



PROPOSED XRUS NATIONAL STRUCTURE

A LIVING DOCUMENT

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Abstract

This document describes a proposed national structure for Extinction Rebellion US, along with the principles and values that the structure embodies. The goals of this national body are to support the needs of chapters; to coordinate national strategy, as well as national and global collaborations; and to make decisions that transcend the mandates of individual chapters or Working Groups. The structure, which can be visualized as a bicycle, consists of both a:

- Mobilization Wheel, which includes Chapter Circles and Working Groups focused on growth, strategy, and action; and
- Support Wheel, which includes Working Groups focused on internal, operational chapter support.

Each Wheel has a Hub where links (representatives) from the groups in the Wheel coordinate their mobilization and support activities. The two Hubs meet in a Hub Council to coordinate the activities of the two Wheels.

This document also describes the roles, procedures, and practices that set the structure in motion, and supporting resources and references are provided at the end.

For a preview of the most critical structure and processes described in this document, see the following:

- The [Structure Diagram](#), which provides a visual illustration of the components that make up the proposed structure and how they are connected;
- The [Key](#) that accompanies the Structure Diagram and provides a brief description of each component of the structure; and
- The [Decision Chart](#), which explains which groups are involved in making which decisions that affect XRUS.



Preface

In December 2018, soon after Extinction Rebellion launched in the UK, US activists founded XRUS, defining the unique ethos of Extinction Rebellion in the United States. This included adding a Fourth Demand that centers environmental justice and solidarity with indigenous and other frontline communities. As the movement grew, many in XRUS began to feel the need for a more robust national structure. The purpose of this structure would not be to dictate to the chapters, which would go against XR's Principle 10 ("We are based on autonomy and decentralization"). Rather, the purpose would be to more efficiently support chapters and more effectively coordinate national-level campaigns, while still maintaining the decentralized and flexible XR chapter system. But there were differing and sometimes contentious views on how this should be done.

In early 2020, a group of representatives from a number of XRUS chapters organized a working group to tackle the problem of restructuring in an inclusive and transparent way. All XRUS chapters were invited to send up to two representatives to the group, which became the National Restructure Working Group (NRWG). Here is the [list of chapters that participated](#). The NRWG analyzed [national XR documents from other countries](#), studied decentralized organizing frameworks, and worked with consultants experienced in activism and horizontal organizing. The group used a variety of tools – virtual meetings, breakout room discussions, Loomio, sociocratic nominations, surveys, and [digests](#) – to gather ideas and consent. Chapters, chapter working groups, and individual XRUS members from across the country were invited to provide input through surveys, and we are grateful for their thoughtful participation. In Fall 2021, XRUS chapter members will participate in a Members Assembly, chapters will ratify the final version of this document, and members will organize the initial national Working Groups, launching the new structure.

This proposed structure distributes work horizontally while coordinating the activity of numerous groups through Hubs. By building in a variety of communication channels with chapters, we addressed the tendency for centralized planning and support functions to become insulated from the needs of local organizers. By creating two interconnected organizing spaces – one devoted to coordinated mobilization and one to ongoing support for chapter operations – we aimed to avoid the consolidation of power.

We also aimed to embody in the structure important values of XRUS, as identified through member surveys and NRWG discussions. We built into both the outward- and inward-facing aspects of the structure the means to promote equity and a focus on environmental justice in all of our procedures, actions, and messaging. We also aimed to shift toward a structure focused on service, collaboration, and consent. Finally, as we worked internally to resolve past conflicts, we strove to identify guidelines and practices that would allow XRUS to address future conflicts constructively and quickly.

We hope that this document will help XRUS grow rapidly, powerfully, and resiliently. However, we also recognize that we cannot foresee every need or contingency. Structures develop over time, and we hope that this one will adapt and grow to meet emerging needs, changing circumstances, and new perspectives as we strive to achieve a just, equitable, and sustainable future for all life on Earth.

~The XRUS National Restructure Working Group, July 2021



1. Purpose & Spirit of the Structure

XRUS exists to achieve our shared [4 Demands and Mission while embodying our shared 10 Principles and Vision](#) and championing climate justice. As a decentralized movement, we aim for a national structure whose primary purpose is to support local chapters to organize and take action. Secondly, we aim for a national structure that facilitates strategy coordination and the growth of a mass movement in the US. Finally, we aim for a national structure that supports XRUS activists to work with XR activists abroad and other allies in a global climate justice movement.

