Coordinators

Objectives

To familiarize you with the role of Project Coordinators, including:

1. their responsibilities;
2. how to configure their roles when there is more than one Coordinator;
3. characteristics of effective Coordinators;
4. use of behavioral objectives to supervise Coordinators, including sample behavioral objectives;
5. their training needs; and
6. Coordinator evaluation duties.

What you’ll find in the Appendix to this module

Figure 4.1. Sample Behavioral Objectives for Coordinators
faces of mPowerment
Coordinators are a vital Core Element of the Mpowerment Project intervention. The Coordinators are young gay/bisexual men who are the Project’s paid staff and are directly responsible for running the Project on a day-to-day basis. It is critical to hire talented and committed young men to coordinate the Project. As we have worked with organizations implementing the Mpowerment Project, we have found that they may be the single most important ingredient that leads to a Project’s success. 

**Module 3: Implementing Agency** describes how to locate good Coordinators, the characteristics to look for in them, and how to supervise them. As described in that module, it is imperative that the Coordinators receive the support they need to carry out their jobs effectively, and supervision is a critical aspect of providing that support.
The Mpowerment Project has multiple components that work together synergistically. As we discuss throughout this manual, it is important to implement all of the Core Elements. To do this most effectively, we recommend having at least 1.5 Coordinators. However, if the program is being implemented in a large city, 2 or more Coordinators is preferable. Implementing the intervention with one full-time Coordinator or two half-time Coordinators is possible, but more challenging. It is unlikely that the Mpowerment Project can be implemented successfully with less than a full-time person. It is important to recognize that the Mpowerment Project’s objectives are to change the social environment, build a supportive, healthy community of young gay/bisexual men, and mobilize that community to fight HIV. This simply is not possible to do with less than a full-time Coordinator.

Coordinator roles
The Project Coordinators serve three important functions of equal importance:

- They are responsible for coordinating the Project and for ensuring that different activities such as Social Outreach Events, publicity, and M-groups are carried out.

- They are the starting points (along with the Core Group) for the diffusion process, one of the Guiding Principles, that spreads the safer sex message to all young gay/bisexual men in the community. If one envisions the diffusion process as a pond with ripples emanating outward from the center, the Coordinators are the pebbles dropped into the pond that begin creating the ripples.

- They facilitate the empowerment of the young gay/bisexual men who join the Project as volunteers. Empowerment of young men is another Guiding Principle of the Project.
## Responsibilities of the Project Coordinators

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<tr>
<th>ROLE</th>
<th>TASKS</th>
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<tr>
<td>Community Assessment</td>
<td>Conduct formal community assessment.</td>
<td>Conduct it at the outset of Project and review it often. Knowledge about diversity of community is critical for effective outreach (See Module 2 for more information).</td>
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<td>Social Outreach Team Coordination</td>
<td>Prepare and present Social Outreach performances at gay bars, community events, and events that the Project hosts. Distribute promotional materials about upcoming Project events at gay venues.</td>
<td>This part of “formal outreach” and is a critical way of getting the message out to the community that the Project exists. Therefore, it is crucial that outreach be conducted periodically in the community in order to reach young gay/bisexual men who have not heard of the Project.</td>
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| Social Outreach Events Coordination (formal outreach) | Prepare and hold various types of events. These include:  
  • recurring, smaller activities held at Project space  
  • larger events that occur periodically  
  • special one-time events  
  • prepare and disseminate publicity to media and other materials at M-groups. | All Social Outreach Events should contain an HIV-prevention promotional component. Events also should contribute to young gay/bisexual men's sense of a growing, supportive community. (See Module 7: Formal Outreach-Social Outreach Events and Outreach Team). |
| Materials Team Coordination               | Develop attractive, appealing materials for:  
  • safer sex promotion  
  • informal outreach  
  • general publicity about Project  
  • M-groups                                                                                                                                 | The goal is to develop materials that attract attention to the Project, are uplifting and interesting, and that young men will want to keep or pass on to their friends.                                |
| M-groups Coordination                     | Ensure that M-groups are conducted. This includes:  
  • recruiting young men to attend M-groups  
  • ensuring that recruitment for M-groups occurs at every outreach activity the Project hosts and that all volunteers, including Core Group members, attend M-groups  
  • facilitating M-groups                                                                                                                                  | It is critical that M-groups be held, because this is where young men receive the largest “dose” of HIV prevention messages, including skills for negotiating safer sex. It is also where they learn about the community-building goal of the Project and they become trained and motivated to conduct informal outreach with their friends. |
| Evaluation                                | Plan for and conduct ongoing evaluation of how the Project is going, and the extent to which the program is being implemented with fidelity to the original ideas and methods of the Mpowerment Project. | It is important to consider evaluation from the outset of implementing this Project. The Coordinators should become very aware of the Mpowerment Project Program Logic Model, how to evaluate the Project, and how to use the information to keep the Project on track. (See Module 12: Evaluation.) |
One of the most important aspects of the Project Coordinators’ role is reflection. By this we mean the process by which Coordinators continually assess Project activities to determine if they are achieving their objectives and are being experienced as fresh and new. If the Project remains the same over time it will lose its sense of excitement and will stop attracting new men. This is why it is imperative to assess Project activities and consider how to improve them, which involves discussions with the Core Group and the Project Supervisor. When assessing the effectiveness of past activities, there are some questions that Coordinators will want to ask. For example, are we reaching new groups of young men? Are young men talking with each other about safer sex? Are they taking over ownership of the Project? Below we describe many of the Project’s intervention’s activities, and the Coordinators’ role in implementing them.

