



# **UC: DIVEST FROM PRISONS!**

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*a campus guide to getting UC money  
out of the prison industrial complex*

## Who We Are



**Enlace** is a strategic alliance of low-wage worker centers, unions, and community organizations in Mexico and in the U.S. We partner with our member organizations in international campaigns to motivate abusive transnational corporations to treat workers and communities with dignity and respect. We have considerable expertise in the mechanics of building strategic campaigns while strengthening the base of an organization, and we share this knowledge with community organizations through our advanced organizing training Institute.

[www.enlaceintl.org](http://www.enlaceintl.org)

In 2011, Enlace convened the **Private Prison Divestment Campaign** to fight the devastating impacts of mass incarceration on low-income, immigrant, and black and brown communities. We aim to break the lobbying power of the private prison industry at all levels of government to make it possible to halt unjust incarcerations of immigrants and people of color. More than 145 organizations nation-wide are participating in the Campaign to get our money and our community members out of the prison industrial complex.



[www.prisondivestment.org](http://www.prisondivestment.org)

[www.prisondivestment.wordpress.com](http://www.prisondivestment.wordpress.com)

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## Acknowledgements

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# Introduction

The University of California invests in the prison industrial complex (PIC) through its endowment and pension funds. UC campuses also individually invest in the PIC, profiting off of human misery and prison expansion. The answer to these unethical and inhumane investment practices lies in the student body.

UC Students have a long history of standing up against the UC system to demand divestment from immoral corporations and governments. This handbook provides a step-by-step guide on how you as a student body can use your influence to dismantle the PIC by running a divestment campaign on your campus. We explain why divestment is critical to overcoming the profit-driven criminal *injustice* system and how divestment works in the UC system. We feature case studies on past successful divestment efforts that will inform and inspire your strategy.

This handbook is provided by the Private Prison Divestment Campaign, an effort coordinated by Enlace. Make sure to check [prisondivestment.org](http://prisondivestment.org) for more resources and to get in touch with the Enlace ([info@enlaceintl.org](mailto:info@enlaceintl.org)) team with questions and ideas.

## Table of Contents

<b>WHAT IS DIVESTMENT?</b> .....	<b>3</b>
<b>WHAT WE WANT: UC DIVEST FROM THE PIC!</b> .....	<b>3</b>
<b>WHAT WE'RE FIGHTING</b> .....	<b>4</b>
THE POLICIES: FUELING THE DRUG WAR & LONGER SENTENCES.....	4
THE POLICIES: IMMIGRATION ENFORCEMENT, CRIMINAL PROSECUTION & ANTI-IMMIGRANT LAWS.....	5
PRISON PROFITEERS: CORRECTIONS CORPORATION OF AMERICA & GEO GROUP .....	7
THE MILLION SHARES CLUB: THE FINANCIAL INVESTMENT COMPANIES THAT OWN CCA & GEO .....	9
<b>WHY DIVEST?</b> .....	<b>10</b>
<b>STEPS TO LAUNCHING YOUR CAMPAIGN</b> .....	<b>12</b>
USING THE MEDIA.....	13
ORGANIZING ASSISTANCE: CALL ON ENLACE.....	14
<b>UC INVESTMENTS: 3 LEVELS OF TARGETS</b> .....	<b>15</b>
<b>PRISON DIVESTMENT AT UCB &amp; UCSB</b> .....	<b>16</b>
CASE STUDY: SOUTH AFRICA.....	17
CASE STUDY: SUDAN.....	18
CASE STUDY: ISRAELI-PALESTINIAN CONFLICT .....	19
<b>RESOURCES</b> .....	<b>20</b>

## What is Divestment?

Divestment is the act of selling one's assets in a company for political or social reasons. It is a way for the investor to admonish an unethical corporation by withdrawing financial assets.

The overall goals of divestment are to reduce a corporation's financial capacity to engage in business-as-usual and to publicize an issue or injustice that a corporation is furthering. When organizations that control significant amounts of money (such as the University of California's \$82.3 billion endowment) decide to divest, there is significant media coverage. This coverage raises public awareness and also inspires others to pull their investments from unethical corporations.

Divestment is an important strategy because corporations do not necessarily pay attention to the social consequences of their actions, but they do pay attention to their profit margins and public image. By withdrawing financial support, one is not only making a statement but is also affecting a corporation in a way that will force it to be responsive to the public interest.

## What We Want: UC Divest from the PIC!



**We call on local institutions, like the University of California, to divest from private prisons and their major investors.** Private prison corporations perversely profit from incarceration and use their money and political influence to lobby for harsher criminal penalties and anti-immigrant legislation. Private prison corporations are dependent upon capital from their major investors to fund their lobbying efforts. **Our local institutions should not invest our money in, nor profit from this system of human misery.**

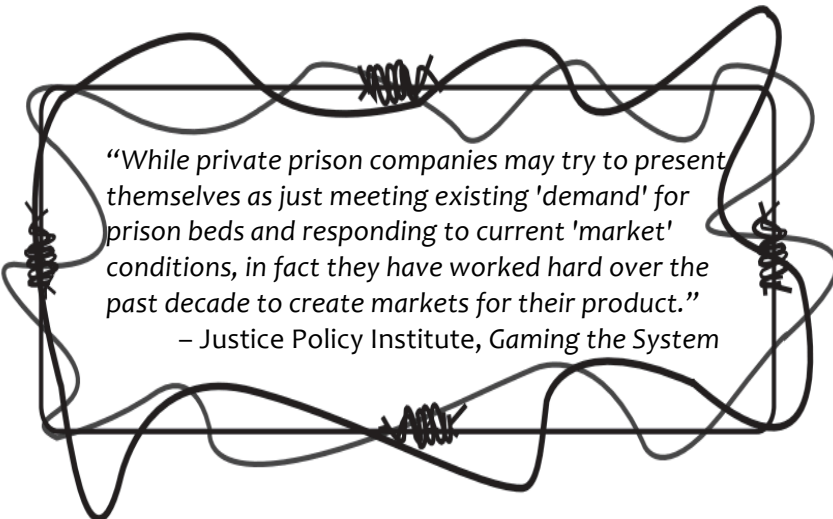
The University of California has an investment portfolio worth approximately \$82.3 billion.<sup>1</sup> UC is internationally recognized as a top public university system; it should also be a leader in promoting education and responsible investment by withdrawing from the prison industrial complex.

