The Crisis Handbook v1.2
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Introduction

“Great occasions do not make heroes or cowards; they simply unveil them to the eyes of men. Silently and imperceptibly, as we wake or sleep, we grow strong or weak; and at last some crisis shows what we have become.” - Brooke Foss Westcott

This handbook will help you understand the basic ideas and concepts of a Crisis Model UN committee as well as act as an indispensable guide for references, concepts, research, and ideas.

What is a Crisis committee? A Crisis committee is a type of committee where a delegate may use resources outside of the discretion of the committee to achieve any number of goals. In essence a crisis committee allows delegates to not only have a say in how committee operates but also the very topics of discussion. Generally Crisis committees consist of between 10 and 20 delegates forming some form of cabinet, governing body, advisory board, business, league, assembly, or general staff to advise some head position, generally portrayed by the chair. An example of this would be a 2010 U.S. Presidential Cabinet committee chaired by Barack Obama.

Crisis committees will almost always have a background guide or brief (with the exception of Ad Hoc committees) that will outline issues the committee will likely face, the history of the committee and its surrounding spheres of influence, and the portfolios of the members of the committee. A character's portfolio outlines their initial resources as well as responsibilities in committee. For example, the Minister of the Navy, a classic cabinet position, is responsible for the use and deployment of the Navy. A character's history may also be included in the initial background guide to give the delegate ideas of how to expand their powers and to further influence committee.

Ultimately the goal of a delegate in a crisis committee is to be the most influential member of the committee. In other words, to be successful in committee, a delegate must be just as involved in committee debating, writing directives, and trying to contribute to potential solutions while also being engaged in their own crisis arcs. Ultimately, a delegate should strive to have their crisis arcs be the focus of the committee.

This handbook will offer advice for both preparing and engaging in crisis committees as well as ideas for when a delegate is in committee.
Research

The Committee

Committee’s can range in time, topic, and structure, from Nero’s Roman cabinet, to the Coca-Cola board of Directors, to a Council of Gods, to Gorbachev’s KGB. Crisis committee’s can also vary in how they function, from traditional crisis committees, to seceding crisis committees, to joint crisis committees. Before anything, it is important to understand the nature of one’s committee. Below are examples of a few committee types and their general goals:

Joint Crisis:
Two or more committees oppose each other with conflicting goals. One committee’s achievements will tend to hinder the other(s). Violence and public support tend to be common focuses of the committee.
Examples: Civil Wars, Elections, Exploration.

Cabinet:
Delegates represent members of a political cabinet. Topics tend to vary with history, but common issues include popularity of the governing body, civil unrest, terrorism, economic collapse and reestablishment, workers unions, unemployment, international relationships, trade, and a variety of other potential topics. Cabinets tend to be the most flexible in terms of topics, but very rigid in time periods and major events. The Chair will most likely be the cabinet’s leader.
Examples: Catherine the Great’s Cabinet, Barack Obama’s Cabinet, Juan Peron’s Cabinet, Don Pedro II’s Regency Council.

Business:
Business committee’s tend to have a focus on successfully running an enterprise of some sort as well as increasing profits. Topics tend to include economic policies, government lobbying, business ventures, competing firms, and business ethics (or usually, lack thereof).
Examples: Coca-Cola Board of Directors, American Monopolies Council, Apple Inc. Board of Trustees.

Cartel/Mafia/Illegal Organization:
Similar to the Business committees, the general goal of a Cartel/Mafia is to make as much money as possible. Often, maintenance of political influence, territorial disputes, rival organizations, public support, investments, and internal power struggles tend to be reoccurring topics. Unique to the Illegal Organization branch of
committees is the power to work outside of and often break the law. Delegates are encouraged to be highly creative with their crises in these committees. 

*Examples: the Medellin Cartel, Bonnie and Clyde: The Barrow Gang, Al Capone’s Chicago Outfit.*

**Fantasy:**

Fantasy committees operate in the inspiration for the committee’s universe. Rules may change and portfolio powers may be drastically different from historical world characters. Delegates in fantasy committees tend to be fanatics about the topics and very well versed in the universe in question. Fantasy committees, in essence, cover the major topics of the fantasy worlds it simulates.

*Examples: the Ministry of Magic (Harry Potter), the Council of Elrond (LOTR), the Galactic Senate (Star Wars), the Jedi Council (Star Wars), Marvel Civil War, Mad Men.*

**Security Council:**

The Security Council is the most well known body of the United Nations and thus, is generally given a platform of issues to resolve as diplomatically as possible. Five members (the P5), are given the right to veto any resolution or directive proposed giving this committee an interesting dynamic when it comes to voting and creating alliances. Generally crisis is used to further one’s point and try to influence the vote of the P5 in favor of a directive or idea. Some Security Councils will not allow delegates to engage in crisis while others offer delegates unlimited power through crisis. Most committees though, will generally give delegates a moderate balance between crisis portfolios allowing for free flowing, but moderate crisis. Generally debate in the room is the focus of the Security Council.


If you find yourself in a committee not mentioned, speak to your Head Delegates and they will provide you with information about the type of situations you can expect to arise in your committee.

**Character Portfolio**

“Once you allow yourself to identify with the people in a story, then you might begin to see yourself in that story even if on the surface it’s far removed from your situation.” - Chinua Achebe
A character's portfolio in the committee they are in is one of the most important aspects of a conference a delegate must know. Most background guides offer portfolios of every member in the committee. From this it is possible to gain a general sense of what the ideologies in the room should be like come the first committee session. A character’s portfolio though is anything but static. A character's portfolio is defined by their personal history, ideological stances, connections, past positions, resources, and crisis actions. Additional research is generally necessary to fully grasp a character's portfolio seeing as most background guides only offer superficial information. Crisis actions can be used to accumulate more resources, influence, and connections, thus furthering a delegate’s ability to influence committee.

Research Guide

“Do research. Feed your talent. Research not only wins the war on cliche, it's the key to victory over fear” — Robert McKee

“You'd be amazed how much research you can get done when you have no life whatsoever.” — Ernest Cline

COMMITTEE OUTLINE:
Committee Name:
Position Title:
Character:
Delegate Name:

1. What does your committee represent? In other words, explain the entity you are simulating at the conference
   ● what is it tasked with doing?
   ● What are issues you foresee running into?
   ● What resources does it have at its disposal for purposes of directives?

2a. If your committee represents a government:
   ● What is your committee’s general political leaning?
   ● Is it a democracy or an autocracy? Is it a single party state or a monarchy?
   ● Does it lean to the right or the left or is it split in between?

2b. If your committee represents a corporation or other organization:
   ● What are some practices and behaviors that your committee frequently engages in to achieve its objectives?
   ● In other words, what’s your group’s M.O.?

3. What is the political landscape of your committee?
   ● What are some political events occurring during your committee?
   ● What is the dominant party?
   ● What are the dominant ideologies?
   ● What are some important cultural factors (i.e.- religion, demographics, popular beliefs)?
   ● What are some popular cultural, religious, social, or public events (i.e.- 4th of July, Christmas, Carnaval, Holi, Sacrifices to Cthulu)?
4a. If your committee is set in the past:
   ● What are some events from the geographic region during the year(s) your committee is set (i.e. change in governments, wars, rebellions, major publications, major laws passed, etc.)?
   ● What are some significant events from around the world during the year(s) your committee is set that could be helpful to know (i.e. change in governments, wars, scientific discoveries, major publications, major laws passed, etc.)?
   ● What are some events that historically happened following your committee?

4b. If your committee is set in the present or near future:
   ● Based on events that have already occurred, what are some significant events that could occur in your committee?
   ● What are some significant events from around the world during the year(s) your committee is set that could be helpful to know (i.e. change in governments, wars, scientific discoveries, major publications, major laws passed, etc.)?

5. What major issues does the background guide outline? Provide a short explanation of each

6. What are important documents for your committee (i.e. constitution, manifesto, propaganda)?

7. If your background guide asks questions, what are they?

CHARACTER OUTLINE:
1. What is your character’s job/position and title?
2. What resources and connections might someone with this position have? List as many as you can!
3. Does your character have any unique political or religious affiliations that might influence their decisions in the committee?
4. Does your character have any previous life experiences, jobs or affiliations that might influence their decisions in committee or grant them additional resources and connections?

4. What are some of your character/position’s political affinities? (What does your character want to talk about?)
Points and Motions

Points and Motions are, in essence, the structure of committee. Points are used for generally personal information whereas motions are used to move committee along. All points and motions are always directed at the chair. Chairs will ask for any points or motions throughout committee session where delegates have the opportunity to make any of the following:

Points

**Point of Personal Privilege:**
Points of personal privilege are used for any non-committee related personal discomforts. Anything from the speaker speaking too softly to hear to the room being too warm fits under the point of personal privilege. This is one of the few moments where it is acceptable for a delegate to break from their character.
*Example:* “Point of Personal Privilege, can the speaker speak up? It’s hard to hear.”