2. Centering Equity & Values

The XRUS National Structure aims to prioritize justice, equity, and inclusion throughout (see [Appendix 9.2](#)).

A. The 4th Demand is fundamental to our work and must be acted on specifically within the historical and present day context of oppression within the United States, including Indigenous genocide, settler colonialism, slavery, racism, state repression, xenophobia, police violence, mass incarceration, and US imperialism. While working to put the 4th Demand into practice we are:

1. Continually working toward equity and inclusion internally in our organizational structure, policies, and culture as well as being up to date on [environmental justice theories and resources](#);
2. Committed to amplifying the voices and demands of frontline and BIPOC communities and supporting their actions for climate justice;
3. Ensuring that strategic decisions are made using an Equity Analysis Tool, which is still under development, but here is a [sample](#).
4. Being active accomplices and coalition partners with frontline communities and social justice movements;
5. Striving to be a safer and braver space where all members feel welcome, included, and able to be open about our identities and backgrounds without judgement;
6. Recognizing each other's differences, sharing our experiences, and holding members with privilege accountable for being good allies. Disagreements and tensions arise. Talking through conflicts, rather than avoiding them, is the best way to strengthen the movement. Tema Okun's [Characteristics of White Supremacy Culture](#) should be used as a reference to avoid slipping into toxic habits as we work together.

B. NRWG members suggested a list of values that they wanted to inform the structure. They voted on which of these values they believed were the most important and also sent a survey to the chapters. When these [two sets of results](#) were combined, the following values were the most highly ranked:

- Coalition & Solidarity



- Anti-Oppression and Equity
- Continual Improvement
- Transparency
- Decentralization
- Regenerative Culture
- System Change

C. An equity lens was actively applied during the XRUS restructuring process, which resulted in the following structures and practices:

1. One of the national [Working Groups](#) is focused on Equity, Justice and Values, and that Working Group has double the representation of the other Working Groups within the national bodies, coordinating chapter support and mobilization and making decisions that affect XRUS as a whole. (Note that Working Groups are semi-autonomous, meaning that while they make decisions about how to do their work and manage projects within their mandate, they are accountable to and seek input from chapters, other WGs, and the movement as a whole.)
2. Equity Liaisons within the Working Groups to ensure that an equity lens is applied to group decisions and processes, and to provide feedback loops for both reporting to and consulting with the Equity, Justice & Values Working Group.
3. Self-determined safe spaces for XR members from frontline and other marginalized communities to gather for support and connection. Through the Equity, Justice & Values Working Group, these groups will have a voice in the Hubs and Hub Council. We define frontline communities as those who have been put in the most imminent danger from climate and environmental injustices. Often these communities consist of traditionally marginalized groups such as BIPOC, low-income/working class, differently abled, and LGBTQ folks. Those least responsible for exploiting and misusing the biosphere suffer the worst of those consequences through systems of social oppression and structural violence.
4. Development of inclusive and accessible meeting practices, such as land acknowledgments, progressive stack, a [Regenerative Culture Statement](#), and other tools.
5. Ongoing development of equity resources and processes:
 - a. Best practices for inclusion and accessibility;
 - b. Best practices for developing solidarity with and ensuring ongoing representation and voice for frontline communities;
 - c. Equity, diversity, and inclusion trainings;
 - d. A culturally competent code of conduct and grievance, anti-harassment, and conflict resilience policies.
6. Continual improvement practices to guide XRUS's future equity work through asking for and listening to feedback, as well as making an active effort to learn about and dismantle [white supremacy culture](#).

The authors of this document recognize that XRUS has 4 Demands and 10 Principles that are currently being evaluated for improvement by the global XR community. Participants in the new XRUS structure should participate in those conversations and make updates in the spirit of continual improvement!