UC divestment will force the major investors in the private prison industry to cut their ties with private prisons and thus halt the industry's lobbying power. **The UC must divest from private prisons and their major investors.**

## What We're Fighting

**GEO Group (GEO) and Corrections Corporation of America (CCA) are driving the mass incarceration of people of color in America.** These two for-profit prison companies have successfully lobbied for policies that lock black and brown bodies behind bars, with our tax dollars paying private companies to keep them there. With the financial assistance of their major investors, CCA and GEO will continue to lobby for policies that fuel mass incarceration and the mass detention of immigrants.

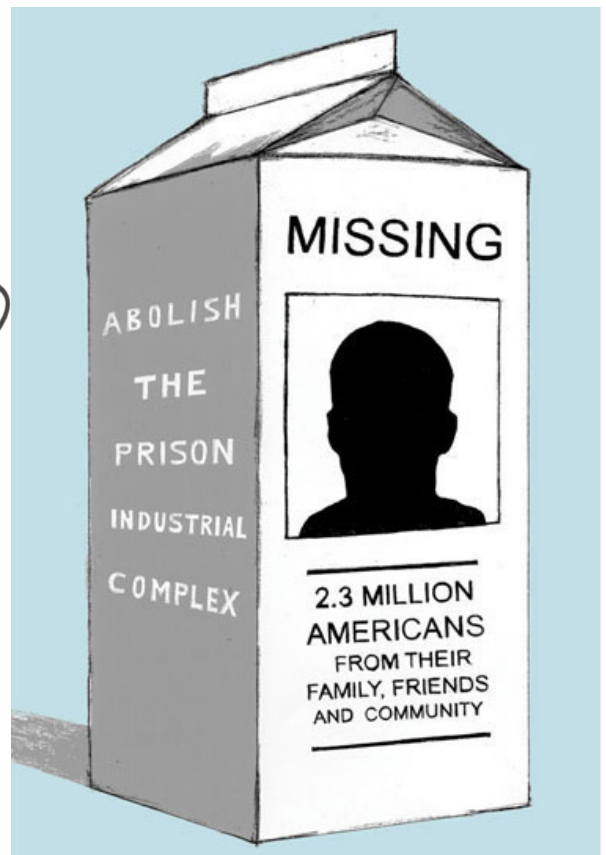
### The Policies: Fueling the Drug War & Longer Sentences



*“While private prison companies may try to present themselves as just meeting existing 'demand' for prison beds and responding to current 'market' conditions, in fact they have worked hard over the past decade to create markets for their product.”*  
– Justice Policy Institute, *Gaming the System*

In the 1990s, the private prison industry and its major investors successfully lobbied for policies that resulted in the mass incarceration of people of color. As participants in the American Legislative Exchange Council (ALEC), CCA and GEO (formerly Wackenhut Corrections Corporation) advanced laws that increased the time served for drug convictions and other non-violent crimes through: mandatory minimum sentencing<sup>ii</sup>, three-strikes laws, and truth-in-sentencing laws. These sentencing laws have been disproportionately applied to people of color. CCA, GEO, and ALEC have also promoted laws that create barriers to alternatives to prison. Today, more than 60% of the people in prison are racial and ethnic minorities. If the current trend continues, one in every three black males can expect to go to prison.<sup>iii</sup>

In California, CCA has lobbied to limit judicial discretion in sentencing.<sup>iv</sup> Since 2003, CCA has spent an average of over \$280,000 and GEO has spent an average of \$187,555 each year lobbying the state on issues of budgets, prison construction, youth facilities, out-of-state prison bed programs, legislation that would require inmate approval before sending them out of state, and legislation that prohibits the state from imposing any restrictions on contracting with private prisons until 2017.<sup>v</sup>



Nicolas Lampert, Just Seeds Prison Portfolio Project

## The Policies: Immigration Enforcement, Criminal Prosecution & Anti-Immigrant Laws

*“The main driver for the growth of new beds at the federal level continues to be the detention and incarceration of criminal aliens.”*

-GEO Group founder and CEO George Zoley

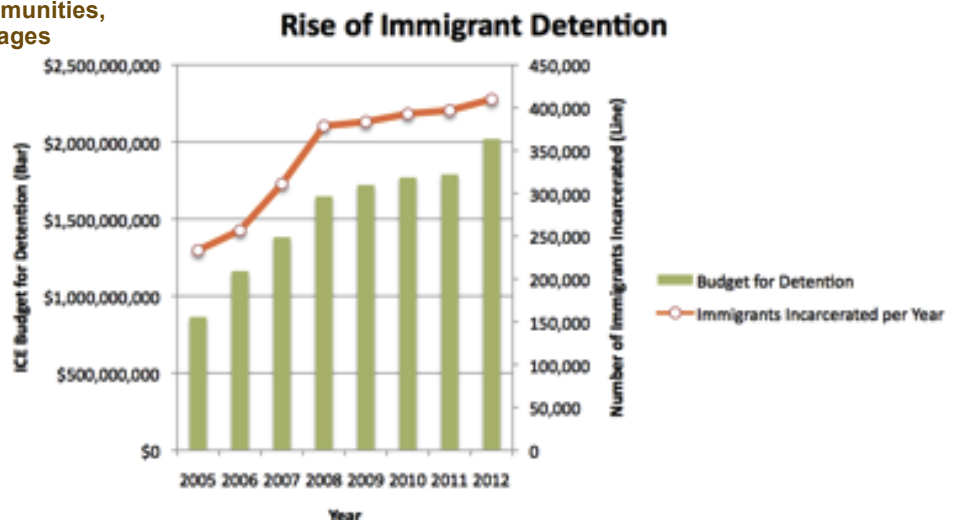
Immigration enforcement became a centerpiece of CCA and GEO’s business and lobbying efforts after the creation of the Department of Homeland Security (DHS) in 2002.<sup>vi</sup> Since 2002, CCA and GEO have together spent over \$31 million on lobbying the federal government, and an additional \$14 million on campaign contributions.<sup>vii</sup> Their investments have paid off. **The U.S. now has a detention bed capacity of 34,000 beds—16,000 of which are privately operated—and a legislated mandate that those beds be filled each night.**<sup>viii</sup> Mandatory detention, where nearly everyone suspected of an immigration offense is held in a detention center as they await deportation proceedings, in some cases for years, violates immigrants’ rights to due process and ensures that those 34,000 beds stay filled.<sup>ix</sup> Secure Communities, a DHS program that directs local law enforcement to collaborate with Immigration and Customs Enforcement (ICE) sweeps even more immigrants into detention centers and deportation proceedings.