**Point of Inquiry:**
Points of Inquiry are used to ask questions about the committee or pertinent information to the topic at hand. The intention of a point of inquiry is to further understand or acquire information about events or action within committee. Points of inquiry are not to be used to figure out information about other delegate’s crises, nor is meant to be used to argue, although it can be used to prove a point. These points are occasionally referred to as ‘points of Information,’ but the difference is negligible.
*Example:* “Point of Inquiry, what is our current breakdown of military units in the region?”, “Point of Inquiry, how much money are we making a month?”

**Point of Order/Parliamentary Procedure**
A point of order is made when the speaker believes there is an error in the order of presented motions, points, or speakers. A point of order is used to acknowledge small mistakes in the technical order of debate in regards to parliamentary procedure. Generally accepted times to use points of order are when a speaker is skipped, there is a miscount, or the chair has forgotten about a previously passed motion.
*Example:* “Point of Order, we have only had one speaker against and have already had two speakers in favor.” , “Point of Order, the majority is 11 so this directive actually passes.”, “Point of Parliamentary Procedure, unmoderated caucuses are more disruptive than moderated caucuses.
Motions

Moderated Caucus (Mod)
Moderated caucuses are ordered formal debate with a limit of speakers, speaking time, and topic. Both total time and speaking time as well as the topic of discussion must be requested when the motion is made. Commonly, moderated caucuses are between 5 and 12 minutes in length with a speaking time of 30, 45, or 60 seconds per delegate.
Example: “Motion for a Moderated Caucus of 10 minutes with a 30-second speaking time on the topic of integrating immigrants.”

Unmoderated Caucus (Unmod)
Unmoderated caucuses are a form of informal debate in which delegates may get out of their seats and freely talk to each other about potential partnerships, directives, or merging. No speaking time, nor topic are required when making a motion for an unmoderated caucus, but a total time is necessary. Although the topic of the unmoderated caucus is not a necessity, delegates often give a topic to clarify as to the need for an unmoderated caucus.
Example: “Motion for an Unmoderated Caucus of 7 minutes”

Enter Voting Procedure
A motion to enter voting procedure is used to vote on a directive or amendment. Only introduced directive or amendments may be voted on. No motions may be made during voting procedure.
Example: “Motion to enter voting procedure on all of the directives on the floor.”

Enter Modified Voting Procedure
Modified voting procedure is any form of voting procedure with an additional aspect to the motion. For example, modified voting allows for a number of speakers in favor and against or a moderated caucus before entering voting procedure on a directive or amendment.
Example: “Motion to enter voting procedure on all of the directives on the floor with 2 speakers in favor and against with 30 second speaking time.”

Divide the Question
A motion to divide the question is used when a delegate wants to vote on a specific clause separately from the directive as a whole. This is useful when a directive is mostly agreeable except for a few clauses. Like other motions, a motion to divide the question must itself be voted on. If it fails, the directive will be voted on as a whole.
Example: “Motion to divide the question on clauses 3 and 4.”, “Motion to divide the question on all clauses pertaining to American Intervention.”

Extend Debate/Extend the previous Moderated Caucus
A motion to extend debate does exactly that. Generally a total time of extension is required, but speaking time and topic are kept the same as the previous moderated caucus.
Example: “Motion to extend debate by 6 minutes”

Introduce Directives
A motion to introduce directives is used when a delegate wants to introduce all of the directives on the floor with the sufficient number of signatories. Directives are introduced in the order they are turned in to the chair. If a directive does not have a sufficient number of signatories or is not at the chair when the motion passes, the directive will not be introduced.
Example: “Motion to Introduce Directives”

Introduce Amendments
A motion to introduce amendments is used when a delegate wishes to introduce unfriendly amendments to a directive that has already been introduced. A motion to introduce amendments will not be entertained during voting procedure. Friendly amendments will generally be included in the directive once a sponsor states they are including a friendly amendment at the chair’s discretion.
Example: “Motion to Introduce Amendments for Directive ‘From Russia, With Love’”

Strawpoll
A motion for a strawpoll is used when a delegate wants to know the current sentiments of the room in regards to a topic, directive, or course of action. Strawpolls are nonbinding and do not affect the state of any directives or amendments on the table. A strawpoll is a powerful tool that can be used to sway the direction of a heated debate or the outcome of a controversial proposal. It can also be used as by a delegate to give a speech that most other delegates would look upon positively.
Example: “Motion for a strawpoll on whether we should accept American military aid.”

Suspend the Rules
A motion to suspend the rules, although rarely used, can be used to avoid technicalities in procedure. It can be used to combine motions
or propose motions that are not included in parliamentary procedure.

Example: “Motion to suspend the rules and censor the Minister of Agriculture’s voting rights.”, “Motion to suspend the rules and have a Q. and A. before entering voting procedure.”, “Motion to suspend the rules and declare directives A and B mutually exclusive.”

Others

Right of Reply
A right of reply is granted when a delegate is personally offended by another delegate. Right of replies are not granted when an idea, concept, or anything other than the very delegate is criticized. When a delegate is directly insulted, a delegate may request a right of reply.

Can Use In Response to: “The minister of Finance is a pencil pushing nerd”, “You’re a fat, stupid, imperialist pig.”

Cannot Use: “The minister of Finance’s plan sounds like it was conceived by a pencil pushing nerd.”, “Your policies are a clear example of an imperialism.”

Example: “Right of Reply, the delegate has personally offended me by referring to me as a fat, stupid, imperialist pig.”

Censoring
A delegate may be censored if they commit or are convicted of some harsh crime. Censoring is up to the chair’s discretion and will generally not be taken lightly in committee. If a delegate is censored, they may have their voting rights, writing submission rights, or in truly severe cases speaking rights removed for a period of time. Censoring is not to be used on delegate’s whose opinions differ from another delegate’s.

Example: “Motion to Suspend the Rules and Censor the Minister of War for acts of treason until their Supreme Court Ruling.”

Question and Answer
A question and answer session is useful for those who wish to speak about their directives and answer any doubts other delegates may have about it.

Example: “Motion to Suspend the Rules for a 2 minute Question and Answer session on each directive on the table.”
Directives

Writing Directives

Directives are the way in which the committee as a whole takes action. They are documents written by committee members to solve, prevent, or take general action in regards to an issue.

Directives must be titled and generally consist of one to six clauses in length not including subclauses. Unlike in resolutions commonly seen in General Assembly committees, directives can take a commanding tone and do not require preambulatory clauses. When writing a directives that call for action, delegates should only include clauses that call for resources the committee has direct control over. For example, it would make little sense for a Cartel to raise national taxes or for a General’s Cabinet to move the enemies troops. Directives use active verbs as opposed to passive verbs used in resolutions. Examples of these verbs include:

<table>
<thead>
<tr>
<th>Move</th>
<th>Assassinate</th>
<th>Raise</th>
<th>Extradite</th>
<th>Justify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create</td>
<td>Declare</td>
<td>Lower</td>
<td>Force</td>
<td>Write</td>
</tr>
<tr>
<td>Allocate</td>
<td>Institute</td>
<td>Establish</td>
<td>Suggest</td>
<td>Hire</td>
</tr>
<tr>
<td>Donate</td>
<td>Arrange</td>
<td>Remove</td>
<td>Deliver</td>
<td>Recall</td>
</tr>
<tr>
<td>Frame</td>
<td>Investigate</td>
<td>Define</td>
<td>Construct</td>
<td>Propose</td>
</tr>
<tr>
<td>Convict</td>
<td>Request</td>
<td>Transmit</td>
<td>Authorize</td>
<td>Send</td>
</tr>
<tr>
<td>Communicate</td>
<td>Produce</td>
<td>Publicize</td>
<td>Remove</td>
<td>Eliminate</td>
</tr>
</tbody>
</table>

Clauses are to address who or what is doing what action when and where. It is also important to address how these actions are being conducted. The most specific a clause is, the better.

Directives need a specific number of signatories to be eligible to be introduced. The committee chair will announce what quorum (the number of members in the committee) and the number of signatories necessary for a directive to be introduced. A directive will usually need either a simple majority (50%+1 vote) or strong majority (66%+1 vote) to pass a directive
according to the chair’s discretion. Chairs will also decide whether abstentions will count as a “soft no” when it is time to vote. If abstentions are counted as “soft no's”, a directive will need the majority of the committee to pass whereas if they do not, a directive will only need a majority of voters to pass.

Often delegates will name their directives something humorous or catchy to pull attention to the directive. This tactic may be used to win votes, but is not necessary. Take care that your punny title does not subsume the actual meat of your directive.