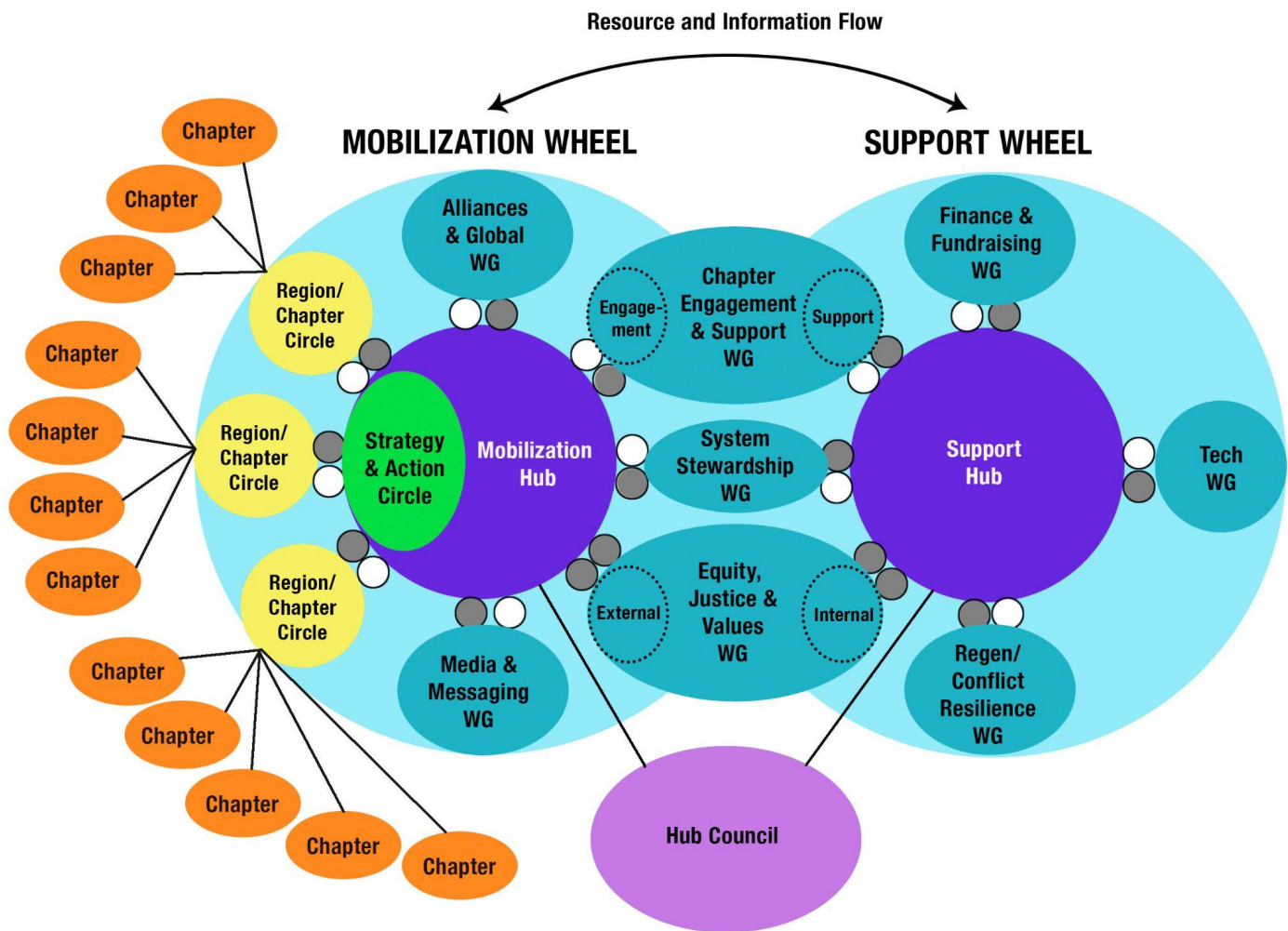
3. Proposed XRUS National Structure Diagram

Structure Diagram

This structure is affectionately nicknamed the “bicycle model.” Imagine the gears and wheels of a bicycle working together to propel everyone to a future that works for 100% of life on planet Earth – powered by all of us! Two-wheel systems similar to this one are used in sociocratic structures. Some considerations that informed this design were the importance of decentralization and power distribution; the desirability of smaller meeting sizes, where everyone can get to know each other and all voices can be heard; and the need to focus simultaneously on ongoing chapter support and strategic collaboration for action.

XRUS NATIONAL STRUCTURE¹

Those encountering this diagram for the first time may want to gradually walk through [these slides](#).



¹ An editable .psd version of this diagram is accessible [here](#)

Key

Chapter

CHAPTERS nominate members to Working Groups and may form /Chapter Circles.

Region

REGIONS/CHAPTER CIRCLES are spaces for chapters to support one another and coordinate actions and activities. They send links to the Strategy & Action Circle. There can be up to 8 Regions/Chapter Circles. If more emerge, some should combine, to keep the size of Strategy & Action Circle manageable.

Strat. & Act. Circle

STRATEGY & ACTION CIRCLE is where links from Regions/Chapter Circles develop coordinated Nonviolent Direct Action (NVDA) campaigns. All members of the Strategy & Action Circle are also members of the Mobilization Hub.