Protest in Los Angeles against Secure Communities, in 2011. Photo: Kevork Djanszian/Getty Images

**Secure Communities** was implemented by new UC President Janet Napolitano when she was DHS Secretary (2009-2013). The program’s ongoing mission is to detain and deport criminals with serious criminal convictions. However, Napolitano oversaw the deportation of around 1.5 million undocumented immigrants, 70% of whom had no criminal record or had committed minor crimes such as jaywalking.<sup>x</sup> Under Secure Communities, victims of domestic violence have also been put in removal proceedings after reporting abuse.<sup>xi</sup>

So many people are now in detention that the federal government can’t keep up: half of all detained immigrants are held in private detention centers. **ICE now spends \$2 billion a year detaining over 400,000 immigrants a year in more than 250 jails and detention centers.**



CCA and GEO have also promoted and immensely benefited from the criminalization of immigrants. **Today, half of the inmates sentenced to federal prison are Latino.**<sup>xii</sup> Most of these Latino inmates are convicted of non-violent immigration-related crimes, such as illegal entry, a misdemeanor, and illegal re-entry, which is a felony punishable by up to ten years in federal prison.<sup>xiii</sup> **In 2011, illegal re-entry became the top criminal charge brought by federal prosecutors and accounted for a quarter of all criminal prosecutions filed.**<sup>xiv</sup> In the month of July 2013 alone, there were 7824 new immigration convictions. 94% of those convictions were for illegal entry or illegal re-entry.<sup>xv</sup>

The gratuitous criminal prosecution of immigrants for illegal entry and illegal re-entry got its awful start and continues at a breakneck pace in courts along the U.S.-Mexico border. In December of 2005, the DHS began implementing “[Operation Streamline](#),” a zero-tolerance border enforcement policy that funnels immigrants caught crossing the border into a “streamlined” criminal justice system, and imposes harsh prison sentences to be served in privately-run federal immigration prisons.<sup>xvi</sup> In Tucson, court proceedings can convict and sentence up to 70 people in less than 2 hours. Defendants with legitimate



On October 11, 2013, protesters successfully shut down Operation Streamline for the day in Tucson, Arizona by blocking a GEO bus filled with migrants destined for the “assembly-line justice” courts. Photo: Jason Michael Arragon, Tucson Weekly

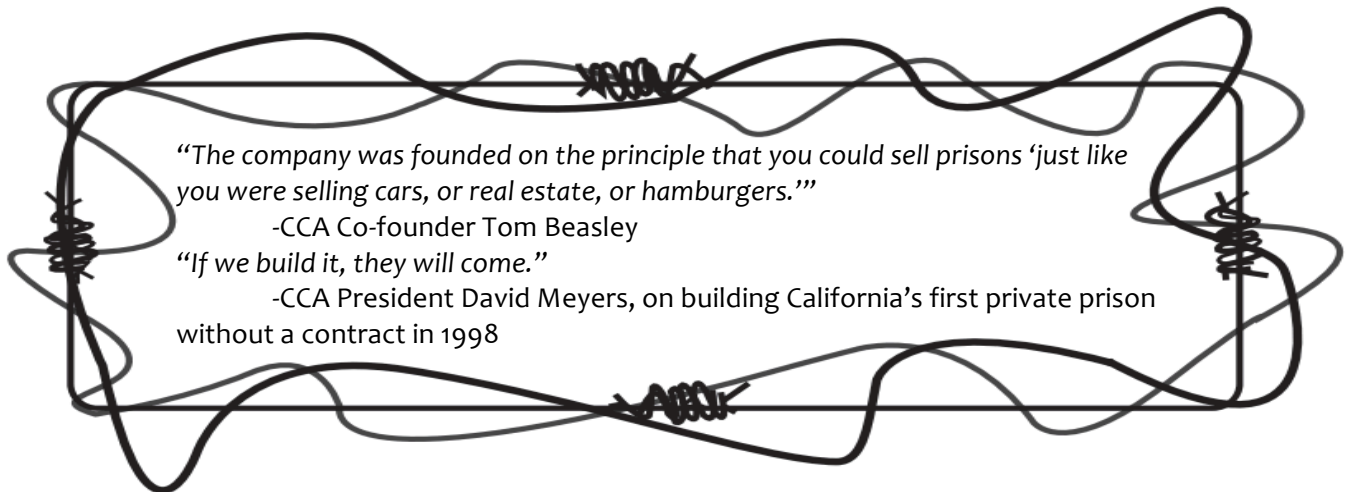
claims to citizenship or asylum are overlooked in what some Arizona magistrate judges have come to call “assembly-line justice.”<sup>xvii</sup> As a matter of course, immigrants are intimidated into pleading guilty to immigration “crimes” that 10 years ago were considered civil offenses not punishable by jail time. **99% of Operation Streamline defendants plead guilty.**

The resulting increase in the number of prisoners has been a windfall for private, for-profit prison operators CCA and GEO. The Bureau of Prisons contracts with CCA and GEO to run Criminal Alien Requirement (CAR) facilities, where prisoners incarcerated for immigration offenses are segregated in privately owned and operated prisons. CAR contracts are extremely lucrative for private prison companies, as they either incentivize or guarantee that the prison will be filled close to maximum capacity. These contracts are a critical driver in the dramatic increase we have seen in border enforcement.

It is no coincidence that CCA and GEO have made record profits every year since the implementation of Operation Streamline in 2005. GEO’s annual revenue has increased at an average of 18% per year and CCA’s annual revenues increased by 46% between 2005 and 2011. The federal government paid these two companies more than \$1.4 billion in 2011, more than twice what they did in 2005. As a result, incarcerated immigrants brought these two private prison companies an estimated \$1.3 billion in revenue per year.