An example of a good directive:

Directive: “From Russia, With Love”
Sponsor: Minister of War

1) Immediately Send 15,000 unmarked foot soldiers and 5,000 tanks through Donetsk eastward to Odesa taking all major cities in the Southern portion of the Ukraine.
   a) Do not engage in any unnecessary military conflict with civilians or Ukrainian military.
   b) If a major city is occupied by the Ukrainian military, report back to this body for further instruction.
   c) if a major city is occupied by uncooperative and aggressive civilians, use intimidation tactics in an attempt to scare them into submission
   d) If intimidation tactics do not work, engage with minor military actions as to reduce casualties.
2) Establish a 23:00h curfew on all Ukrainian citizens in occupied cities punishable by incarceration in military holding cells.
3) All unmarked soldiers are to explicitly speak Ukrainian

Signatories: Minister of Finance, Minister of Health, Minister of the Navy, Minister of Justice

Amendments

Amendments are any additional clauses added to a directive that has been introduced. Anyone can submit an amendment and it is generally accepted in writing. An amendment can be friendly or unfriendly depending if the original sponsor wishes to include it in the directive. If an amendment is friendly, it is automatically added to the directive. If an amendment is unfriendly, the committee will vote on whether or not it should be added to
the directive in question. Amendments generally do not need additional signatories so long as the directive in question has a sufficient number.

**Crisis**

What is crisis? Crisis is often a difficult concept to grasp. The simple answer is crisis is everything not in the committee room. Committee as a whole operates within a simulated world full of people, events, and its own history parallel to the real world. When the committee body passes or rejects directives, it impacts the people of the world. For example, if a Governor's cabinet decides to defund the state police, crime rates would increase, which then becomes an issue the cabinet needs to deal with. This means that any action the committee takes **WILL** affect the world it is in.

Because of this nature committee, delegates will also have the opportunity to advance their own goals through personal crises. A delegate, although isolated in the committee room, can affect the outside world through crisis notes. Imagine life as a minister in a cabinet. The Minister most likely has a secretary, general staff, a vice minister, family, friends, and an assortment of people they know who can help them with their day to day operations. The minister can write to their staff and ask them to any number of things which can then affect the discussion in committee. These requests can be anything from a simple request for information to a complex assassination.

Through personal crises, a delegate can shape policies the committee passes, which then can be used to further propagate their personal crises. A delegate will also be more prepared to propose directives to solve the crisis at hand if they are the ones in control of the crisis. Ultimately, a delegate can use crisis to become the most influential member of the committee.

This Section will focus on how to develop a personal crisis.

**Crisis Mapping**

> “History is not everything, but it is a starting point. History is a clock that people use to tell their political and cultural time of day. It is a compass they use to find themselves on the map of human geography. It tells them where they are but, more importantly, what they must be.” — John Henrik Clarke

> “A map does not just chart, it unlocks and formulates meaning; it forms bridges between here and there, between disparate ideas that we did not know were previously connected.” — Reif Larsen, The Selected Works of T.S. Spivet
Crisis mapping is the act of understanding the political, cultural, social, and economic geography of a committee. A crisis map links all of this information so that delegates may best understand the issues at hand. This then allows them to either exploit or resolve these issues though crisis notes and directives.

A crisis map is dynamic and will constantly change. Other delegates may influence it through their crises while crisis updates may provide delegates with insights into the conditions of certain populations, groups, or events. Through a delegate's personal crisis, they will also receive information about the world and thus affect the overarching committee map.

Crisis maps need to constantly updated as information is received for it to remain relevant. By maintaining an updated map, delegates can navigate the political geography of the committee with ease, referencing events, groups, policies, and suggesting ideas for new directives or for their own personal crises.

*Example of a crisis map for Brazil 1831:*

<table>
<thead>
<tr>
<th>Popular Ideologies</th>
<th>Important Events</th>
<th>Important Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-Monarchy</td>
<td>Dom Pedro I’S Abdication of the Brazilian Crown</td>
<td></td>
</tr>
<tr>
<td>Pro-Republic</td>
<td>Rebels begin protesting and rioting in the north</td>
<td></td>
</tr>
<tr>
<td>Anti-Monarchy</td>
<td>Southern Plantation owners refusing to pay taxes</td>
<td></td>
</tr>
<tr>
<td>Isolationist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-British Trade</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pro-Slavery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-Slavery</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Influential Groups</th>
<th>Policies in Action</th>
<th>Policies in Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conservatives</td>
<td>All slaves older than 65 years of age freed</td>
<td></td>
</tr>
<tr>
<td>Liberals</td>
<td>taxes increased to 30% to cover debt to british</td>
<td></td>
</tr>
<tr>
<td>Radical</td>
<td>Sugar and Coffee Farms subsidized</td>
<td></td>
</tr>
<tr>
<td>Federalists</td>
<td>Military sent to North to patrol and defuse riots</td>
<td></td>
</tr>
<tr>
<td>Slaves</td>
<td>Draft instituted. One male from every household must serve in the military</td>
<td></td>
</tr>
<tr>
<td>Plantation owners</td>
<td>Slave tax of 1,000 Reis per slave per year</td>
<td></td>
</tr>
<tr>
<td>Slave Traders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Militants and Military Leaders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Merchants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dutch merchants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portuguese Crown and loyalists</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>State of the World</th>
<th>Personal Ideas</th>
<th>Personal Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mild Rebellions</td>
<td>Military Coup d'etat</td>
<td></td>
</tr>
<tr>
<td>Monarchy is Popular</td>
<td>Begin creating Manufacturing plants in São paulo</td>
<td></td>
</tr>
<tr>
<td>Majority of citizens in central and northern provinces are poor</td>
<td>Close ports to slave trade</td>
<td></td>
</tr>
<tr>
<td>Drought in North</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Crisis Notes

“I think the worst thing you can do about a situation is nothing.” - Ice Cube

Crisis notes are the method by which delegates can engage with the outside world. Since the delegate is metaphorically stuck in the committee room, they can write notes to anyone they know in the outside world with the intention of affecting the committee. Through crisis notes, a delegate can accumulate resources, discover information, and execute plans to reshape the political landscape of the committee.

Establishing Contacts
Each note begins by establishing a contact. A contact can be anyone the delegate knows or would know and is often made up. For example, common contacts include secretaries, family, and friends. Generally, when making up a contact, it is more acceptable to write to someone who a delegate’s character would believably engage with. When establishing a contact, a delegate should also define their relationship and give context to the contact. In essence, when establishing a contact, a delegate should give them a general history or background. For example, here is a note from a Brazilian Regency Committee, 1831, from the Minister of Health:

“To my loving wife Annabelle,
I must say that being far from you for so long has taken its toll on me. I can’t help but reminisce on the days we would picnic in your father’s botanical garden. I wish the staff here maintained this place as well as your father’s servants did at his plantation....”

Note how in the example, it is made clear that the delegate is married to the daughter of a wealthy plantation owner. All of this could reasonably have occurred given the time period of the committee, and thus is more believable. Making a Note believable is necessary when trying to put it into effect.

Requesting an Action
After establishing a contact, a delegate should then begin explaining their request. In their request, a delegate should be as specific as possible answering the questions who, what, where, when, and how. A delegate should also either hint or directly state (depending on how the Crisis Director handle’s previous notes) as to why they would like this action to be performed. Generally, larger, more difficult tasks will require the delegate to prepare and coordinate
their resources beforehand through other notes. Continuing with the previous example:

“... Would you mind sending me 5 of your father’s most educated servants to help me manage my office here in Rio de Janeiro as soon as possible? Ask your father to bring them along on his trip here next week along with a bouquet of orchids from his garden. I wish to have a constant reminder of home as well as a few helping hands with my work...”

Concluding the Note
Notes that request something significantly more difficult or that set up a longer chain of notes should generally imply where they are leading so that the crisis staff understand the relevancy of the note a delegate has sent.

Finally, end with a final thought and the appropriate signature. Crisis directors generally ignore notes that are not signed since they cannot be handed back. Occasionally, it is beneficial to write notes anonymously or under a pseudonym, in which case make it clear through the use of parentheses who is writing. To conclude the example:

“...That’s not to say I won’t treat them well. Hopefully they will spread the word of my kind treatment to their families back on the plantation up north. I hope to return home soon. I cannot bare to be away from you or the children any longer. Eu te amo.