Working Groups

WORKING GROUPS (WGs). Chapters nominate members to WGs, and WGs choose new members from these nominations. WGs meet with other WGs as needed and operate according to their mandates. If issues arise outside of their mandates, they seek consent from their Hub and in some cases from the other Hub as well, as described in the Decision Chart.

WG Sub Groups

SUBGROUPS IN BOTH WHEELS. There are three WGs whose work relates equally to both Wheels and that therefore have subgroups with links in both Hubs.

Wheels

WHEELS. There are two Wheels, each of which consists of a cluster of Regions/Chapter Circles and/or Working Groups that work together on a regular basis. The two Wheels coordinate with each other as needed and share information and resources with each other.

The MOBILIZATION WHEEL focuses on action and supporting chapters in organizing, coordinating, and carrying out national NVDA campaigns.

The SUPPORT WHEEL provides ongoing, day-to-day, operational support for chapters.

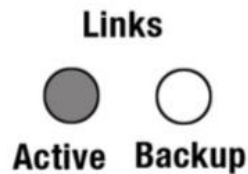
Hubs

MOBILIZATION AND SUPPORT HUBS are where the links from the WGs and Regions/Chapter Circles in the respective Wheels convene to coordinate their work to support chapters and campaigns and consent to agreements as described in the Decision Chart.



Hub Council

HUB COUNCIL is where the two Hubs come together to coordinate and make certain decisions as described in the Decision Chart.



LINKS are members of Regions/Chapter Circles and Working Groups who participate in their respective Hubs. Their role is to coordinate and gather consent. It is suggested that each group choose two links—one Active and one Backup. In Hub meetings, only the Active Link participates. The Backup Link may be an alternate, a thought partner, and/or an apprentice. However, the Equity, Justice & Values Working Group has two Active Links in each Hub.

4. XRUS Structure Detailed Explanation

This section moves from local entities (Chapters) to intermediate entities (Regions/Chapter Circles and Working Groups) to national entities (Wheels, Hubs, and Hub Council).

4.1 Chapters

Chapters are the heart of Extinction Rebellion. They grow the movement and take action for climate justice. The primary purpose of the national structure is to support these chapter activities. While chapters are encouraged to participate in XRUS activities in order to magnify our impact nationally and globally, they are free to participate or not participate as they see fit and as their capacity allows- as long as they act in accordance with the 4 Demands and 10 Principles.

A. Chapter Certification

XR is a decentralized movement based on groups of people taking collective, nonviolent direct action. Our goal is to build a movement large enough to affect the actions of government, corporations, and media to address the climate crisis with urgency. We will get there by forming and growing local chapters to coordinate NVDA in solidarity and coalition with other activist organizations.

1. Definition of an XRUS Chapter

A chapter is a local group of people who come together to take collective action based on XRUS's 4 Demands and 10 Principles.

2. Chapter Certification

- a. In order to be considered a chapter by XRUS, a group should:



- i. Have at least 3 members within the same local area who are committed to taking action for the 4 Demands and acting in alignment with the 10 Principles;
 - ii. Designate up to two coordinators in the group to participate as links in a Regional/Chapter Circle.
 - iii. Designate a Chapter Liaison who will vouch for the chapter membership of new members being added to technology platforms and communication lists, nominated to Working Groups, or otherwise participating in regional and national activities.
- b. To form a local chapter, the members should have an initial group discussion and seek consent on the questions below. Individual members do not need to make their identities known, but with a show of hands or a round of “no objection” using the consent process, the members demonstrate their eligibility to be recognized as a valid XRUS chapter by affirming the following:

As an XR Chapter we agree with XRUS’s [4 Demands and 10 Principles](#).

Before consenting, each person should ask themselves the following:

- i. Do you agree with and commit to advocate for the 4 Demands as expressed on the XRUS website? One of the bases of all XRUS membership is supporting all 4 XRUS Demands. The Demands cannot be changed or deleted by an individual XR member or XR chapter on their own. Please take time to consider the Demands carefully.
- ii. Do you commit to working in ways that are in alignment with the 10 Principles? One of the bases of all XRUS membership is supporting all 10 XRUS Principles. The Principles cannot be changed or deleted by an individual XR member or XR chapter on their own.
- iii. Do you want to participate in a group whose main work is to engage in sustained, nonviolent direct action and mass-scale nonviolent civil disobedience that forces governments and institutions to meet the 4 Demands?