An important area for the Coordinators to reflect concerns the Guiding Principles (See Module 1: Overview for a description of the Guiding Principles). Some of these are indirectly referred to above. For example, in the question, “Are they taking over ownership of the Project?” a Coordinator is essentially asking if the Guiding Principle of empowerment is occurring. In the question, “Are young men talking with each other about safer sex?” the Guiding Principles of peer mobilization and diffusion are being analyzed. The Guiding Principles should stay utmost in the Coordinators minds as they reflect on the Project, to ensure that the principles are being enacted.

**Formal Outreach**

Formal outreach refers to outreach events and activities that are organized by Coordinators and the Core Group. It includes two types of activities: 1) the myriad of Project-sponsored Social Outreach Events designed to attract young gay/bisexual men (e.g., dances, parties, picnics, sporting activities, discussion groups, gatherings, barbecues, meals)
and 2) the Outreach Team’s performances at gay bars and community events, including performances at events the Project hosts. Formal outreach not only facilitates dispersion of the Project’s HIV prevention messages, like safer sex promotion and HIV testing promotion, it also helps young gay/bisexual men develop a growing sense of a supportive community. All Social Outreach Events should contain one or more HIV prevention components.

Good planning and coordination are the keys to formal outreach. With respect to Social Outreach Events, it is especially important for the Coordinators to ensure that such planning occurs. For recurring events, planning may be minimal, while larger events will involve substantial time, effort, publicity, and coordination. In order to be most effective, those involved in the planning must make sure that Social Outreach efforts attract diverse segments of gay/bisexual men in the community, and that all segments of the community will find some events that appeal to them. Therefore, a variety of Social Outreach Events are necessary to reach a broad range of young men in every community. The materials or publicity team is responsible for developing attractive, appealing materials promoting safer sex and testing for these events. In order to make sure that the Project reaches its goals, it is vital that every event includes active efforts to recruit young gay/bisexual men into M-groups. (*For more information on formal outreach, see Module 7: Formal Outreach—Social Outreach Events and Outreach Teams.*) The Coordinators are in charge of ensuring that the HIV prevention activities at Social Outreach Events occur, that materials promoting safer sex and testing are developed and distributed, and that men are recruited for M-groups at all outreach events.

**Informal Outreach**

Many people think that Informal Outreach is about spreading the word about the Mpowerment Project. In fact, Informal Outreach is much more than that: it is about guys talking with and supporting each other about the need to have safer sex and know their current HIV serostatus. It is called “Informal” Outreach because the discussions happen during casual conversations with peers. The M-groups motivate and teach young men to talk with friends informally and on their own time about the need for safer sex and testing, but additional effort is needed to make sure that people engage in Informal Outreach continuously. Coordinators can encourage others to conduct Informal Outreach by reminding men in the program to talk to their friends about HIV, testing, and safer sex. Coordinators can add Informal Outreach to Core Group agendas,
Informal Outreach is men encouraging each other about having safer sex and knowing their current HIV status—not just spreading the word about the Project.

to remind Core Group members to keep talking to their friends. Additionally, when Coordinators themselves have these types of conversations with men in the Project, they are modeling how to conduct and the importance of conducting Informal Outreach, which is a powerful learning tool (See Module 8: Informal Outreach for more information about informal outreach).