Your loving husband,
Antônio Amaral Jr. (Minister of Health) ”

To summarize, crisis notes need to acknowledge who is being written to, what their relation is to the delegate (if they have not been previously written to), what is wanted from this person, who, what, where, when, and how this request is to be done, as well as a potential explanation of why and where the overarching plan is leading. A complete note looks like the following:

“To my loving wife Annabelle,
I must say that being far from you for so long has taken its toll on me. I can’t help but reminisce on the days we would picnic in your father’s botanical garden or our orchid field. I wish the staff here maintained this place as well as our servants do at home. Would you mind sending me 5 of our most educated servants to help me manage my office here in Rio de Janeiro as soon as possible? Ask
your father to bring them along on his trip here next week along with a bouquet of flowers from his garden. I wish to have a constant reminder of home as well as a few helping hands with my work. That's not to say I won't treat them well. Hopefully they will spread the word of my kind treatment to their families back on the plantation up north. I hope to return home soon. I cannot bare to be away from you or the children any longer. Eu te amo.

Your loving husband,
Antônio Amaral Jr. (Minister of Health) ”

Crisis Arc

“Regular maps have few surprises: their contour lines reveal where the Andes are, and are reasonably clear. More precious, though, are the unpublished maps we make ourselves, of our city, our place, our daily world, our life; those maps of our private world we use every day; here I was happy, in that place I left my coat behind after a party, that is where I met my love; I cried there once, I was heartsore; but felt better round the corner once I saw the hills of Fife across the Forth, things of that sort, our personal memories, that make the private tapestry of our lives.” — Alexander McCall Smith, Love Over Scotland

Crisis arcs, or a series of progressing crisis notes, consists of a set of crisis notes where each note picks up where the previous note left off. Arcs will generally have goals which the delegate will need to achieve to reach their final goal. By their very definition, arcs are the personal story each delegate writes as committee progresses.

When writing notes to an arc, a delegate must not use resources they do not have. The arc itself will compose of three main stages: acquisition, allocation, and execution. The acquisition stage refers to the notes in which a delegate accumulates the resources and contacts necessary for their arc. Allocation refers to the movement of resources and influential groups to the locations where the climax of the arc’s plot will take place. Finally, the arc will reach its apex in the execution stage when the action takes place. A delegate may choose to acquire and allocate resources and personnel as seen necessary, but these steps will always come before the execution. There are arcs in which the delegate will have an instant execution, such as an
assassination, or an ongoing execution which they can continue to coordinate, such as extorting a major corporation.

Regardless of the morality of the arc, delegates should plan out arcs to further progress their influence in a committee. It is key to keep an arc flexible enough to bend around committee obstacles while also being rigid enough to impact the debate. A delegate should not continuously insist on acquiring a resource crisis has denied them, but instead diverting their arc to use the resources they do have at hand to achieve the arcs goal. For example, if a delegate is in the middle of their arc and is attempting to increase their funds by robbing a bank, but cannot acquire information to break into the bank’s safe, they may opt to break into the manager’s home, plant incriminating evidence, and then blackmail them into giving the delegate money. This creative resourcefulness is fundamental to a successful and concluding arc.

It is helpful to keep a list of arcs as well as current resources, resources in use, as well as resources needed to keep track of everything.

<table>
<thead>
<tr>
<th>Arcs</th>
<th>Resources available</th>
<th>resources in use</th>
<th>resources needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kidnap the president's daughter</td>
<td>All courts in Colombia</td>
<td>warehouse used for interrogation</td>
<td>weaponry</td>
</tr>
<tr>
<td>Start opium cartel</td>
<td>Bribed Priests</td>
<td>vice minister in England</td>
<td>opium source</td>
</tr>
<tr>
<td>Kill Queen of England</td>
<td>Warehouse in Medellin</td>
<td>speaking to British Justice Minister</td>
<td>map of buckingham palace</td>
</tr>
<tr>
<td></td>
<td>Fleet of small airplanes</td>
<td>2 Thugs following president's daughter’s security team</td>
<td>car bomb</td>
</tr>
<tr>
<td></td>
<td>detailed schedule of president's day</td>
<td>police raiding locked arms in stations</td>
<td>2 large trucks</td>
</tr>
<tr>
<td></td>
<td>15 loyal thugs</td>
<td></td>
<td>tracker placed in president's daughter's backpack</td>
</tr>
<tr>
<td></td>
<td>Dishonorably Discharged Military officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unhappy police officers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Judiciary cabinet</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Crisis arcs should be mapped out before committee with realistic end goals for a given character. A main arc should also be chosen with other arcs being used to facilitate this arc. The main arc should culminate in the delegate’s ultimate end goal. Although the arc itself can change due to updates and such, it serves as a general outline of what the delegate will do in their crisis during committee. It is always a good idea to have a backup arc incase the crisis staff limit a delegate's progress on their arc. The main
arc should culminate during an early Saturday committee session so that committee will focus on that crisis arc.

When planning an arc, a delegate should have steps laid out to facilitate writing notes and coming up with alternative ideas. The following is an example of a crisis arc to produce a factory of counterfeit $100 bills

For Example:

*Arc for Creating a Factory to Forge Money:*

*Note 1: Purchase Warehouse*

*Note 2: Search for and hire expert in forging documents*

*Note 3: Purchase out of service printer from a minting company*

*Note 4: Hire a chemist to identify the composition of a $100 bill*

*Note 5: Produce counterfeit $100 in large quantities*

A delegate should run their arcs by any head delegates as well as other delegates on the team with the intention of revising their arc as well as to provide ideas to progress to their end goal.

**Recap**

“The creative process is not like a situation where you get struck by a single lightning bolt. You have ongoing discoveries, and there’s ongoing creative revelations. Yes, it’s really helpful to be marching toward a specific destination, but, along the way, you must allow yourself room for your ideas to blossom, take root, and grow.” - Carlton Cuse

To use a metaphor, how did the Romans get water to Rome?
Aqueducts.

In this metaphor, crisis mapping the equivalent of a geographical and topographical map. Just as there may mountains or oceans acting as geographical boundaries on a topographical map, political institutions and ideologies may act as boundaries in a crisis map.

A delegate’s ultimate goal is parallel to Rome’s goal of getting water to the city. The goal is only achieved when supported by arcs/arches. By using arcs, a delegate can build a path to their endgoal. The arcs must be flexible enough to navigate the political landscape of the committee just as an aqueducts arches must adapt and change with accordance to the physical landscape.

Lastly, crisis notes are the equivalent of each individual stone used to build the aqueduct’s arches. Although it may seem inconsequential at first, but after a sequence of notes, a delegate can see the progress they’ve made in their arcs.

Just as aqueducts are made of multiple arches, each composed of a series of stones, a delegate can achieve their crisis goals through their arcs, each composed of a series of notes.

Here is a good guide to help plan out a potential crisis arcs:

**Crisis Research Guide**

**CRISIS OUTLINE:**
1. What are a few reasonable end goals given your character’s affiliations and views?
2. What are a few reasonable arcs your character can use to achieve their goals?
3. What resources does your character have at their disposal to begin with?
   - Who do you know in power?
   - What are some key portfolio powers?
   - What can you do that no one else can (look in the background guide)?
3. What resources will you need to acquire?
   - What do you need to progress your arc (i.e.- building a factory, forging a document, etc.)?
   - Who can you meet?
   - Who would reasonably be in your ‘family’ (these people can and most likely will be made up. use them to acquire resources and connections)?
4. What ideologies/events/cultural aspects/group/nations can you use to acquire resources and further your goal?
5. What will your **main crisis arc** look like? How will your **arcs ideally play out**? How will your arcs **fit together** to achieve your goal?
Committee Sessions

During committee session, all of the previous research and preparation will be put to use. This is where one should write their crisis notes and directives, debate their philosophies, policies, actions, and ideas. On that note, it is important to understand a few underlying mechanics that play an impact on what a committee debates, writes, and passes as well as how different delegates interact.

Postures and Attitudes

In committee, delegates will initially find themselves on what is nearly a tabula rasa with other delegates. A few delegates may know each other, but in many circumstances most delegates will have never met. This means that in committee, a delegate may take on a personality without seeming disingenuous. Moreover, a delegate may, and should, firmly define themselves in committee, be it as a raging communist, a law-bending politician, an impulsive general, a diplomatic arbitrator, or anything a delegate wishes to be. Their character is but an embodiment of the ideologies, affinities, and actions they take in committee. On the other hand, a delegate’s posture and attitude do not define their character, but instead their personal activities in committee. A delegate’s chosen character traits may affect who they work with in committee simply due to differences in ideology, affinities, and desired actions, but a delegate’s posture and attitude will affect how every other delegate in the room treats them, regardless of their character.

A delegate’s posture sets the tone for how the committee as a whole will treat that delegate. Their posture is defined as how they present themselves to the committee. A delegate who appears to be well-read on a specific topic will have a significant influence over other delegates when suggesting a course of action in relation to that topic. Similarly, a delegate who projects an aura of uninformed and under-researched will be at a severe loss when it comes to debate. A delegate who is enthusiastic and confident will be much more welcome in a committee than a delegate whose posture is somber and apathetic. Ideally, a delegate will be seen as a beacon of reliable information, engaging, enthusiastic, and fun to have in committee.