If consent is reached, the Chapter Liaison informs the Chapter Engagement & Support WG that the chapter has met the membership requirements and is ready for on-boarding and inclusion on the national map.

Chapters are encouraged to adopt their own codes of conduct, conflict resilience and grievance procedures, and standards for membership, as well as grounds for removal. XRUS chapter members should commit to uphold the Regenerative Culture Statement (draft version in Appendix 3 to be further developed by Regen WG) and chapter-level policies as part of membership in their chapter. If a member leaves a chapter, the most important thing they can do is make sure others are filling any vacated roles and that the new members are on-boarded and empowered to do a good job.

- c. Checking in periodically



At least once a year, the chapter should meet to revisit the 4 Demands and 10 Principles and reaffirm that all members are in alignment with them. If the chapter no longer supports all the Demands and Principles or ceases to meet the requirements for chapter certification, the chapter liaison should notify Chapter Engagement & Support WG.

Note: The Chapter Engagement & Support WG will be responsible, as part of its mandate, for certifying, on-boarding, and supporting new chapters.

B. Chapter Decertification

If a chapter no longer meets the criteria of having at least 3 active members within the same local area who are committed to taking action for the 4 Demands and acting in alignment with the 10 Principles, the chapter may be decertified. The process for this is as follows.

1. If the Chapter Engagement & Support (CE&S) WG is unable to reach any member of a chapter for a period of six months, it may decertify that chapter.
2. If the CE&S WG believes a chapter may no longer meet the certification criteria for another reason, it will initiate a conversation with the chapter. If there is conflict, the Conflict Resilience Subgroup should be involved.
3. The CE&S WG will try to work with the chapter to reach a mutually agreed upon path forward. If there is no agreement or the chapter will not participate, the CE&S WG may bring a proposal for decertification to the Hub Council.
4. If after hearing all perspectives, the Hub Council cannot consent, it will decide by a vote with a 60% majority.
5. Any chapter may challenge this decision using the decision-making process described in the “Addressing Chapter Concerns” section of the Decision Chart.

4.2 Regions/Chapter Circles and the Strategy & Action Circle

- A. A Region/Chapter Circle (hereafter referred to simply as “Chapter Circle”) is a group of at least 3 chapters that come together to support one another, coordinate activities and actions, and send links to the Strategy & Action Circle and thus the Mobilization Hub. Chapter Circles may most commonly be formed around regional affiliation but may also be formed around shared interest in a specific campaign (for example Stop Line 3) or other shared interests. Building regional networks is part of XRUS’s long-term strategy, though at the present time, the priority is supporting and rebuilding chapters.
- B. It is suggested that Chapter Circles keep membership to no more than eight people (i.e. up to eight chapters with one Active Link each).
- C. To form a Chapter Circle, chapters nominate [links](#) who meet as a Chapter Circle. If help is desired in organizing a Chapter Circle, the Systems Stewardship or Chapter Engagement & Support WG can assist.



4.3 National Working Groups

A. Working Group Purpose

National Working Groups support chapters, distribute information and resources to chapters and throughout the movement, and assist with national coordination. Working Groups are made up of people who share expertise and interest in a specific activity and collaborate regularly on related projects in order to support chapters and the national movement. Working Groups are *semi-autonomous*, meaning that while they make decisions about how to do their work and manage projects within their mandate, they are accountable to and seek input from chapters, other WGs, and the movement as a whole.

Working Group **mandates** should include both an aim and a domain.

- The **aim** is the overall goal of the Working Group;
- The **domain** is what the WG makes decisions about, has authority over, and assumes responsibility for carrying out.

In creating their mandates, Working Groups should refer to the results of this [XRUS chapter survey](#).

B. Initial Proposed Working Groups

1. Chapter Support & Engagement

- The Chapter Support Subgroup (linked to Support Hub) will provide resources and trainings for chapters, [certify](#) and onboard chapters, and explore [decertification](#) options when necessary.
- The Chapter Engagement Subgroup (linked to Mobilization Hub) will keep all XRUS groups and members informed with regular internal communications and garner chapter input on issues and decisions, including helping plan Members Assemblies and referenda.

2. Equity, Justice & Values (EJ&V)

- The External EJ&V Subgroup (linked to Mobilization Hub) will work to ensure that the outward-facing actions and work of XRUS focus on climate justice and the 4th Demand, as well as build active alliances with frontline communities around these goals.
- The Internal EJ&V Subgroup (linked to the Support Hub) will provide insight and suggestions for the continual improvement of XRUS to maximize equity and inclusion in our internal practices and to ensure that we as a movement are practicing our values.