**M-groups** Throughout the Project, Coordinators will recruit young gay/bisexual men to attend M-groups. M-groups are a fun way for these men to meet others, find out about the Project, and hear how young men are dealing with issues of importance to them such as sex, dating, and relationships. Since the M-groups are a major method for supporting informal outreach, it is critical to continually assess whether the community’s diverse segments of young gay/bisexual men are being recruited into M-groups. Coordinators and trained volunteers can facilitate the M-groups (See Module 9: M-groups for more information on M-groups).

**Weekly Core Group meetings** The Core Group is the main decision-making body of the Mpowerment Project, and generally consists of 12 to 20 members. The Coordinators participate in Core Group meetings on an equal basis with all other members. However, Coordinators play a special role in keeping the Project’s mission and goals uppermost in Core Group deliberations. They set the agendas for the meetings (and ask for input from the Core Group), usually facilitate or co-facilitate the meetings, ensure that the meetings stay on track, seek to make the meetings an empowering experience for Core Group members, and promote and model a reflective versus an impulsive decision-making process. Additionally, Coordinators are also responsible for nurturing and supporting Core Group members to ensure that they have a good experience volunteering for the Project. It is important for Coordinators to recognize the important contributions that Core Group members make to the Project and to make sure that all volunteers feel welcome and appreciated (See Module 5: Core Group for more information on Core Group).
Evaluation activities
As described in Module 12: Evaluation, it is important that the approach to evaluation used in the Project be considered from the start of implementation. At a minimum, information needs to be collected regarding how the intervention is implemented, including how many activities are conducted, how many men attend the activities, and so forth. The Coordinators will need to carry out these evaluation activities from the start (See Module 12: Evaluation for more information about evaluation).

Community Assessment
Although the Coordinators ideally come from diverse segments of young gay/bisexual men in the community, it is still highly unlikely that when they pool their shared knowledge they will have a complete understanding of the community’s diversity. While Coordinators are usually knowledgeable about the social groups they belong to, they are often much less familiar with other groups. It is also important to recognize that the diversity represented in the Project extends beyond racial and ethnic groups. It can include a range of ages, student/non-student status, types of interests (such as artists, political activists, athletes), and class and educational differences. A full and shared understanding of the diversity of the community is required if the Project is to reach all segments of young gay/bisexual men in the community. Hence, one of the Coordinators’ first tasks is to conduct the Community Assessment (See Module 2: Community Assessment for a detailed look at conducting community assessments).
Working together and dividing up responsibilities

Coordinators must be able to work together effectively as a team because everything that one Coordinator does affects the work of the other Coordinator(s) either directly or indirectly. For example, one Coordinator’s ability to run M-groups relies on another Coordinator’s outreach efforts that effectively identify men to attend the groups. This interdependence requires the Coordinators to work together closely, be in frequent communication, and know what each other is doing, particularly as it pertains to their own responsibilities. Sometimes agencies think it is best to simply let the Coordinators work together and decide among themselves who will take on which responsibilities. What we have found, however, is that when this happens, many tasks fall to the wayside, as each Coordinator says, “That’s not my job.” We describe below different ways of configuring the Coordinators’ roles, clearly delineating responsibilities.

An important way to foster teamwork and ensure that all tasks are being accomplished is for the Coordinators to have a weekly, regularly scheduled meeting. At these meetings, they can go over each other’s behavioral objectives.
to ensure that tasks are identified, assigned to someone responsible for completing them, and that progress is being made (See Figure 4.1. in the Appendix to this module for sample behavioral objectives used in Austin, TX). The intent here is not to have Coordinators supervise each other's work, but rather to ensure that tasks are being accomplished that fall within each Coordinator's area of responsibility.

For example, in order to successfully recruit for M-groups, the Coordinator in charge of M-groups needs to obtain the names of young men attending outreach events. This means that the Outreach Coordinator systematically collects the names of men attending the events and then turns them over to the M-group Coordinator for follow-up. Likewise, the Outreach Coordinator relies on whoever is in charge of publicity to get materials out to advertise and promote up-coming activities and events. During their weekly meetings, the Coordinators can also brainstorm about other Project issues, make plans for future activities (such as a Core Group or Community Advisory Board meeting), debrief about recently completed activities, and generally provide support for each other.