Aside from this, a delegate’s attitude, or how they treat other delegates, plays a major role in how other delegates treat them. A delegate who aggressively attacks another delegate’s proposals, directives, or ideas may find it hard to win that delegate over when proposing their own ideas. On the other hand, a delegate who is too passive may be seen as weak-willed and manipulatable. Opinions vary on whether it is better to be constructive
or destructive, but when in committee, so each delegate is encouraged to find a balance that works for them. Ideally, a delegate will be kind and constructive, but firm and respectable.

On a serious note, remember that everyone in the committee room is has decided to spend their time researching, preparing, and attending the conference. Be responsible and respectful. Everyone is there to win, but no one is there to be miserable.

There will always be times when a delegate must be constructive or destructive. The key is to find a balance and identify the situations in which one or the other is more useful. Ideally, a delegate can position themselves as a “friendly Machiavelli”

Friendly
Being friendly is the easiest way to make allies in committee. If a delegate wishes to build a strong rapport with other delegates, supporting their directives, ideas, and stances is an easy way to do so. Even when disagreeing with another committee member, it is almost always possible to do so in a constructive manner that will help a delegate create constructive ties.

Common tactics used when trying to build a friendly relationship with another delegate include:
  ● Modifying Politely
  ● Being a Team Player
  ● Asking “Softball” (purposely easy and directed) Questions
  ● Supporting Previously made Points with Evidence
  ● Keeping an Open Mind on Creative Ideas
  ● Merging Directives

Commonly used phrases include:
  ● “Can we merge?”
  ● “How can I contribute?”
  ● “You should co-sponsor this”
  ● “...echo the sentiments...”

Machiavelli
The challenge of being destructive is doing so without losing the trust and respect of other members in the committee. For this reason, it is essential that a delegate refrain from making any destructive points personal lest they wish to permanently lose that delegate’s, and potentially other delegate’s support. By being destructive, one can assert their dominance on a topic and reduce the field of competing ideologies as well as attempt to
keep other delegates in line. Destructive points are a good way to take a firm stance when debating along party, ideological, or moral lines. Try not to continuously make destructive points towards a single delegate unless the objective is to purposely make an enemy of them. Be warned that actively tearing other delegates down will cause them to be less likely to work with you, accept your ideas and input, and support you in the future. For this reason, it is key to either keep destructive points strictly logical and impersonal or, on rare occasions, passionate, emotionally charged, and ideologically focused.

Common tactics used when being “Machiavellian”/destructive include:
- Refute points through specific, logical examples
- Use of crisis updates as evidence
- Asking “hardball” (purposely difficult and directed) questions
- Insulting the idea though comedy (to win people over), partisanship (with the support of your block), or irrelevancy (arguing the point or plan is irrelevant), without insulting the proposer
- Being strict on potential types of solutions

Common words/phrases include:
- Orwellian, communist, imperialist, corruptible
- Undermines, corrupts, oppresses, lampoons
- “Tyranny of the majority”
- “This doesn’t solve the issue at hand”
- Any form of profanity

Ideas and Affinities

“As we are, so we associate. The good, by affinity, seek the good; the vile, by affinity, the vile. Thus of their own volition, souls proceed into Heaven, into Hell.” — Ralph Waldo Emerson

Ideas and affinities essentially compose the overarching conversation of a committee. Delegates will likely vote to discuss topics they are directly related to through either ideas they have proposed or approve of or their personal affinities. Thus it is essential when proposing topics of discussion through moderated and unmoderated caucuses to take other delegate’s ideas and affinities into consideration.

Creating and Claiming Ideas
Ideas consist of anything from a core ideology to a small, quickly developed plan of action. In essence, the debate within committee generally forms itself around the debate between competing ideas. A delegate may find
themselves entering committee with overarching ideologies, but will often have to come up with creative plans, projects, and policies within these ideologies during committee sessions. For example, say a delegate represents a member of a socialist party with radical socialist ideologies. That delegate would, in theory, defend and implement their given ideology with proposals they come up with in committee such as workers’ rights, unemployment benefits, extended social impact programs, or any other plans or policies they create.

By claiming an idea as their own, a delegate gains the opportunity to act as one of, if not the prominent voice on the matter. A delegate can “claim” an idea as theirs by actively supporting and proposing projects and plans relating to that idea. For example, during a discussion about increased crime, if a Minister of Justice begins advocating for education as a means of reducing crime, they may end up claiming that idea as their own.

A delegate may claim another delegate’s idea’s by supporting initial proposals and suggesting further plans that run along the lines of the idea. Returning to the previous example, if the Minister of the Interior begins to advocate for education as a means of solution to other issues after supporting the Minister of Justice’s plans, they may establish a claim on the idea themselves, eventually potentially taking on the idea/ideology as their own.

Given Character Affinities
Affinities on the other hand define what topic the committee is discussing. They are not as much characterized on a character’s ideology, but instead their fields of interest. For example, a Minister of Agriculture would likely have an affinity for agriculture and food production. Similarly, a Director of Intelligence may likely have an affinity for discussing national security or technological advancement. Each character or position will have their own set of affinities which are likely to evolve during committee sessions due to debate and crisis developments. To begin discussing a topic, a delegate must propose a topic that is within a decent portion of the committee member’s current affinities. After all, to have a debate, you need more than one person willing to speak. For this reason, it is often necessary to be able to define what one’s own affinities are as well as determine what other delegate’s affinities.

Often, delegates enter committee with a set of predetermined ideologies and affinities. These are determined by their character’s portfolio and personal history. Often these can be determined by reading a character’s background, researching a character’s history, or talking directly to a delegate representing a character. A character’s position, former position, and connections are often good indications for a character’s affinities. For
example, it is reasonable to assume that a Secretary of Finance would be interested in discussing subsidies, industrialization, taxation, or most if not all economic topics.

**Developing Affinities**

“Do stuff. Be clenched, curious. Not waiting for inspiration’s shove or society’s kiss on your forehead. Pay attention. It’s all about paying attention. attention is vitality. It connects you with others. It makes you eager. Stay eager.” — Susan Sontag

Delegates may develop affinities by expanding on their ideologies or through their persona. Generally, this happens very organically during a committee without much thought being given to it, but by jumping on new ideas and building an ideology is an easy way to develop topics on which a delegate can speak. Another method of developing affinities is by taking a stance on controversial issues as well as crisis updates.

It is important to stay ahead of the curve in terms of pushing for new topics of debate. On the other hand, a delegate should not try to end a contentious debate before it has been given a chance to resolve and/or become repetitive. For this reason, a delegate should try to bring in related topics that will lead into another topic of debate by presenting ideas that fall within other delegate’s affinities. In other words, to push a topic forward, a delegate should try to talk about “the next big thing” specifically relating to topics other people want to debate.

**Engaging Committee**

To engage committee, it is necessary to consider both other delegate’s affinities for specific topics and also ideas that have been proposed. By motioning to speak on an idea other committee member seem to be interested in, a delegate is able to become a prominent advocate not only for the idea, but also the underlying ideology. A delegate may use this to then expand their affinities to include the topic at hand and instantly become a key member of the discussion.

If there are interesting crisis updates, a delegate may choose to tie the update into the current debate or divert completely to debate a new issue pertaining to the update. In essence, a delegate should be prepared to turn a crisis update into the opening of the next topic they wish to speak about.
Crisis Ideas and Examples

“If I could, Sister James, I would certainly choose to live in innocence. But innocence can only be wisdom in a world without evil. Situations arise and we are confronted with wrongdoing and the need to act.” — John Patrick Shanley, Doubt

“Infuse your life with action. Don’t wait for it to happen. Make it happen. Make your own future. Make your own hope. Make your own love. And whatever your beliefs, honor your creator, not by passively waiting for grace to come down from upon high, but by doing what you can to make grace happen... yourself, right now, right down here on Earth. “ — Bradley Whitford

Acquire

- **Manpower**
  - **Corruptible manpower:** Everyone has a price.
  - **Anyone:** In essence, everyone is corruptible for the right reward, so get creative with people you need! Specific, well known people tend to be harder to corrupt than random, made up characters. General rule: if they earn little and think what you're asking is small, they'll do it for a reward.
  - **Construction Workers:** Useful to get access to construction sites or any renovating/new infrastructure. Can be used for a variety of tasks, from small scale traffic disturbances, to material laundering, to large scale destruction.
  - **Doctors:** Moral doctors from poor regions are easy to corrupt if given supplies. Rich doctors can be blackmailed or threatened. Good for biological terrorism, health related plots, murder, organ trade, and manipulation of the public in relation to health issues.
  - **Front-end Office Clerks:** Tend to look the other way from bribes. Good for gaining access to buildings/documents/private meetings.
  - **Guards:** Tend to look the other way from bribes. Good for gaining access to buildings or security systems. Can be used for murders.
  - **Housekeepers/home-staff:** Tend to look the other way from bribes. Good for gaining access to buildings/documents. Good for simple theft and potentially murder.
  - **Interns:** Will work for exciting opportunity. Difficult for large tasks, but great use as cheap and quick manpower. Good for influencing youth groups and social media.
  - **Local Judges:** Risky so cover your tracks. May respond to threats, blackmail, bribery, brown-nosing, or a creative backstory. Good for getting criminals off the hook or lighter sentencing. Excellent for influencing political decisions that could wrongfully incarcerate someone, let a criminal go, incite political controversy, or just for a rainy day. Could be helped up the judicial ladder where they would help you with law making and get out of jail.
  - **Local Officials:** “Contribute to their campaign” or “keep certain things quiet”. Whatever the means, if you scratch their back, they'll scratch yours.
News Anchors: Powerful propaganda tool. Could out you, so cover your tracks. Great for disseminating news that could convince, mislead, or infuriate the general public. Can be used for anything from propaganda, to inciting riots, to outing secret information, to promoting your views and interests. Great for dramatic appeal.