3. External Alliances & Global Movement

Will develop alliances with other organizations in the climate justice movement and the progressive/radical movement in general. Will coordinate with and share important developments and resources from the Global XR movement.



4. Finance

Will work to ensure fiduciary responsibility for XRUS through transparent bookkeeping, financial checks and balances, and sound fiscal policies and procedures. Will draft the annual budget, report regularly and transparently on national finances, and seek out sources of funding to help XRUS achieve its goals.

5. Media, Messaging & Arts

Will work on national-level media, social media, messaging, and arts, and make them available for use by chapters. Will also share media, social media, messaging, and art generated by chapters.

6. Regenerative Culture & Conflict Resilience

- The Regenerative Culture Subgroup will support chapters in creating the kind of movement, values, and world we hope for, in alignment with XRUS Principles and Values.
- The Conflict Resilience Subgroup will, through a consultative process, create written guidelines for conflict resilience, conflict resolution, and addressing grievances. These guidelines and their use should be culturally informed, apply an anti-oppression lens, and be sensitive to intersectional power disparities. These guidelines will be published and widely available for chapters and members to consult.

7. Strategy & Action Circle

This Circle and its subgroups will develop and facilitate chapter implementation of nationally coordinated strategy and actions. Potential subgroups recommended for this Circle are Action Support, Affinity Group Support, and Legal Support. (This is called a *Circle* as opposed to a *Working Group* in order to indicate its representative nature—the fact that its members are links who represent Chapter Circles.)

8. Systems Stewardship

The System Stewardship Work Group shares best practices in decentralized governance and group process and makes recommendations for process improvements. It will maintain a birds-eye view of XRUS structure, policies, and processes to ensure consistency with the 4 Demands, the 10 Principles, and this XRUS National Structure Document. It will pay particular attention to ensuring that chapters are fairly represented in the national structure. When changes are needed, it will work with the relevant groups to understand what is happening, recommend changes, and ensure that adopted changes are implemented effectively.

9. Tech

Will research, implement, support, develop policies for, and provide training on technology needed for XRUS to achieve the 4 Demands.

C. Forming or Altering a WG Mandate

To create or change its mandate, a National WG will:

1. Seek chapter input. This could include any of the following:



- a. Coordination through Chapter Circle Coordinators;
 - b. Coordination through Loomio;
 - c. A survey.
2. Use this input to draft a mandate that includes both an aim (goals) and a domain (areas of decision-making authority).
3. Collect feedback from chapters on the draft mandate.
4. Use the chapter feedback to revise the draft mandate, then present it to the Hub Council for consent.
5. If the Hub Council does not consent, it will propose a revision, and send it back to the chapters (see Decision Chart in section 8.1)

D. Roles & Term Limits

1. How Chapters Nominate Members to Working Groups and Links to Chapter Circles
The processes for filling roles should be guided by the primary principles of:
 - Transparency - The process used should be clear and consented to by everyone involved.
 - Limited terms - Term length should balance the needs for continuity and power distribution.
2. WG Member Selection Process
 - WGs may disseminate recruitment materials for openings and choose their members based on their skill sets and any criteria determined by the WG to be necessary for a successful team. For example, some WGs, especially Strategy & Action WG and Finance WG, are encouraged to strive for membership that represents all geographic regions of the country. All WGs are encouraged to strive for many forms of diversity in their membership, to conduct reference checks on nominees, and to review information on the process the chapter used to nominate the person. Once the initial WGs have been formed through a Members Assembly, each WG has the ability to decide whether or not to accept each future nominee.
 - Chapters are invited to nominate those with skills in requisite areas to participate in Working Groups and to select trusted members to serve as links to Chapter Circles. The sociocratic nomination process is highly recommended (see Resources 7: Sociocratic Nominations). Chapters may determine what process to use, and should share that process with the group to which they are sending a member, along with a resume, profile, or bio highlighting relevant experience and skills. WGs may choose to accept or reject a nomination.
 - It is recommended that chapters notify members at least one week prior to the nomination and selection process, and share criteria for positions in advance. When the national structure is initially adopted at the Members Assembly, chapters may nominate WG members and present background information on their nominees for the formation of initial WGs.
 - One-year terms are suggested, with the terms staggered for the sake of continuity. For initial WGs, any member who has been part of the NRWG may serve a six-month term.