In our research that looked at how the Mpowerment Project was being implemented across the country, we observed that when Coordinators worked independently of one another without meeting to discuss progress on their respective responsibilities, they ended up not supporting each other.

### Configuration of two full-time Coordinator positions

- **Outreach Coordinator** is responsible for coordinating the Project’s events, the outreach team, and publicity. This position also co-facilitates M-groups, Core Group meetings, and has administrative and evaluation responsibilities.

- **Small Group Coordinator** is responsible for recruiting young men to participate in M-groups, making all preparations for M-groups, and co-facilitating them. He is also responsible for administrative and evaluation duties.
Coordinators should be outgoing, comfortable talking to strangers, passionate about HIV prevention and community-building, willing to share decision-making power, and enthusiastic about conducting all the Core Elements.

and the Project often fared poorly. Coordinators may not always be best friends, may travel in different social circles, and may have different interests, but they will function most effectively if they communicate easily and often with each other.

As stated at the start of this module, we suggest having the equivalent of two full-time positions to carry out the Coordinator duties. Below, we show how responsibilities can be shared between two positions.

During the interview process, you might find that the skills and abilities of the candidates do not divide themselves neatly into these pre-designated areas of responsibility. For this reason, although the job announcements may describe the jobs in specific ways, once the most capable candidates from diverse segments of the community have been selected, you can then reconfigure job responsibilities in order to fit the strengths and expertise of the individuals hired (See Module 3: Implementing Agency for sample Coordinator job announcements). We highly recommend that new programs implementing the Mpowerment Project follow this procedure. Additionally, sometimes after Coordinators have started their jobs, it becomes clear that their roles need to be reconfigured to reflect their strengths in different areas. Often the Coordinators themselves become aware of this; if so, they should discuss possible changes in roles with their Project Supervisor.

Many Projects will only be able to fund the equivalent of one full-time position, or 1-1/2 positions rather than two. As stated earlier, we urge that if at all possible try to have at least 1 to 1-1/2 positions, given all the work that has to be accomplished. If the project can only afford the equivalent of one position, we recommend hiring two half-time Coordinators rather than one working full-time. Between them, they are more likely to possess the broad range of skills required in administering the Project, and they can then support each other in analyzing the program’s effectiveness and in planning Project activities. In addition, it is important to remember that the Coordinators are the initiators of the diffusion process—the ones who begin spreading the HIV-prevention message to their own social networks. By hiring at least two Coordinators who come from very different segments of the young gay/bisexual men’s community, this will increase the Project’s ability to reach a much more diverse cross-section of men.
Characteristics of effective Coordinators

Coordinators need to possess strong leadership skills, and the most successful Coordinators are those who are self-starters, extremely responsible, and well organized. These traits are critical because the Coordinators oversee a broad range of activities including M-groups, Social Outreach Events, outreach at bars and community events, publicity, administration, and ongoing evaluation. Coordinators also must possess a high degree of maturity, regardless of their chronological age. They must be willing to be reflective about the Project’s functioning and their roles within the intervention. Hiring Coordinators who have a strong personal commitment to HIV/AIDS prevention or to gay community issues, as demonstrated through their past work and/or volunteer history is also extremely important. If Coordinators don’t have a strong personal commitment to the goals of the Project, it will be extremely difficult to motivate them to conduct Informal Outreach through their own friendship networks or to put in the effort required to make the Project successful. Furthermore, Coordinators who require a step-by-step cookbook approach to guide them in performing their jobs are unlikely to be able to perform these complicated roles effectively.

An important part of being a Coordinator involves motivating other people to plan and carry out activities, and sharing ownership of the Project with them. Coordinators who share responsibilities for decision-making with Project participants—instead of just telling them what to do or assigning volunteer tasks—are more successful. The reality is that Coordinators can’t do all the work themselves, and they will accomplish a great deal more if they work collaboratively with others using a nonhierarchical organizational approach. Also, by sharing the authority for developing plans and making decisions with other Project participants, Coordinators are advancing an important goal of the Project, namely empowering the young gay/bisexual men’s community.