Newspaper Editors: Powerful propaganda tool. Could out you, so cover your tracks. Great for disseminating news that could convince, mislead, or infuriate the general public. Can be used for anything from propaganda, to inciting riots, to outing secret information, to promoting your views and interests. Good for in depth Investigations.

Police: Excellent for controlling the public and selectively enforcing laws. Can make crimes easier to commit/hide.

Radio Host: Powerful propaganda tool. Could out you, so cover your tracks. Great for disseminating news that could convince, mislead, or infuriate the general public. Can be used for anything from propaganda, to inciting riots, to outing secret information, to promoting your views and interests. Can be used to isolate certain populations. Good for Interviews as well.

Teachers/Professors: Excellent for helping recruit large numbers of afflicted students. Can be used to convince/brainwash large segments of youth populations.

Family: Loyalty to the bloodline, because after all, family comes first.

Children: Unquestioning loyalty, but limited, so think through plans. Great for marrying into power or being placed into powerful positions. Also good as a backup character incase of death. Can be martyred.

Distant Cousins: Loyal and great for establishing business contacts. Easy people to place in useful positions, i.e.- city police chief, cartel production manager, corporate positions, political activist, etc.

Identical Twin: Unquestionable loyalty, but you only get 1. Ideal body double. Can be used to fake a death, stage a kidnapping, act as a backup character incase of death, etc. Essentially can be an extra life.

In-Laws: Wouldn’t it be so nice if you just happened to marry a CEO’s son/daughter? Or maybe a rich plantation owner’s? Perhaps a mafioso’s instead? Oh how nice that would be. Good thing they’re not super famous though, or else such a marriage would be well known and no one would leave you and your love alone.

Parents: What wouldn’t mommy and daddy do for you? After all, they may very well have used their political, financial, or social connections to get you where you are now. Now if only you could just ask them for their contacts or assets, the world would be at your fingertips.

Siblings: Like a cousin, but even more loyal. Who would have thunk it?

Spouse: Essentially, your partner in crime. They could be holding down the fort, inciting grassroots movements back home, or being a chief in your illicit operations. Hell, you could even use them as a spy, manager, prostitute, assassin, anything. You could even martyr them if you so choose. Till death do us part, right?

Hireable Manpower: Hey, if it gets the job done, why not?

Personal Investigators (PI’s): Good for scouting out areas and/or looking into people. Potential tool if you want to find something out about someone.

Forgers: Excellent for making copies of “official” documents. Very helpful if you need some counterfeit money, a fake letter, or a signature on a contract.
- **Homeless:** Not particularly skilled, but easy to pay. There could be an abundance of them in cities. As awful as it sounds, they’re pretty good disposable bodies if you ever need one or a couple thousand.

- **Mercenaries:** Sometimes you just needs some thugs. Loyal? No, but who cares when you’re beating someone up.

- **Orphans:** If you ever need an innocent child or even an abundance, orphans are pretty easy, especially those that don’t have a grasp of money or morality. Sounds awful, but since they are generally overlooked by society, they make great petty criminals and make pretty good (small) disposable bodies. Never ever use this the “crisis” mentality when actually adopting a kid. Seriously, you’re an awful person if you would.

- **Your Staff**
  
  - **Chief of Staff/Secretary:** This is many people’s go to staff member. Your secretary will quite literally do anything for you if you make it clear how loyal they are to the cause. Ironically, your secretary is also a skilled everything and can find a way to reach anyone. For any small task, say the word and they’ll get it done. For any big task, give them details on how to do it and they’ll do their best. Many delegates have a specific name they reuse for their Chief of Staff/Secretary for every committee.

  - **Interns:** Will work for exciting opportunity. Difficult for large tasks, but great use as cheap and quick manpower. Good for influencing youth groups and social media.

  - **Public Relations Manager:** In essence, everyone is corruptible for the right reward.

  - **Staff:** Your staff could consist of anyone who would realistically be a general staff member to your position. If you are in need of a personal financial advisor, then talk to them. If you are in need of a fundraiser planner, then so be it. The limits are endless.

  - **Vice-Minister:** Your Vice-Minister is your second in command. You can send them to do your bidding with other officials, set them up with further connections, or place them in advantageous political positions. If you feel you may die in committee, it may be wise to put a similarly minded, loyal, and informed Vice-Minister as your direct replacement prior to “departing”.

- **Influenceable manpower:** These groups are big, influentially portions of the population. Try not to demonize, misappropriate, aggressively stereotype, or insult any of these groups, especially if someone in your committee belongs to one. Tread Carefully.

- **Economic Interest Groups:** Groups with specific economic goals. Certain policies will make them happy, others will enrage them so either support the right policies, or start creating dissent.

  - **Capitalists:** A group favoring private ownership of the means of production and profit. Characterized by inclination towards private property, accumulation of wealth, wage labor, desired/voluntary trading, and competitive markets. Want free market economies and uncontrolled price freedom to be the determinants of competition

  - **Corporationalist:** A group that favors the idea of sociopolitical organization along the lines of major interests groups. Often associated with advocating for greater participation from corporations in political decisions.
Middle Income: The middle class of a nation, defined as falling between the working class and the upper class in socio-economic terms. A middle class can be defined by different characteristics in different cultures. A sizable and strong middle class is often associated with a healthy society.

Poor: The proletariat as those who would rely on them say. The poor/lower class tend to work in fields of physical labor for low wages. Often associated with lower levels of health and education, the lower class tends to shift towards supporting those who provide them with opportunities, public services, and support.

Self Employed: A group that is characterized by individuals that generate their own income directly from customers through direct, self provided work instead of being employed by a business or individual. Can include anyone from single-member enterprises to mom and pop stores.

Socialists: A group that supports economic and social policies characterized by social ownership and democratic control of the means of production. They also support social ownership and democratic control of political institutions, movements, and policies. Social ownership may refer to forms of public cooperativism, collective ownership, or public ownership.

Unions: An organization of workers who have come together to achieve higher pay and benefits such as healthcare, retirement funds, increasing assigned number of employees to complete and assignment, and better working conditions. Unions, through its leadership, bargains with the employer on behalf of union members and negotiate labor contracts with employers. The most common purpose of these unions is maintaining or improving the conditions of their employment. This may include the negotiation of wages, work rules, complaint procedures, rules about hiring, firing, and promotion of workers, benefits, and workplace safety.

Wealthy: A group in society occasionally referred to as the aristocracy. Throughout history, the upper class has been some of the most powerful, influential, and exclusive members of society. Through their wealth and inherited estates, the wealthy will often exert their power through donations, purchases, and political pressure. Unfortunately, for a group with such extensive resources, they are limited only by their small number and public exposure.

Social Interests Group

Commuters: People who travel through public transportation to get to work, shopping centers, home, etc.

Drinkers: Generally, drinkers are difficult to aggravate, but limit their alcohol and they become a very resourceful bunch.

Disabled: The disabled unfortunately form a section of society often ignored and isolated. They tend to look favorably towards medical research, medical and financial aid, and policies that aim to genuinely help them, such as anything from nondiscrimination laws, to rehabilitation centers, to handicap accessible public services.

Farmers: Farmers are responsible for the production of food for a nation. Often ignored in policy making, farmers are an indispensable group for maintaining stability in a nation. Ministers of Agriculture
take note: an angry farming population can strangle a nation and any efforts to implement any other policies.

- **Feminists**: Feminists are generally concerned with policies regarding social and economic equality regardless of sex, gender, or identity. As a group historically known for making political noise, it is easy for a delegate to win the support of large feminist groups by advocating for financial and educational equality as well as for women’s healthcare and freedom.