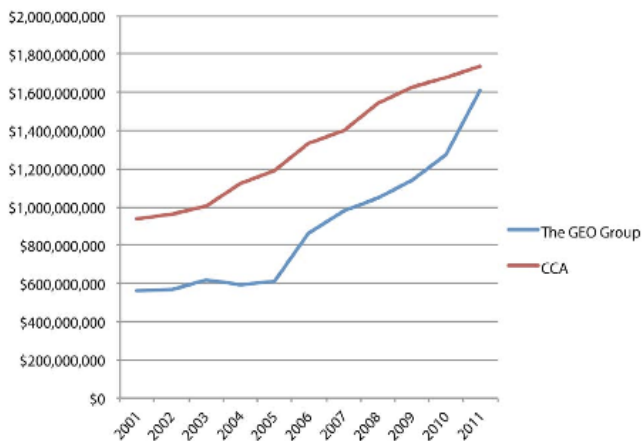
These private prison companies, with the help of their powerful shareholders in the financial services sector, reinvest millions of dollars each year in lobbying efforts and campaign contributions to encourage politicians to continue to escalate the criminalization of immigrants and communities of color. Through policies like Operation Streamline, Secure Communities, SB1070 copycat laws in various states across the country, and attacks on comprehensive immigration reform, politicians are repaying their debt to their prison-funded campaign contributors.

### Prison Profiteers: Corrections Corporation of America & GEO Group



The for-profit prison industry is dominated by two publicly-traded companies: Corrections Corporation of America and GEO Group together control 73% of the private prison market in the United States. In 2012, these two companies earned \$2.7 billion of our taxpayer dollars for locking our community members behind bars. In the decade prior, they spent \$45 million on lobbyists and campaign contributions to ensure that our community members would one day live behind their walls.

**Private Prison Industry - Annual Revenues**



Source: Grassroots Leadership, "Operation Streamline: Costs and Consequences." Data from 10-K reports filed by CCA and GEO (2001-2011).

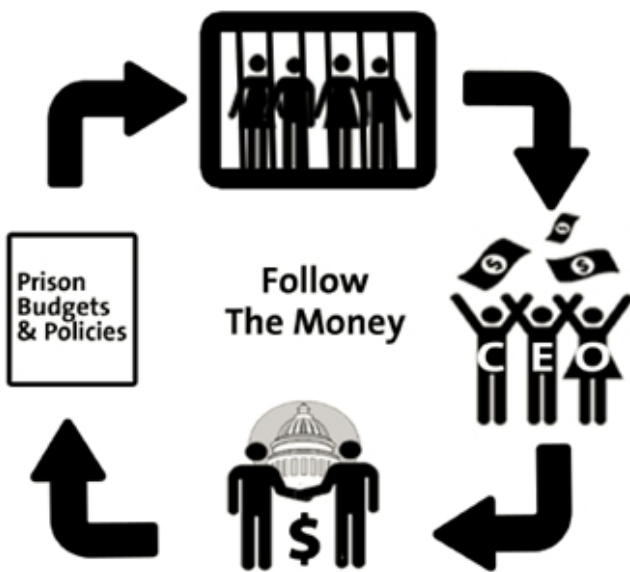
**Corrections Corporation of America (CCA)** is the largest for-profit prison company in the U.S., operating 69 correctional and detention facilities in 19 states.<sup>xviii</sup> Just since 2012, CCA has been a defendant in lawsuits alleging fraudulent understaffing of its facilities<sup>xix</sup>, abuse of inmates, and medical neglect.<sup>xx</sup>

**The GEO Group (GEO)** is the second largest for-profit private prison company in the U.S., operating 55 correctional and detention facilities in 16 states.<sup>xxi</sup> GEO also contracts with the federal government to transport prisoners. **GEO was dealt a significant blow in the spring of 2013 when Florida Atlantic University students refused to accept GEO's money and rallied against the naming of a stadium after the company.**<sup>xxii</sup>



CCA and GEO each have horrendous track-records of jeopardizing the health and safety of the people in their custody and their employees in order to make a profit. Private prison employees are routinely undertrained and paid low wages.<sup>xxiii</sup> According to the American Civil Liberties Union, “workforce instability has resulted in riots, rapes, assaults and escapes.”<sup>xxiv</sup> At one now-closed understaffed CCA facility in Idaho, undertrained guards resorted to inciting gang violence among inmates as an “inexpensive device to gain control over the inmate population.”<sup>xxv</sup> Accounts of sexual assault, physical abuse, medical neglect, rotten and inadequate food, forced signing of immigration papers, and death have been well-documented at CCA and GEO facilities, despite the fact that these companies do not have to respond to public records act requests. A federal judge called the inhumane conditions at GEO’s now-closed Walnut Grove Youth Correctional Facility, “a picture of such horror as should be unrealized anywhere in the civilized world.”<sup>xxvi</sup>

Private prisons have perverted the justice system into a business where the highest bidder is rewarded and crime is job security. **As a stipulation in their contracts for individual prisons, CCA and GEO typically require 90% of prison beds to be filled.**<sup>xxvii</sup> Such clauses and the millions CCA and GEO spend on lobbying and campaign contributions ensure that state and federal government work for them to create more criminals and detainable immigrants.



Source: PICO and Public Campaign, “How the Private Prison Industry is Corrupting our Democracy and Promoting Mass Incarceration.”

CCA and GEO spend millions lobbying each year for policies that sweep more people into jail and detention for longer periods of time. CCA and GEO are dependent upon their institutional investors for their lobbying efforts. Without the liquid capital CCA and GEO receive from investors, they would not have enough money to lobby for unjust policies. In some cases, their biggest investors actually deploy lobbyists to Capitol Hill and the Department of Homeland Security on behalf of the private prison companies. For example, in 2013, CCA and JPMorgan Chase shared the same lobbyists at the lobbying firm McBee Strategic Consulting LLC.<sup>xxviii</sup>

Most recently, CCA and GEO Group lobbied around Comprehensive Immigration Reform. Their efforts are reflected in Senate Bill 744, which provided for a tripling of funding for Operation Streamline in Arizona. The House’s proposed SAFE Act included significant increases to immigration enforcement.