There are many ways that effective Coordinators accomplish this. One key strategy is to encourage Core Group members to reflect on their roles and decisions, including the implications of their decisions. It is not the role of the Coordinators to tell the group exactly what to do or to overtly point out mistakes. This approach fosters a sense of empowerment among Project volunteers and builds strong decision-making skills, while at the same time it keeps the group on track.
Use of behavioral objectives

Behavioral objectives are tasks that the Project Coordinators are striving to accomplish. The term “behavioral” is used deliberately so that it focuses on specific tasks that need to be done, rather than general issues. Developing behavioral objectives is an excellent way for Coordinators to identify and prioritize their tasks each week (See Figure 4.1 in Appendix to this module to see sample behavioral objectives developed and used by the Mpowerment Project in Austin, TX). Project Supervisors can review current and past behavioral objectives and discuss and refine them during supervision meetings (See Module 3: Implementing Agency for hints and tips on supervising Coordinators). Following the meeting, the Project Coordinators then rewrite their behavioral objectives, if necessary, and give a copy to the Project Supervisor for review.

As a tool for monitoring performance, the use of behavioral objectives is empowering, since it provides a reference point against which the Coordinators can measure their progress in achieving the objectives they have set for themselves. Behavioral objectives will be related to the Project’s overall objectives, but they are not identical. The Project objectives might include such items as “hold four M-groups in 3 months.” In contrast, an associated behavioral objective might be “recruit 10 men for next week’s M-group by....” As this example illustrates, the behavioral objectives are the small steps that must be taken in order to reach the Project objectives.

Coordinators must possess a high degree of maturity, regardless of their chronological age, and be self-starters, extremely responsible, and well organized.
Training Coordinators and obtaining the information needed to run the Mpowerment Project

We know from our research of how the Mpowerment Project is being implemented across the country that staff turnover is a major issue that affects implementation. In the study, 35% of the CBOs we talked to experienced turnover of Coordinators in the first six months. In the first year, 56% experienced turnover, with 23% of those agencies experiencing Coordinator turnover multiple times. Of course each time a new staff member is hired, that person needs to be trained. It is important for new Coordinators to attend training on how to conduct the Mpowerment Project, even if they were already involved in the Project before taking on their new position. Being a Coordinator rather than a volunteer requires a broader overview of the goals, objectives, and methods of the intervention and being trained to conduct the Mpowerment Project will help ensure this broader view. In addition, it is important to get training and read all of the materials and the website because sometimes a Project has “drifted” away from the Mpowerment Project’s Guiding Principles and unintentionally has stopped implementing the Core Elements as described in the model. Attending training can help the new Coordinator become aware of and then address this drift. Therefore, it is crucial that new Coordinators read the Project manuals and study the various training materials, much of which is online at www.mpowerment.org.

Gaining group facilitation skills

It is important that all Coordinators obtain training on how to facilitate meetings, since each will be working with groups. Depending on Coordinators’ areas of responsibility, they may be working with M-groups, volunteer teams, or a Community Advisory Board. It is especially important that Coordinators responsible for the M-groups be skilled at facilitating discussions and drawing out more
Being up-to-date on HIV prevention

In order to be current and well informed about issues related to HIV prevention, all Coordinators need:

- a thorough understanding of the most up-to-date information on how HIV is transmitted and prevented
- knowledge about HIV testing in the community (where to obtain testing, and which sites are culturally sensitive for diverse groups of young gay/bisexual men)
- basic information about treatment (it is not necessary to have a great deal of expertise on this since men who need treatment should be referred to health care providers)
- knowledge about the latest research findings on HIV prevention, including HIV prevention efforts for gay/bisexual men of color.
- familiarity with the local and national epidemiological distribution of HIV disease.

Information on all these topics is available from local or regional AIDS service organizations. There are also some excellent electronic resources that Coordinators can use that will keep them up-to-date on the latest information. For example, the CDC puts out a daily report on HIV/AIDS drawn from scientific journals and newspapers (http://www.cdcnpin.org/lyris/ui/listservs.aspx), and the CDC’s website also contains many online resources (http://www.cdc.gov/hiv). The University of California, San Francisco’s HIVInsite website (http://hivinsite.ucsf.edu) has information on many aspects of HIV, and the NMAC (National Minority AIDS Council) website is another useful resource (http://www.nmac.org). Another good site is one run by the Kaiser Family Foundation (http://www.kaisernetwork.org), which is updated daily. Daily or weekly list serves can also be very helpful, and the Kaiser Family Foundation also offers email subscriptions to news and events at http://www.kff.org/profile/subscriptions.cfm. Another excellent list serve of recent scholarly articles about HIV/AIDS can be joined by emailing Robert Malow of Florida International University at rmalow@bellsouth.net.
Evaluating the project by reflecting on its Guiding Principles