- **Former Criminals**: The formerly incarcerated are often excluded from society due to their regrettable past. In some nations, due to the penal system, former criminals are more likely to commit crimes than any other group. Advocating for rehabilitation and reintegration into society will be often be seen as kindness from those who have experienced the social segregation first hand.

- **Environmentalists**: Environmentalists take their commitment to the preservation of the Earth seriously. Although minor environmentalists may brag about driving priuses, this top end of this group will lobby for significant reduction in carbon emissions, recyclable production, reforestation, nature conservatories, and other policies advocating for preservation. Although often mocked in media as uncompromising and extreme but to an extent harmless, environmentalists in large numbers can sway the very nature and necessity of certain policies.

- **LGBTQ groups**: The lesbian, gay, bisexual, transgender, and queer associations may seem like another ultra-liberal social advocacy group, but they are firm supporters of general interpersonal acceptance and nonconformance movements.

- **Motorists**: Motorists are people who drive cars to work, shopping centers, etc. Although they themselves tend to be a fairly passive group, motorists are also parts of other groups in society. Traffic and high gas prices may not cause a motorist to revolt, but it definitely will aggravate them and who knows, other groups they're in could be less passive.

- **Religious groups**: Religious groups are some of the most committed populations in a society. They can be used to promote charity, love, and altruism, or they can be used for scapegoating, creating mass unquestioned political beliefs, and near unjustified conflict. Careful with radicalization since one can often lose control of groups who owe their loyalty to their cause, not a leader.

- **Parents**: Parents are concerned with the upbringing of their children. Often a pacifistic group, parents may become a strong influential force to consider if their children are put in harm’s way through precautionary actions or undesired forced military service. Provide them with the ability to care for their children or providing directly for their children is an easy way of winning their support.

- **Ethnic Minorities**: Ethnic minorities are historically an easy group to target for persecution. In recent history though, ethnic minorities have begun advocating for equal treatment, reduction in mechanisms of persecution, and fair institutions. It is fairly easy to use an ethnic minority as a scapegoat in select historical time periods and geographical locations, but they are also potentially a strong group
advocating for reasonable and egalitarian policy changes to otherwise unchangeable institutions.

- **Immigrants:** Immigrant groups may advocate for programs that facilitate integration as well as cultural preservation. They are often played off as a scapegoat, but can be used to create international support.
  - **Youth**
  - **Veterans**
  - **Abolitionists**

- **State Interest Groups**
  - **Patriots/Nationalists**
  - **Conservatives**
  - **Liberals**
  - **State Employees**
  - **Soldiers**
  - **Elderly**
  - **Lobbyists**
  - **Slave Owners**

- **Disenfranchised political groups**
  - **Communists**
  - **Anarchists**
  - **Fascists**
  - **Whigs**
  - **Libertarians**
  - **Populists**
  - **National Populists**
  - **Authoritarianists**
  - **Monarchists**
  - **Colonialists**
  - **Neo-colonialists**

- **Resources**
  - **Buildings/Infrastructure**
    - Stadiums
    - Ports
    - Railroads
    - Plantations
    - Mines
    - Dams
    - Power Plants
    - Research Facilities
    - Bio-hazard facilities
    - Nuclear Plants
    - Schools
    - Brothels
    - Factories
    - Warehouses
○ Intelligence
- Surveillance equipment
- Phone taps
- External Servers
- Couriers
- Spies

○ Money
- Offshore Accounts
- Counterfeit Production
- Investments
- Embezzlement
- Mutual Funds

○ Military
- Mercenaries
- Weapons Manufacturers
- Paramilitary Groups
- Militarized Civilians
- Special Forces
- Insurgency Groups

○ Political capital
- Campaign Donations
- Lobbyists
- Unions

○ Trade organizations
- Drug Cartels
- Organ Trade
- Sex Trade
- Stock Market
- Arms Trade
- Investment Banks
- Farmer’s Markets
- Black Market
- Bazaars
- Food Chain
- Moving Companies
- Retail Stores
- Supermarkets
- IHOP

○ Transportation
- Airplane
- Bus
- Cargo Ship
- Cars
- Dog Sled
- Gondola
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- Helicopter
- Jetskis
- Monorail
- Motorcycle
- Rocket
- Snowmobile
- Spaceship
- Speedboat
- Submarines
- Subway
- Tanks
- Teleportation
- Train
- Trucks

● acquire loyalty
  ○ Use research on your character to discover people and agencies that you have worked with or have experience with. This information can be used to establish more concrete connections and, if your chairs have done the research, will demonstrate clear dedication to research and your position.
    ■ Example: You are representing the head of a Russian intelligence agency in a contemporary Russian cabinet, dealing with a potential terrorist attack. Research reveals that your character worked extensively with Vladimir Putin during his time in the KGB. You could write a letter to Putin, extolling his character and reminding him of your connection, then request an increase in power to help quell the terrorist threat.
  ○ If this fails, you will need to establish false connections - that is to say, lie - so that you can build resources early on without having people contact you in game. Try to make these credible, and back up these connections with personal histories linking your character and the person you are trying to contact.
    ■ Example: You are representing
  ○ You can also write to existing people in the world (make sure you are fairly historically accurate) and engage them as allies or connections.
    ■ Example: You are representing a Director of Energy in a contemporary Russian cabinet. Though your portfolio does not explicitly state that you have a connection, you can write to the CEOs of several international oil companies and work towards agreements which would be mutually beneficial.

Allocate
  ● Cartels
Extremism
Cults
Businesses
Just move stuff to where it needs to be and set up for your final plan.

Execute
Assassinations
- “Accident”
- Beatings
- Car Crash
- Public Execution
- Poisoning
Cartels
- Avocados
- Cocaine
- Exotic Animals
- Humans/Children
- Hunting
- Ivory
- Opium
- Organs
- Sex
Coup
- Civil War
- Military Coup
- Political/Democratic change of Power
Heist
- Bank Robberies
- Hospital Raids
- Stealing the Declaration of Independence
Terrorist Attack
- Bombing
- Coordinated Attacks
- Genocide
- Mass Shootings/Murder
War
- Annexation
- Civil War
- Failed Diplomacy
- Guerilla
- Invasion
- Revolution
- Treaties
- Total War
Characters and Contacts

Your character will have to interact with a variety of unique characters throughout your crisis. It is important to pick your contacts carefully. You should provide a brief but descriptive history of each character when you first contact them. Fabricate their histories such that you are painting them as a friend or comrade.

- **Assassins**
  - Establish loyalty with your preferred assassin by fabricating a history that works in your favor
  - Say you were friends with this guy or that you’ve purchased his services before and thus know that he is reliable

- **Smugglers**
  - Establish loyalty as above as well as efficacy
  - Useful for moving contraband from one place to another or to establish a personal smuggling network

- **Spies**
  - Establish loyalty and efficacy
  - Use them to keep tabs on other committee members
  - Useful for those who want to engage in psychological warfare with their opposition

- **Political or influential figures**
  - Depending on crisis, interact with them on your own discretion
  - Use historical information to fabricate a background to this character and explain their importance. This serves to convince the Crisis Staff that such a contact will be interesting/productive; the best way to do this is to include a detailed beginning to your note, as described in the above section on how to write a note.
  - Establish leverage over them if they are uncooperative
    - Kidnap relatives, friends, or close colleagues
    - Blackmail them with sensitive information
    - Psychologically harass them
    - Drug them
  - Bribe them if necessary.

- **Actual real figures in history**
  - Research their context in history as well as personal biography before reaching out through crisis. Before you get to the conference, you should do research on important figures of the time and include details of these people in your research binder/folder. Often it can be convenient to simply include the first page of a Wikipedia article for quick reference without unnecessary paper usage.
  - Abuse history in your favor if possible

- **Adultery**
While this can seem like a fairly childish technique, many crisis teams find these sexual liaisons to be amusing and useful for creating scandal. Seducing a major figure, or the spouse of a major figure, can be a signal of one's power and can create influence. If your chair is a character in the simulation, seducing their spouse can be a wild card move that may result in a power grab or - without luck - a quick execution or dismissal. Affairs can be useful tools to achieve small goals where the seduced will help a delegate in the future.

- assassination
- kidnapping
  - child
  - person
  - wife
  - dog
- drug trade/cartel
- terrorist attack
  - shooting
  - airplane
- hijacking
- Mafia
  - Expanding a criminal syndicate can create an opportunity to raise financial resources, bolster an intelligence gathering agency, put the pressure on rivals, and simply create more tension in the committee room. Be on the alert, for ties to criminal groups are quite problematic if they are discovered.

- sex trade
  - brothels
  - human trafficking
- blackmail
- Bribery
- Theft
- Intelligence Gathering
  - creating a network of loyal spies can be very useful. However, be aware that bombarding the crisis team with notes requesting information rarely results in productive intelligence gathering. Choose your notes wisely and write longer directives which outline more detailed intelligence gathering techniques. Once you have a network of agents/spies/whathaveyou established, they can be invaluable throughout the course of committee.