In September 2013, GEO Group announced a new \$30 million contract to lease private prison beds to the State of California. Governor Brown is facing a court order to relieve overcrowding in the state’s prison system but instead of focusing on social solutions and reducing harsh sentences, he opted to contract with GEO Group. Governor Brown is the 8<sup>th</sup> largest recipient of GEO Group campaign donations.<sup>xxix</sup>

## The Million Shares Club: The Financial Investment Companies that Own CCA & GEO

Without the financial support of major investors like Vanguard and Wells Fargo, CCA and GEO alone would not be strong enough to successfully lobby for policies that increase the federal government's demand for private prisons. With these powerful allies, however, they have been able to sway public policy in favor of more severe "tough on crime" laws and the increasing criminalization of immigrants.

The financial services industry now makes up a third of the US economy, and its members collectively own over two-thirds of CCA and GEO Group. It is the most powerful lobbying force in both Washington DC and in state governments. **To address the root causes of anti-immigrant and other racist legislation, it is imperative that we expose and sever the financial ties that allow shareholders to cash in on the incarceration of immigrants and people of color.**

**There are 36 major financial investors that own over one million shares of CCA and GEO combined.** By targeting these investors we can show our rejection of the PIC and use our influence as investors to demand Socially Responsible Investments. The following companies each own over 1 million shares of CCA and GEO, and collectively own over two-thirds of CCA and GEO:<sup>xxx</sup>

- ⊗ American Century Companies Inc.
- ⊗ Ameriprise Financial Inc.
- ⊗ Balestra Capital LTD.
- ⊗ Bank Of America Corp.
- ⊗ Bank Of New York Mellon Corp.
- ⊗ Barclays Global Investors
- ⊗ Blackrock Fund Advisors
- ⊗ Carlson Capital LP
- ⊗ Cramer Rosenthal McGlynn LLC
- ⊗ Dimensional Fund Advisors LP
- ⊗ Eagle Asset Management Inc.
- ⊗ Epoch Investment Partners, Inc.
- ⊗ FMR LLC
- ⊗ Goldman Sachs Group Inc.
- ⊗ Hamlin Capital Management, LLC
- ⊗ ING Investment Management, LLC & Co.
- ⊗ Invesco LTD.
- ⊗ Jennison Associates LLC
- ⊗ JPMorgan Chase & Co.
- ⊗ Keeley Asset Management Corp.
- ⊗ Lazard Asset Management LLC
- ⊗ London Co. Of Virginia
- ⊗ Makaira Partners LLC
- ⊗ Managed Account Advisors LLC
- ⊗ Morgan Stanley
- ⊗ Neuberger Berman Group LLC
- ⊗ New South Capital Management INC
- ⊗ Northern Trust Corp
- ⊗ Principal Financial Group Inc
- ⊗ Renaissance Technologies LLC
- ⊗ River Road Asset Management, LLC
- ⊗ Scopia Capital Management LLC
- ⊗ State Street Corp
- ⊗ Suntrust Banks INC
- ⊗ Vanguard Group INC
- ⊗ Wells Fargo & Company

Divestment from these financial services companies because they support CCA and GEO will force these companies to change their investment practices if they want to continue making a profit. With enough public pressure, these 36 major investors will divest or create portfolio screens shielding their investments from making their way to CCA and GEO. Once deprived of the financial support of their investors, CCA and GEO will lose capital and with it, their ability to lobby for stricter punishments, anti-immigration laws, and more contracts.

## Why Divest?

The UC Regent's Endowment and Pension funds are invested in some of the major investors in private prisons. As of Dec. 31, 2012, the UC Regents are invested in: **Wells Fargo, Bank of America, Lazard, Blackrock, JPMorgan Chase, Goldman Sachs Group, Neuberger Berman Group and Morgan Stanley.**<sup>xxx1</sup> These companies not only invest heavily in private prisons, they also promote their growth. Wells Fargo has extended \$900 million in credit to CCA.<sup>xxxii</sup> JPMorgan Chase and CCA actually shared lobbyists in 2013. **It is unconscionable that a public university is using its investments—our money—to profit from and promote mass incarceration and draconian immigration enforcement.**

UC Berkeley and UC Santa Barbara students have already set the path towards divestment from the PIC. In April 2013, both campuses successfully passed Student Senate resolutions calling for divestment from the prison industrial complex.

California is now CCA's second-biggest customer; the state provided \$214 million to the company last year. It's no surprise that CCA spent \$290,000 on California campaigns during the 2011-2012 election cycle. Governor Brown has taken in \$15,000 from CCA and \$25,900 from GEO since he ran for governor in 2010.<sup>xxxiii</sup> The UC should take a stand to halt this lobbying—lobbying that results in policies that destroys lives and families throughout California and the U.S.—and pull its investments from the major investors in private prisons.





The University of California’s proximity to private prisons is not just financial. There are 14 corrections facilities and 2 detention centers owned by CCA and GEO throughout Central and Southern California.

# Steps to Divestment

## Organize!

Enlace has been working with grassroots organizations for over a decade. A main principle of our work is to increase the capacity and capability of an organization. In thinking about how to start to organize, we recommend that student organizations also think about how the campaign will strengthen their leadership and grow their organization. A campaign should not exhaust an organization's resources but be an opportunity for growth. **You want to use this opportunity to build long-term coalitions and develop stronger relationships with current allies.** A successful campaign will also transform your organization by bringing in new members, developing leaders, and strengthening its base.

**Passing a prison divestment resolution at the UC Board of Regents will be a historic victory for racial justice and against mass incarceration.** The adoption of new investment guidelines by UC, will deal a significant blow to private prisons and aid efforts to dismantle the prison industrial complex (PIC). Other campuses and institutions will certainly follow suit and divest.

## Steps to Launching your Campaign

### 1. Campaign Goals

Most campaigns start with a broad premise, and taking on the PIC is no small target. While many of us believe in abolishing the PIC altogether and some of us in reforming the system, a divestment campaign will move both agendas forward by damaging a powerful force in the PIC: private prisons. The campaign can also be a great tool to educate your campus and community on the PIC.