In addition to tracking the number of men attending M-groups or outreach activities, it’s important for Coordinators to think about how Project activities relate to the Mpowerment Project’s Guiding Principles. The Coordinators should continually review the Guiding Principles to ensure that the Project is being implemented in accordance with them (See Module 1: Overview for a detailed description of the Guiding Principles). For example, Coordinators must remember that the Project should:

- focus on social issues as a way of attracting young gay/bisexual men
- help empower the young men involved
- strive to develop a stronger sense of community through the development of more social networks among young men
- infuse all Project activities with HIV prevention messages.

Ultimately it is the Coordinators’ responsibility to ensure that these principles and others are being applied throughout all aspects of the Project. Some key areas for the Coordinators to pay attention to are described below.

Empowerment of volunteers

It is very important that the Coordinators continually consider the extent to which they are empowering volunteers, including those involved in the Core Group. By having the volunteers make and implement decisions about the Project, they gain a real sense of ownership of the Project and its activities. As a result, they will be more willing to work on the Project, and more likely to take its messages and goals as their own. This includes an increased willingness to spread the message of safer sex to their friends, publicize the Project’s activities through word-of-mouth to their friends, and invite their friends to join the Project.

This approach is one of the unique components of the Mpowerment Project—namely that the process of working on a product or event often is as important as getting the product or event completed. For instance, consider the following scenario. A Coordinator could work by himself to develop materials to promote safer sex, and often could do so in less time than if he were to delegate the task to volunteers. However, suppose instead that he worked with two volunteers to create those materials and afterwards they expressed pride at having done so. Then the extra time it took the
volunteers to carry out this task was more than justified by their sense of accomplishment and a feeling that the material’s message is their own.

For this reason, it is critical for the Coordinators to continually evaluate if volunteers are feeling a sense of ownership for the Project or if, instead, they feel that the Coordinators make all the decisions and do the most important work. It’s also worthwhile remembering that once volunteers gain experience working on any task, the Coordinator can spend less time working with them in the future, so the initial investment in time is likely to result in a time-savings later on.

Another area that requires constant monitoring is to what extent programs are reaching diverse segments of gay/bisexual men in the community. It is the responsibility of the Coordinators to keep revisiting this issue, and bringing it up at Core Group meetings. By periodically referring back to the community assessment results (See Module 2: Community Assessment), the Coordinators and Core Group can determine if all the groups of young gay/bisexual men in the community are represented at Project activities. Concerted efforts are necessary to ensure that formal outreach targets diverse groups, and that diverse groups are part of the Core Group and participate in M-groups.

When the Mpowerment Project was first implemented at several research sites, Coordinators successfully attracted many young gay/bisexual men of color into the Core Group and M-groups. In fact, these segments of young men ended up being overrepresented in both areas by comparison to demographics of the cities involved. This demonstrates that it is possible to reach such groups even if they have been underrepresented in community programs in the past.

The Project Coordinators need to reflect continually about the Core Group in order to ensure diversity in its membership. Of equal importance, however, is ensuring that the Core Group does not become cliquish and turn into a social club that does not actively welcome and encourage new participants (See Module 5: Core Group for more information about the perils of cliquishness). Since the Coordinators are central to the Core Group’s successful functioning, they play a significant role in maintaining the group’s openness.
Scheduling for M-groups:

- Utilize Core Group very heavily EVERY week to recruit to M-groups. There are several guys chomping at the bit to help with this.

- We developed a new sample recruiting dialogue for Core Group members to follow (See below).

- Continue to recruit heavily to Core Group itself because Core Group members usually will attend an M-group after coming to at least 1 Core Group meeting.

- Work with the materials team to develop a “rave card” that will promote Core Group and M-groups. These are 4x4 inch cards that have information on them about Core Group, AMP, and M-groups. We will distribute them in little stacks throughout the community. Young gay/bi men will pick them out and pick them up because they are pretty.

- Update the call log every WEEKDAY to stay abreast of who has been scheduled, and who to reminder call, and whom we have already called. Work with the materials team to develop and produce the M-groups posters.

- Work with the M-groups committee to get those guys into the process of recruiting.