- Rebellion
  - Make sure to take note of the political circumstances in your country and those in the region. If a revolution is imminent or the political situation is tense, these can be fantastic opportunities to create a major crisis which can a) distract from your actual objectives, b)
facilitate your character's rise to power, c) destabilize the region allowing for more absurd and powerful crisis notes, etc. These actions are particularly useful if your character has military powers and can take control in a state of emergency.

Glossary of Useful Terms
Abstain: During a vote on a substantive matter, delegates may abstain rather than vote yes or no. Abstentions should generally be removed from the count of the voting body as to only allow for voting delegates’ votes to count. Occasion ally, chairs will choose to maintain abstaining votes in the voting pool, in essence counting the abstention as a “no” vote. If this occurs, it is called a “soft-no” abstention. Delegates may appeal this to the chair, to which the chair may or may not amend their procedure.

Adjourn: All UN or Model UN sessions end with a vote to adjourn. This means that the debate is suspended until the next meeting. This can be a short time (e.g., overnight) or a long time (until next year’s conference).

Agenda: The order in which the issues before a committee will be discussed. The first duty of a committee following the roll call is usually to set the agenda.

Amendment: A change to a draft resolution on the floor. Can be of two types: a "friendly amendment" is supported by the original draft resolution's sponsors, and is passed automatically, while an "unfriendly amendment" is not supported by the original sponsors and must be voted on by the committee as a whole.

Background guide: A guide to a topic being discussed in a Model UN committee usually written by conference organizers and distributed to delegates before the conference. The starting point for any research before a Model UN conference.

Binding: Having legal force in UN member states. Security Council resolutions are binding, as are decisions of the International Court of Justice; resolutions of the General Assembly and Economic and Social Council are not.

Bloc: A group of countries in a similar geographical region or with a similar opinion on a particular topic. Blocs typically vote together.

Caucus: A break in formal debate in which countries can more easily and informally discuss a topic. There are two types: moderated caucus and unmoderated caucus.

Chair: A member of the dais that moderates debate, keeps time, rules on points and motions, and enforces the rules of procedure. Also known as a Moderator.

Dais: The group of people, usually high school or college students, in charge of a Model UN committee. It generally consists of a Chair, a Director, and a Rapporteur. The dais is also the raised platform on which the chair traditionally sits.
**Decorum**: The order and respect for others that all delegates at a Model UN conference must exhibit. The Chair will call for decorum when he or she feels that the committee is not being respectful of a speaker, of the dais, or of their roles as ambassadors.

**Delegate**: A student acting as a representative of a member state or observer in a Model UN committee.

**Delegation**: The entire group of people representing a member state or observer in all committees at a particular Model UN conference. They are usually all from the same school.

**Director**: A member of the dais that oversees the creation of working papers and draft resolutions, acts as an expert on the topic, makes sure delegates accurately reflect the policy of their countries, and ensures that decorum is maintained during caucuses.

**Directive**: A document that has been passed by a crisis committee that aims to address a particular problem or issue. Generally Directives are action oriented, do not contain preambulatory clauses, and may contain active verbs as opposed to a resolution’s passive verbs.

**Draft resolution**: A document that seeks to fix the problems addressed by a Model UN committee. If passed by the committee, the draft resolution will become into a resolution.

**Faculty Advisor**: The faculty member in charge of a Model UN team, class or club.

**Flow of debate**: The order in which events proceed during a Model UN conference. This usually indicates the movement between formal and informal debate and the process of drafting, debating and voting on resolutions.

**Gavel**: The tool, shaped like a small wooden hammer, which the Chair uses to keep order within a Model UN committee. Many conferences give the gavel used in a committee to the delegate recognized by the dais as the best in that committee; therefore, the term is frequently used to refer to the award given to the best delegate, even in cases where no actual gavel is given.

**Formal debate**: The "standard" type of debate at a Model UN conference, in which delegates speak for a certain time in an order based on a speakers' list.

**Head Delegate**: The student leader of a Model UN club or team.
**Member State:** A country that has ratified the Charter of the United Nations and whose application to join has been accepted by the General Assembly and Security Council. Currently, there are 193 member states.

**Moderated Caucus:** A type of caucus in which delegates remain seated and the Chair calls on them one at a time to speak for a short period of time, enabling a freer exchange of opinions than would be possible in formal debate.

**Moderator:** see Chair.

**Observer:** A state, national organization, regional organization, or non-governmental organization that is not a member of the UN but participates in its debates. Observers can vote on procedural matters but not substantive matters. An example is the Holy See.

**On the floor:** At a Model UN conference, when a working paper or draft resolution is first written, it may not be discussed in debate. After it is approved by the Director and introduced by the committee, it is put "on the floor" and may be discussed.

**Operative clause:** The part of a resolution which describes how the UN will address a problem. It begins with an action verb (decides, establishes, recommends, etc.).

**Page:** A delegate in a Model UN committee that has volunteered to pass notes from one delegate to another, or from a delegate to the dais, for a short period of time.

**Placard:** A piece of cardstock with a country's name on it that a delegate raises in the air to signal to the Chair that he or she wishes to speak.

**Position paper:** A summary of a country's position on a topic, written by a delegate before a Model UN conference.

**Preambulatory Clause:** The part of a resolution that describes previous actions taken on the topic and reasons why the resolution is necessary. It begins with a participle or adjective (noting, concerned, regretting, aware of, recalling, etc.).

**Procedural:** Having to do with the way a committee is run, as opposed to the topic being discussed. All delegates present must vote on procedural matters and may not abstain.

**Quorum:** The minimum number of delegates needed to be present for a committee to meet. In the General Assembly, a quorum consists of one third of the members to begin debate, and a majority of members to pass a resolution.
the Security Council, no quorum exists for the body to debate, but nine members must be present to pass a resolution.

**Rapporteur:** A member of the dais whose duties include keeping the speakers' list and taking the roll call, as well as assisting in and keeping track of administrative duties in the committee room.

**Resolution:** A document that has been passed by an organ of the UN that aims to address a particular problem or issue. Generally a collaborative effort by many delegations. Must contain preambulatory clauses and must be written with passive verbs (such as urge, suggest, etc.).

**Roll Call:** The first order of business in a Model UN committee, during which the Rapporteur reads aloud the names of each member state in the committee. When a delegate's country's name is called, he or she may respond "present" or "present and voting." A delegate responding "present and voting" may not abstain on a substantive vote.

**Rules of Procedure:** The rules by which a Model UN committee is run.

**Second:** To agree with a motion being proposed. Many motions must be seconded before they can be brought to a vote.

**Secretariat:** The staff of a Model UN conference.

**Secretary-General:** The leader of a Model UN conference.

**Signatory:** A country or delegate that wishes a draft resolution or directive to be put on the floor and signs the draft resolution or directive to accomplish this. A signatory need not support a resolution or directive; it only wants it to be discussed. Usually, Model UN conferences require some minimum number of sponsors and signatories for a draft resolution or directive to be introduced.

**Simple majority:** 50% plus one vote of the number of delegates in a committee. The amount needed to pass most votes.

**Speakers' List:** A list that determines the order in which delegates will speak. Whenever a new topic is opened for discussion, the Chair will create a speakers' list by asking all delegates wishing to speak to raise their placards and calling on them one at a time. During debate, a delegate may indicate that he or she wishes to be added to the speakers' list by sending a note to the dais.

**Sponsor:** One of the writers of a draft resolution. A friendly amendment can only be created if all sponsors agree.
**Strong Majority:** ⅔ plus one vote of the number of delegates in a committee. The amount needed to pass specific changes in procedure. Some chairs will use a strong majority vote as the standard vote in crisis committees.

**Substantive:** Having to do with the topic being discussed. A substantive vote is a vote on a draft resolution or amendment already on the floor during voting bloc. Only member states (not observer states or non-governmental organizations) may vote on substantive issues.

**Unmoderated Caucus:** A type of caucus in which delegates leave their seats to mingle and speak freely. Enables the free sharing of ideas to an extent not possible in formal debate or even a moderated caucus. Frequently used to sort countries into blocs and to write working papers and draft resolutions.

**Working Paper:** A document in which the ideas of some delegates on how to resolve an issue are proposed. Frequently the precursor to a draft resolution.

**Vet:** The ability, held by China, France, the Russian Federation, the United Kingdom, and the United States to prevent any draft resolution in the Security Council from passing by voting no.

**Vote:** A time at which delegates indicate whether they do or do not support a proposed action for the committee. There are two types: procedural and substantive.

**Voting procedure:** The period at the end of a committee session during which delegates vote on proposed amendments and draft resolutions.