what to do with them, you bring people on to fill a specific task
  - what are the needs of your chapter? you can’t do it all on your own (I’ve tried)
Recruitment Plan

• **Step 4: Plan Introductory Meeting/Teach-In:**
  - Schedule this BEFORE starting to recruit, have something for people to immediately put on their calendars when they hear of your chapter
  - Give a task for everyone to do at this meeting:
    - Write a message to the Chancellor/President/TTO
    - Sign a Petition
    - Go back and tell 5 people about UAEM
  - Have a follow-up meeting and advocacy or social event planned

• **Step 5: Identify Members’ Interests/Skills Then Assign Tasks**
  - Journalism major: write op-eds, get coverage in school newspaper
  - Science researcher: review university patent portfolio and licensing policies
  - Student government rep: sponsor resolution in support of global access licensing
  - Someone who likes to “party rock”: plan a social event for your group

• **Key to Success**: empower students to be leaders and don’t be afraid to assign people tasks, keep the momentum going forward!
Implementing the Recruitment Plan

• **Class Announcements**
  
  • **Step 1:** email professors to ask for 1-2 minutes to announce UAEM at beginning (preferably) or end of class
  • put “Question about GPH101” or similar text in subject line
  • ask to have an intro email sent out to all the students in his/her class
  • ask also for names/emails of students who might be interested in UAEM

• **Step 2:** write up a class rap: be concise and to the point
  • have sign-up sheets being passed around as you are talking (have one or two lines already filled out, people don’t like to be first)
  • introduce yourself
  • state the problem: 10 million people dying annually, lack of access to meds
  • state UAEM’s solution to the problem: global access licensing
  • personalize it: mention why you personally care about UAEM’s cause
  • call to arms: why the students in the class need to get involved
  • end with how to get more info, when/where next meeting/event is
Implementing the Recruitment Plan

• **Tabling**
  - pick a high traffic spot on campus (within campus regulations)
  - have large banner/poster clearly stating UAEM, slogan, contact info
    - “Say Yes to Drugs” “Celebrate the New Campus Drug Culture” “X University Has a Drug Problem” “Our Labs, Our Drugs, Our Responsibility”
  - have candy (Lifesavers) and/or something eye-catching (empty pill bottles, “Death by Patent” Grim Reaper)
  - stand in front of table and hand out flyers to passersby
  - UAEM shwag: buttons, stickers, pens, etc.

• **Allied Organizations**
  - global health (AIDS, Malaria, Child nutrition, etc.)
  - pre-health professions (AMSA, Pre-pharm,
    - developing world service
  - cultural
  - ask to present at one of their meetings to promote your next event
  - partner with these orgs to co-host events (typically they have more $$ and people)
Example: Banner/Poster

UF CAN DO MORE TO PUT CURES IN THE HANDS OF THE DEVELOPING WORLD. ADOPT HUMANITARIAN LICENSING. UAEM MEETS WEDS 6:30 PM.

1/3 OF THE WORLD LACKS ACCESS TO LIFE-SAVING MEDS.

10 MILLION PEOPLE DIE EACH YEAR FROM EASILY CURABLE DISEASES. UF CAN DO MORE TO CLOSE THE ACCESS GAP.

http://essentialmedicine.org
First Event Ideas

- **Philadelphia Consensus Statement (PCS) Signature Drive**
  - Refer to “How to: PCS Adoption” document on Chapter Resources page

- **Film Screening**
  - See list of suggested films on Chapter Resources page
  - Provide short intro to film and how it relates to UAEM’s efforts
  - Have action students can take immediately after film

- **Panel Discussion/Seminar Speaker:**
  - Invite professors in global health, medicine, law, ethics, etc. to speak individually or on a panel about access to health issues in your country and abroad
  - Have students who have done clinical/field work in developing world talk about their experiences with lack of access to medicines
  - Again, be sure to have a task that everyone in the audience can do

- **Teach-In:**
  - Core group of UAEMers gives an engaging presentation on UAEM issues
Example: PCS Signature Drive
Pills Profits Protest examines critical junctures in the battle for access to HIV treatment as the poorest and most marginalized individuals confront larger powers, including governments, corporate bodies and a multinational drug industry that is motivated by profit.

Thursday, October 20th @ 7pm
Medical Education & Telemedicine Bldg (MET)

for more information and to RSVP please go to website below

uaemucsd@gmail.com  www.uaemucsd.wordpress.com
Meeting with University Administration

- Be prepared, be polite, be insistent. Do not doubt your cause, your knowledge, or your dedication.
- Contacting their secretary is the most direct way of getting a meeting.
- Send a background/briefing proposal before your meeting to head off any basic questions and to gauge their receptiveness to your ideas.
- Be aware of stalling tactics (examples below)! Don’t be afraid to insist on concrete deadlines or timelines.
  - Refuse to meet with your group.
  - Circulated amongst low-level administrators without the power to enact change.
  - Refuse to give definitive answer or dates by which decision is made.
  - Give small, meaningless concessions.
  - Send issue to committee dominated by administrators, “study” the issue indefinitely, drown it in complicated bureaucracy.
  - Wait for students to lose interest in issue/graduate/summer break/exams.
Meeting with University Administration

• Usually the first meeting with TTO is useful for fact finding and intro to demands:
  • Does the university have rights to medical products important for developing world patients?
  • What’s the “hot” medical research on campus and what is in the pipeline?
  • What is the uni’s licensing income? How much from developing countries? What innovations are the main bread-winners? Who does the uni license to?
  • What is the uni’s policy for patenting in low- and middle-income countries? How is this decided?
  • In your opinion, what effect would GAL requirements have?
  • Who else can we talk to about this issue?