In this step, be as specific as possible about what you want to attain through the campaign. What are the goals for the campaign? **Get everyone's input and make a comprehensive list of goals.** The group should reach agreement on what the goals should be once everyone has participated. Once done, **complete a short timeline for campaign benchmarks.**

### 2. Core Group

All campaigns need to have a core group. Whether that is a key group of people, or organizations within a coalition, you need commitment from a core group to successfully move the campaign. People also need to gauge the level of their involvement in the campaign. **Decide who will be in the core group and list their names and level of commitment.**

### 3. Impacting People

Every campaign is about people: they are at the center of every movement. In this step, think about the people you want to impact. **Consider whether the campaign will simply impact folks on campus, or whether it will also reach out to community members and organizations. Generate a list of these people.** Next, consider whether you want to persuade or pressure your targets. Some individuals will be more responsive to persuasion (reasoned, well researched arguments without much public attention), while others will only respond to public pressure (petitions, demonstrations, alliances with campus labor, getting media attention). Whether each target is responsive to persuasion or pressure will influence your strategy.

#### 4. Research

The PIC is massive, but it is important to research some basics. Because the campaign will focus on UC's prison investments, you should **research the investment and endowment process at your university and UC-wide**. Enlace has resources available on private prison investors as well as other information regarding private prisons' role in laws to criminalize and incarcerate immigrants and people of color. **Make a list of the main items to research**, and remember that Enlace can be a resource.

#### 5. Strategic Planning

Now that you have made a list of the various goals you want to accomplish, the core group that will move the campaign forward, and the people you want to impact, it is time to make a strategic plan. Referencing the campaign timeline created, see what you need to accomplish to meet each benchmark. **Create a document that systematically covers each aspect of your goals, and determine what actions or research need to happen, when it will happen by and who will do it**. Be sure to include the people you want to impact and a plan of how to move them to action. When creating the work plan make sure you have listed who is responsible and when the task should be completed.

*Example of a Strategic Plan Grid:*

What	When	Who	Notes
Send e-mail & facebook invitations & distribute flyers for upcoming workshops	11/24	Mariana	Send draft messaging to group for approval before sending final invites
Plan art party to prepare for national day of action 1/27/13	1/13	Mary	Get supplies, invite ally organizations

#### Using the Media

Media attention is a great tool to get your campaign message to the public and to influence the people you want to impact. Launching your campaign can be a great opportunity to get media attention.

**Take time to create a website or social media page to chart the campaign's progress where YOU can control the message**. Getting your campaign covered by local and campus media is a great next step.

Research the news outlets in your region, and compile a media list. Contact them to pitch your divestment campaign and send them press releases when you take any significant action.

Media buzz about your campaign will place significant pressure on the administration to respond publicly to your demand. Increased coverage will also encourage others to join your campaign or even start one on their campus. Enlace can help by distributing media on your campaign to our networks and encouraging allies to circulate your stories.



## Preparing for Media Coverage

Here are some tips to prepare for media coverage:

- **Prepare your campaign message.** You need a clear and direct message on your demands. Make sure everyone in your group is ready to be interviewed and knows the main messages to convey.
- **Prepare research documents.** The media will ask about the university investments. Make sure to have handy documentation of the prison investments and any other relevant research.
- **Send press releases when you take any significant action.** Always follow up with an e-mail or phone call.
- **Assign one person to attend to media questions.** Sometimes reporters will want more background on the issue or have other questions. Make sure someone is in charge of responding timely to those requests.
- **Follow up with the news media.** Call reporters that attended an action and give them a summary of what happened that day. Schedule a time to talk to them about the next steps in your campaign. Building relationships with reporters is often a critical part of getting your message out.

## Organizing Assistance: Call on Enlace

Organizing a campaign involves a lot of work, but when done correctly it will change people's lives no matter what the outcome is. There will be obstacles along the way but you will have many allies to help move the campaign forward.

A great resource for students is our Enlace Institute. The Institute trains individuals in advanced strategic organizing frameworks. Below is a sample of some of the frameworks that we train individuals and organizations in:

- **Power Analysis, Campaign strategy development**

Power Analysis is a comprehensive process that identifies strategic targets and alliance potential in campaigns in order to create or modify the overall strategy.<sup>xxxiv</sup>

- **Proactive Plan, Proactive strategic planning or new campaign creation**

Using Proactive Plan, the team identifies a fundamental change that it must make to achieve a significant objective and then creates a strategy to achieve this change. The results protect the team from falling into a reactive mode. This process is used to make a plan for up to one year.

- **Organizing Cycle, Short term planning**

A team can use the Organizing Cycle to plan a single event or program, or a team workplan for a period of up to three months. This process clarifies the team's objective and takes into account the key people the organization wants to impact, multiple goals, the organization's capacity, and any potential obstacles to success. This unique planning tool analyzes how to achieve all the major and secondary goals of the activity and ensures that the plan is thorough.

You can find a full list of Enlace organizing frameworks online at

[enlaceintl.org/docs/Enlace\\_Institute\\_brochure.pdf](http://enlaceintl.org/docs/Enlace_Institute_brochure.pdf). Feel free to contact us at [info@enlaceintl.org](mailto:info@enlaceintl.org) for more information or to arrange a training. All Enlace Institute trainings are free of charge.

### THE ENLACE METHODOLOGY: INTEGRATED ORGANIZING APPROACH



# UC Investments: 3 Levels of Targets

There are three levels in the UC system where prison divestment can be pushed forward. Each campus has (1) an investment fund managed by its Associated Student Government and (2) a Foundation Endowment. The UC Regents control (3) endowments and pension funds for the entire system.

**(3) UC Regents - \$82.3 billion endowment.** The Regents control endowments and pension funds for all faculty and staff system-wide, including all 10 campuses, 5 medical centers, the Office of the President, and Lawrence Berkeley National Laboratory. With \$82.3 billion, the UC Regents control the largest endowment fund and one of the largest investment portfolios in the world.

**(2) UC Foundation – varies from \$6 million at UC Merced to \$1.5 billion at UCLA.** Each UC has its own foundation that is in charge of endowments for that particular campus.

**(1) Student Government – varies, in the millions.** The student body at each UC is in control of a set amount of funds each year.

The following chart provides brief overviews of the process for researching the investments of each fund, and for pushing for prison divestment at each level. It is important to note that the main target of successful UC-wide divestment campaigns has been the **Regents Committee on Investments**.