When a member's term is over, the group is free to select the same person to serve another term (as in sociocracy), keeping in mind the need to balance continuity and power distribution.

3. WG Member Removal

If a member is not accountable to the WG—through either not attending a predetermined number of meetings, not following through on responsibilities, or engaging in behavior that is detrimental to working with other members—the WG [Coordinator](#) will meet with the member to better understand the situation and identify mutual needs, and should consider involving the Conflict Resilience Subgroup in seeking resolution. If agreement cannot be reached with the member, then the member may be removed by the WG, with a simple majority fallback vote if consent cannot be reached.

E. Transparency

All Working Group meeting minutes and working documents will be made accessible for Chapter review unless there are privacy or security concerns, in which case an explanation of why the material is not being shared must be provided.

4.4 Wheels, Hubs, and Hub Council

A. Mobilization and Support Wheels

1. The XRUS “bicycle” has **two wheels**, one facilitating mass mobilization and the other focused on providing operational support to chapters.
2. The Mobilization Wheel is made up of a combination of **Chapter Circles and Working Groups** that focus on action and helping chapters organize, coordinate, and carry out national NVDA campaigns.
3. The Support Wheel is made up of **Working Groups** that provide ongoing, day-to-day, operational support for chapters.
4. Each Wheel has a **Hub** made up of links from the Working Groups (and in the case of the Mobilization Hub, links from Chapter Circles that are part of the Strategy & Action Circle; see #5) that meet to coordinate and to make a limited number of specific national decisions that do not fall within the mandate of a Working Group, as defined in the [Decision Chart](#).
5. Links from each Chapter Circle form an **Action & Strategy Circle**. All these links sit in the Mobilization Hub.

B. Mobilization and Support Hubs

1. The primary purpose of the Hubs is to **facilitate coordination** among Working Groups and Chapter Circles as they work to provide Chapter support in both operations and action, and to **facilitate collaboration** between Chapters.
2. The secondary purpose of the Hubs is to make a limited number of specific **decisions** that do not fall within the mandate of a Working Group, as described in the [Decision Chart](#).



3. In order to promote effective decision-making, strong relationships, and good security, it is recommended that each Hub **limit its size**. The suggested maximum number of Active Links in the Mobilization Hub is 14: eight Chapter Circle links and six Working Group links (including two from the Equity, Justice & Values WG). The suggested maximum for the Support Hub is 7.
4. A **quorum of 50% of links** is required to make decisions in the Hubs, but not to do routine coordination. If there is an important decision that needs to be made quickly and a quorum is lacking, the Hub should attempt to contact the “missing links” to gather their input and reach a decision.

C. Hub Council

The two Hubs meet regularly as a Hub Council in order to coordinate the activities of the two Hubs and to make a limited number of specific national decisions that do not fall within the mandate of a Working Group or one of the Hubs, as defined in the [Decision Chart](#).

The suggested number of Hub Council members is 17. (It would be 21 if all members of both Hubs participated, but the CE&S WG and the Systems Stewardship WG, each of which has one Active Link in each Hub, will each send only one Active Link to the Hub Council. And the EJ&V WG, which has two Active Links in each Hub, will send only two Active Links to the Hub Council.)

D. Draft Hub and Hub Council Mandates

1. Mobilization Hub Mandate

Aims:

- To enable coordinated mass mobilization across the US with the ultimate goal of achieving the 4 Demands.
- To support chapter participation in national and global NVDA campaigns.
- To help implement the national strategy that has been developed by the Strategy & Action Circle and any Members Assembly.
- To be a meeting space for communication, exchange of ideas and resources, and collaboration among the Chapter Circles and Working Groups in the Mobilization Wheel.

Domain

- Authority to review, consult on, and approve the mandates of Working Groups in both Wheels. (Active consent in the Mobilization Wheel, passive consent in the Support Wheel. See Decision Chart.)
- Ability to review the mandates of the WGs and Chapter Circles in the Wheel to ensure that they don't overlap. Any necessary work that falls within the mandate of the Wheel but isn't in the mandate of any of the WGs is added to the mandate of a WG or the Hub itself.
- Authority to make decisions about issues brought by the Alliances & Global WG that do not fall within that WG's mandate.
- Ability to clarify roles and address conflicts between Working Groups and Chapter Circles in the Wheel.



- Ability to ensure that WGs and Chapter Circles within the Wheel are transparent and accountable.
- Ability to represent the Mobilization Wheel within the Hub Council.