• Always follow up within a day or two with an email, phone call, or letter to address concerns or criticisms and to request another meeting

• It is important to maintain your chapter building activities while you are engaged in negotiations with your administration.
  • Most likely you will have to escalate your pressure on the administration which will require more resources, both human and material.
Midwest Academy Strategy Chart

<table>
<thead>
<tr>
<th>Goals</th>
<th>Organizational Considerations</th>
<th>Constituents, Allies, and Opponents</th>
<th>Targets</th>
<th>Tactics</th>
</tr>
</thead>
</table>
| 1. List the long-term objectives of your campaign.                    | 1. List the resources that your organization brings to the campaign. Include money, number of staff, facilities, reputation, canvass, etc.
What is the budget, including in-kind contributions, for this campaign? |
2. List the specific ways in which you want your organization to be strengthened by this campaign. Fill in numbers for each:
- Expand leadership group
- Increase experience of existing leadership
- Build membership base
- Expand into new constituencies
- Raise more money |
3. List internal problems that have to be considered if the campaign is to succeed. |
1. Who cares about this issue enough to join in or help the organization?
- Whose problem is it?
- What do they gain if they win?
- What risks are they taking?
- What power do they have over the target?
- Into what groups are they organized? |
2. Who are your opponents?
- What will your victory cost them?
- What will they do/spend to oppose you?
- How strong are they?
- How are they organized? |
1. Primary Targets
A target is always a person. It is never an institution or elected body.
- Who has the power to give you what you want?
- What power do you have over them? |
2. Secondary Targets
- Who has power over the people with the power to give you what you want?
- What power do you have over them? |
For each target, list the tactics that each constituent group can best use to make its power felt. |
Tactics must be
- In context.
- Flexible and creative.
- Directed at a specific target.
- Make sense to the membership.
- Be backed up by a specific form of power. |
Tactics include
- Media events
- Actions for information and demands
- Public hearings
- Strikes
- Voter registration and voter education
- Lawsuits
- Accountability sessions
- Elections
- Negotiations |
midwestacademy.com
Developing a Strategy: Goals

• Ultimate Goal: What is the main, tangible goal you want to accomplish?
• What will constitute a “victory” at each stage of the campaign?
• 3 main requirements for a goal (SAM):
  • Specific
  • Achievable
  • Measurable
Developing a Strategy: Constituents, Allies and Opponents

- **Constituents:**
  - Who cares enough about this issue to join the campaign?
  - Into what already existing groups are they organized?

- **Allies:**
  - Which individuals will be willing and able to help your campaign, but are not directly affected by the issue or cannot join the campaign?

- **Opponents:**
  - Who will actively organize against you?
Developing a Strategy: Targets

**Primary Targets:**
- Who has the POWER to give you what you want?
- What power do you have over them?
- REMEMBER: A target is ALWAYS a person, never an institution or elected body.

**Secondary Targets:**
- Who has power over the people with the power to give you what you want?
- What power do you have over them?

**Tertiary Targets:**
- All other forms of influence and important opinions that may have power over your primary target.
- Often, you will principally concentrate on building coalitions with these groups in order to influence your primary target.
Identifying Campus Targets

Campus Leadership Organizational Chart

Chancellor
Marye Anne Fox

Sr. Vice Chancellor
Academic Affairs
Paul W. Drake

Vice Chancellor for Research
Arthur B. Ellis

Associate Vice Chancellor for Research
George Tynan

Assistant Vice Chancellor for Technology Transfer & Intellectual Property
Jane Moores

Policy, Outreach & Disclosure Services

Licensing & Liaison

Intellectual Property Services

Finance & Operations

Exec. Asst. to the Asst. Vice Chancellor
Candida Quranta

Life Sciences

Physical Sciences

Sr. Licensing Officers
Developing a Strategy: Tactics

- **Tactics = tools that are grounded in your overall strategy for building power over your target.**
- Tactics are most effective when they are outside the experience of the target and within the experience of the students involved in your campaign.
Developing a Strategy: Tactics

- Accountability session
- Banner drop
- Birddogging
- Blockade
- Canvassing
- Demonstration
- Die in
- Leaflets
- Letters to the editor
- March
- Phone calls
- Press releases
- Press conference or briefing
- Release a report

- Sit in
- Street theater
- Strike
- Training
- Teach in
- Vigil
- Walk out
Direct Action

• **Direct Action = the people effected by the problem organize to win a change**

• 3 Principles of Direct Action:
  1. Win real improvements in people’s lives
  2. Make people aware of their own power
  3. Alter the relations of power by:
     a. Building strong organizations
     b. Changing laws and regulations
     c. Electing our people to office

• Forms of power that citizen organizations have:
  • electoral/legislative
  • regulatory
  • disruptive
Contact Information

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