Level of UC Investments	Divestment Difficulty	Research: Following the Money	Divestment Process
UC Regents	Difficult	<p><b>Go to:</b>  <a href="http://www.ucop.edu/investment-office/investment-funds/index.html">http://www.ucop.edu/investment-office/investment-funds/index.html</a></p> <p><b>For Retirement Investments:</b> Select UC Retirement Plan (UCRP) → UCRP policies &amp; holdings → UCRP Holdings</p> <p><b>For Endowment Investments:</b> Select General Endowment Pool (GEP) → GEP policy &amp; holdings → GEP holdings</p>	<p><b>Target:</b> UC Regents and President; Regents Committee on Investments</p> <p><b>Process:</b> Present the resolution as being supported by your Student Government to the Chancellor and they will send it to the UC Office of the President (UCOP). UCOP can propose a vote by UC Regents on the resolution to divest the Regents' funds</p>
UC Foundation	Difficult	<p>Get information from your UC Foundation. Get a general overview by checking out the annual report for Foundation endowments at <a href="http://ucop.org">ucop.org</a>.</p>	<p><b>Target:</b> UC Foundation and Chancellor</p> <p><b>Process:</b> Petition the university to divest</p>
Student Governments	Easy	<p>Student governments have accounting offices or funding committees depending on the individual university. Get in touch with your student government to find out where the funds come from</p>	<p><b>Target:</b> Student Senators</p> <p><b>Process:</b> Meet with your elected peers to convince them that Student Senate \$ should be moved</p>



# Legacy of UC Divestment

The student body of the University of California system has a history of proactively fighting against social injustice within their own communities, as well as on a global scale. Divestment has been a strong and recurring tactic used by students. Three particular cases stand out where students of individual campuses have pushed their universities to divest from immoral corporations that supported human rights abuses. These cases include Apartheid South Africa, the genocide in Sudan, and Boycott, Divestment, and Sanctions (BDS) in Israel/Palestine. In two of these instances, South Africa and Sudan, the UC Board of Regents also divested their funds from these governments due to pressure from a strong student divestment movement.

**When the largest endowment fund in the world divests, the rest of the world notices and changes practices.** Through raising awareness on campus, gathering support through their student government, and submitting resolutions at individual universities, the UC student body has been a catalyst for change and reform. Furthermore, students have implemented tremendous change. Since the UC system has the largest endowment fund in the world, divestment creates substantial media attention and pressures others to follow suit.

## Prison Divestment at UCB & UCSB

In the spring of 2013, UCB and UCSB both passed resolutions on their campus' to divest from the prison industrial complex. They have continued the UC tradition of fighting injustice and perusing socially responsible investments. The links to their resolutions are:

UCB: <http://senator.kleinlieu.com/wp-content/uploads/2013/04/SB-100-A-Bill-to-Divest-Associated-Students-of-the-University-of-California-and-UC-Berkeley-Finances-from-Corporations-Profitting-from-the-Prison-Industrial-Complex.pdf>

UCSB: <http://www.as.ucsb.edu/senate/resolutions/a-resolut-to-divest-from-companies-profitng-from-the-prison-industrial-complex/>

The movement against private prisons is already taking hold at universities across the country, including University of Central Florida.

*“Divesting from private prisons is important to me because they are a part of a system which continuously treats one segment of the population, like we're subhuman. Prison privatization is a part of the new Jim Crow cycle, which keeps us oppressed. Attacking the money and making it so that these institutions, which were initially created with the intention of offering rehabilitation, can no longer operate like hotels, I believe that is the first step in dismantling the remainder of the cycle.”*

-Marie Paul, student at University of Central Florida

**Keep the movement going by starting a Private Prison Divestment Campaign on your campus.**

## Case Study: South Africa

Following the Dutch and English colonization of South Africa, the National Party came into power and governed from 1948 to 1994. The National Party, which consisted of Afrikaners (descendants of the Dutch colonizers), instituted a system of racial separation called Apartheid that stripped Africans of their citizenship, segregated public services and spaces, and perpetuated a racial caste in South Africa.<sup>xxxv</sup> Eventually, the United Nations called for a trade embargo against South Africa because of the human rights violations perpetuated by the National Party.



Students hold a banner advocating UC divestment from South Africa at UCLA's commencement ceremony in June 1986. UC police later confiscated the banner. Photo: Daily Bruin.

**Individual UC student governments divested from South Africa, but statewide pressure by the student body caused the UC Regents to divest the entire UC system's \$3.1 billion from South African banks and corporations in 1986.**<sup>xxxvi</sup> This also gave way to the divestment of other major universities and cities across the nation.

Divestment from South Africa was not easy. The victory came after nine years of student pressure and the escalation of tactics starting in 1984. A key strategic move was the creation of shantytowns on UC campuses which lead to protests, arrests, and national press coverage.

The persistence of the student movement led to a policy that mandated the UC system to divest from any company that increased its investments in South Africa in the next 12 months (starting in 1986). Furthermore, beginning in 1987, divestment from all companies still involved in South Africa or Namibia to be completed in three years (by 1990)—with at least one-third being divested per year.

UC divestment from Apartheid South Africa added momentum to the Congressional sanctions during that time and was, “another nail in the coffin of apartheid”.<sup>xxxvii</sup> Upon release from prison, Nelson Mandela thanked the UC students for their relentless work in divesting from the apartheid regime in South Africa. By withdrawing investments from the National Party government the UC system played a key role in the liberation movement in South Africa.



Anti-apartheid protesters set up a symbolic Shantytown at UC Berkeley to raise awareness about the South African Apartheid regime.

## Case Study: Sudan



Students at UCs across the state held rallies and die-ins to draw attention to the UC Sudanese investments. Photo: [genprogress.org](http://genprogress.org)

In 1989, General Omar al-Bashir gained control of Sudan and established The National Islamic Front government. Regional tensions between African farmers and nomadic Arab tribes subsequently increased and weapons began to pour into Darfur, the eastern region of Sudan that is home to 6 million people.