- Provide them with fliers and invites, and scheduling cards

- Plus they will be able to call us up to let us know when who is scheduled for when

- Provide them with calendars with the M-group dates to schedule their friends

- Review the new sample dialogue with them. Run M-groups ad in the papers.

- Tuesday I’ll write and send out the press releases for M-groups to: The Austin Chronicle, This Week In Texas, Ambush, And the Texas Triangle.

- Jesse and I will sit down after our Coordinator meeting and schedule the rest of the guys we need for Thursday’s M-group (and on up to the next few weeks, if possible) and compile our recruitment lists... I’ll also send out the outreach e-mails at this time...the review of the whole shebang will come on Wednesday when we are done.

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Sample behavioral objectives (from AMP, Austin Men’s Project)
Sample dialogue

**M-group recruiting dialogue:**

Provide a casual conversation script for the guys to use while recruiting for M-groups:

"**What is an M-group?**" It’s a really cool, one time discussion group...but it is totally comfortable. You meet, like, 8-10 other guys and talk about who you like to meet, and when, and how, and where. And sex. Everybody likes to talk about sex, so we do that a whole lot, and it gets really hysterical.

"**So what do you do there?**" Talk mostly, and there’s a couple of thinking exercises. You write down a bunch of stuff, in groups, and then hang it on the wall and talk about it.

"**Like what?**" It’s a surprise. And it’s surprising to see what people come up with. You know, people always say “I’m tired of the bar, I’m tired of meeting men at the bar, or I’m tired of internet hook-ups...where do I go yadda yadda yadda...,” well, AMP is it! M-groups are it...it’s sort of the introduction to AMP, too, and it’s not like we’re anti-bar...we’re “alternative.” You’ll really enjoy it. C’mon, whaddya say?

**Outreach**

The outreach team met Friday night AFTER outreach, and we had a little talk about the Homecoming Dance Event. I’ll complete and turn-in the Homecoming Dance Event Planning Form tonight. This is the rough sketch of our suggestions.
**Event promotion**

We’ll dress up in jeans and white t-shirts with ELABORATE sashes around our manly chests. And we’ll wear little crowns (Homecoming Kings... get it?) This is to pass out fliers in the bars for the event itself. Maybe AMP T-shirts. We’ll see. I’ll be preparing for event promotion outreach right before Core Group, getting all the uniforms out and ready to go. After Core Group, we’ll meet with the outreach guys, and then all head over to Charlie’s. We want to galvanize all the guys tomorrow, really inspire faith that we’ll get this job done. And we really feel that the only way to do that is to have our plan set up and ready tomorrow night. And it is, and will be. Our plan is to meet at Little City on Congress, get ready there, and walk over together as a group. We are also able to generate interest at Little City while we are getting ready.

**Safer sex promotion**

Buy carnations, or roses, whichever I can find cheaper. Then we’ll tie a little packet on to it with condoms and materials inside, and then pin them onto the guys that attend. We have no idea what to put in them yet. We’ll decide that next week, and I will include it in my next set of objectives. This is a week and a half before the event, so there is still time to incorporate any feedback you might have. And we will figure out then what performance will entail as well. We know its going to be presenting 6 garters to 3 runner-up couples, and then presenting crowns and scepters to the 2 homecoming “kings”, but we haven’t figured out exactly how we will work in safe sex promotion yet.

**Core Group meeting**

We are to go over M-groups Coordinator staff changes with the Core Group. I wonder what that will be like. We are going to discuss the various points of the Homecoming Dance... when/where to meet, who is bringing food/decorations in their car, who is responsible for signing new guys up.
Coordinator staff meeting

We’ll process what happened at the Core Group, and figure out where to go from there: Who is going to be on the M-groups recruiting committee? Probably David and Jorge. They have expressed the most interest. Who is going to MC the Homecoming Dance? Isaac wants to, but so does James and we want them to split it without getting their feelings hurt.

M-group facilitation

Jesse and I are meeting on Thursday afternoon (M-group is scheduled for Thursday night) to buy refreshments and set up the M-groups room. I’ll facilitate my heart out Thursday evening.

Publicity

I am supposed to make a short speech before the short film compilation “Boyeurism” at the Austin Gay/Lesbian International Film Festival. AMP is sponsoring that movie for publicity/community support. I’ll bring flyers and AMP info with me and distribute that to the audience, and since I’ll be right there on the University campus, I’ll make some more flyer drops and put up a couple of posters.
mPowerment

Together creating community for friendship for health for life

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