In 2003, after years of escalated conflict, two rebel movements—the Sudan Liberation Army and the Justice and Equality Movement—took up arms against the government for al-Bashir’s failure to protect the sedentary people from attacks by nomads. The government responded with Arab militias that attacked villages throughout Darfur. Over 400 villages were

completely devastated as millions of civilians were displaced. Overall, the genocide in Darfur has claimed over 450,000 lives and displaced over 2,500,000 people.<sup>xxxviii</sup>

In 2005, students at UCSF created the UC Sudan Divestment Taskforce to divest from companies whose revenues supported the Sudanese Government. They emphasized **“targeted divestment”**, going after companies that: 1) Provided revenue to Sudan’s Khartoum based government; 2) Did not provide any benefits to Sudan’s disaffected outlying regions; 3) Did not express any company policy regarding the situation in Darfur.

They presented a list of problematic companies that the UC system invested in, along with a list of alternative investments. Due to immense student pressure, evidence that divestment could be done without hurting the financial portfolio, and the extremely active UC Divestment Taskforce which held press conferences and gained crucial media attention, the UC Regents cut ties with nine of the companies and wrote warning letters to four others, amounting to somewhere between \$20 million and

\$2.6 billion in investments.<sup>xxxix</sup> The unanimous UC Regents divestment occurred in March 2006, within a year of the creation of the Taskforce.



Gov. Schwarzenegger speaks before signing Sudanese divestment into law. Photo: Lucy Nicholson, Reuters.

The Taskforce then joined State Treasurer Phil Angelides, a board member of the \$141 billion California State Teachers Retirement System (CalSTRS) - in calling for divestment from the Sudanese Government. CalSTRS overwhelmingly agreed to divest in April 2006.<sup>xl</sup> In September 2006, Schwarzenegger signed Sudanese divestment into state law, prohibiting the state’s huge public pension systems from investing in companies with active business in Sudan.

## Case Study: Israeli-Palestinian Conflict

The Israeli-Palestinian Conflict began with the persecution of European Jews before and during the First World War. The Zionist Movement was founded in the 1880s by Jewish people who wanted to form their own nation-state in Europe to avoid the discrimination they faced in their countries of origin. Thousands of Jews immigrated to Palestine from 1880-1914 which was then part of the Ottoman Empire and later became British-mandate Palestine when Britain took control of the area at the end of WWI.

### Divested Student Bodies

UC Berkeley  
UC Irvine  
UC San Diego

### Failed or Undecided Resolution

UC Davis  
UC Riverside  
UC Santa Barbara  
UC Santa Cruz

Jewish immigration to Palestine surged in the lead up to World War II due to Nazi persecution, and conflicts between the Jewish and Arab populations escalated in turn. The UN set up a committee to partition the area into two separate states but the Partition Plan was rejected by the Arab population which demanded independence for Palestine. In 1948, the State of Israel was proclaimed in Tel Aviv. Conflict in the region has only increased since then, resulting in wars and armed conflicts.<sup>xli</sup>

In 2005, Palestinian civil society called for a Boycott, Divestment, and Sanctions (BDS) urging people to boycott, pass state sanctions and divest from Israel until it:

1. Ends its occupation and colonization of all Arab lands occupied in June 1967 and dismantling the Wall.
2. Recognizes the fundamental rights of the Arab-Palestinian citizens of Israel to full equality.
3. Respects, protects, and promotes the rights of Palestinian refugees to return to their homes and properties as stipulated in UN Resolution 194.<sup>xlii</sup>



UC Irvine unanimously passed a divestment resolution in November 2012.

Photo: imeanking.wordpress.com

Due to the controversy of this issue and the relationship between the U.S. and Israel, the UC Regents have discouraged students from pursuing divestment. In 2010, the Regents stated that they will only divest from a foreign government or affiliated companies if the U.S. declares that the government is committing acts of genocide. Therefore, the divisiveness of

this issue makes it seem that divestment on the Regent level still is out of reach. **Three individual UC campuses have divested, and at least four have tried to pass resolutions.** UC Berkeley, Irvine, and San Diego divested from companies that provide equipment, materials and technology to the Israeli military.

The fact that some campuses have not put forward resolutions and that others have tried to pass but have not succeeded demonstrates that in order to see change at the level of the Regents, the student body must be more united. However, U.S. foreign relations also complicate the matter and influence the Regents' decisions.

## Take Action!

As students, you have the influence and resources to create immense change. The history of divestment campaigns by UC schools have had incredible political power, directly impacting international governments. It is inspiring to see U.S. students take action against injustice on a global scale, but we sometimes forget that there is injustice in our own communities. **The UC international divestment campaigns should be recognized and used as models in order to fight the inequality found in our own justice system.** Join us in the fight against the prison industrial complex and hold your university accountable to its commitment to education and social responsibility.

## Resources

**Enlace:** Check out our website for more information about who we are, our past campaigns, our training program the Enlace Institute, and our members in the U.S. and Mexico: <http://enlaceintl.org/>

**Private Prison Divestment Campaign:** Check our wordpress site for factsheets, our blog, and more: <http://prisondivestment.wordpress.com/>. This interactive site has additional facts, our current actions, and a storybank where anyone can share how immigration enforcement and mass incarceration has affected them: <http://prisondivestment.org>

**Californian Student Sustainability Coalition:** CSSC has done extensive research on the divestment process in the UC system. CSSC unites, connects, supports, and empowers students from across California to transform their educational institutions and communities into models of ecological, economic, and social sustainability. <http://www.sustainabilitycoalition.org>

**Californians United for a Responsible Budget:** CURB is a broad coalition seeking to curb prison spending by reducing the number of people in prison and the number of prisons in the state. CURB's "Budget for Humanity" has information on California's prison expenditure and alternative social solutions to prisons and jails. <http://www.curbprisonspending.org>

**Responsible Endowments Coalition:** REC is aiding students across the country working on prison divestment campaigns. REC fosters social and environmental justice by transforming the way universities invest. They empower students, administrators, trustees, and alumni to help their institutions of higher education invest more responsibly. <http://www.endowmentethics.org>

**Invest in Graduation, Not Incarceration, Transform Education:** IGNITE is a board campaign by the UC Student Associated whose goal is to advocate for reduced emphasis and spending on incarceration, and a reinvestment and re-commitment to education: <http://ucsa.org/action-alerts/help-fight-incarceration-and-reclaim-education-f-i-r-e/>

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