2. Support Hub Mandate

Aims

- To coordinate and enable ongoing support of XRUS chapters through the sharing of information and resources.
- To be a meeting space for communication, exchange of ideas and resources, and collaboration among the Working Groups in the Support Wheel.

Domain

- Authority to review, consult on, and approve the mandates of Working Groups in both Wheels. (Active consent in the Support Wheel, passive consent in the Mobilization Wheel. See Decision Chart.)
- Reviews the mandates of the WGs in the Wheel to ensure that they don't overlap and that any necessary work that falls within the mandate of the Wheel, but isn't in the mandate of any of the WGs, is added to the mandate of a WG or the Hub itself.
- Clarifies roles and addresses conflicts between Working Groups in the Wheel and Chapter Circles.
- Ensures that WGs within the Wheel and Chapter Circles are transparent and accountable.
- Represents the Support Wheel within the Hub Council.

3. Hub Council Mandate

Aim

- To be a meeting space for communication, exchange of ideas and resources, and collaboration between the Mobilization and Support Hubs.

Domain

- Reviews the mandates of the Mobilization and Support Hubs to ensure that they don't overlap and that any necessary national-level work that isn't in the mandate of any national group is added to a group's mandate.
- Clarifies roles and addresses conflicts between the two Hubs.
- Ensures that the two Hubs are transparent and accountable.
- Per the [Decision Chart](#), gives:
 - Passive consent to the certification of new chapters as recommended by the Chapter Engagement & Support WG;
 - Consent to national statements proposed by the Media & Messaging WG when not within the WG's mandate;
 - Consent to XRUS budget or budget modification proposed by Finance WG;
 - Consent to changing [Power Custodians](#) as proposed by the relevant WG.

E. Hub Membership



1. Within each Wheel, each Working Group and Chapter Circle may send two links to its Hub, but if it sends more than one, only one at a time is an active speaking participant in a hub meeting. The other link may be an alternate, a thought partner, and/or an apprentice learning the role so that they can take it over in a staggered term.
2. The Equity, Justice & Values (EJ&V) Working Group is an exception. The EJ&V WG has an Internal Equity Subgroup that focuses on equity within XRUS and includes members from historically marginalized and frontline communities, and an External Equity Subgroup that focuses on equity in XRUS's external relationships. Each of those two subgroups may have two links actively participating in a Hub meeting at a time, instead of only one, resulting in double representation for the EJ&V WG.
 - This is to provide a stronger voice for equity in XRUS and an opportunity for a greater diversity of historically marginalized and frontline communities to be represented in the Hubs. Although the Chapter Support & Engagement and Systems Stewardship Working Groups also send links to both the Support and Mobilization Hubs, only the EJ&V WG has double representation.
 - EJ&V WG will strive to ensure that at least two of its four actively participating links are from historically marginalized and frontline communities, such as BIPOC, low-income/working class, differently abled, or LGBTQ.
3. Link terms will be a maximum of one year, but groups sending links may choose to have shorter terms. The terms of an active and backup link, as well as the terms of the active links within a Hub, should be staggered if possible to allow for an overlap between older and newer links. After a link's term is over, the group that selected them has the option of selecting the same person to serve another term.

F. Hub Member Removal

1. In the case that a member is not making a positive contribution to the Hub – not attending meetings regularly, not following through on responsibilities, or engaging in behavior that is detrimental to working with the team – the Regenerative Culture WG will attempt to resolve the conflict through a consentful process involving the individual member and the Working Group.
2. If agreement cannot be reached, the member may be removed by consent of the Hub, with a fallback vote of 60% if consent cannot be reached.
3. If a member is removed, the Working Group or Chapter Circle they represented, will select a different link to finish their term.

G. Hub Transparency

1. Hubs will follow the same [transparency guidelines](#) as Working Groups.
2. The proposed agenda for Hub meetings will be published 3 days prior to the meeting. For certain types of Hub decisions there will be chapter notification requirements as defined in the [Decision Chart](#) (see the “Notice Requirements” column).
3. It is recommended that the Hub create an emergency rapid response system, such as text trees on Signal, to harvest consent quickly from chapters.



5. Decision-Making

5.1 How Decisions Are Made

A. Overview

Chapters decide for themselves how to make decisions. The process described here is for decision-making within the National Working Groups, Wheel Hubs, and Hub Council. While the process as outlined assumes decision-making at live meetings, future groups may choose to make decisions via Loomio or other online tools that individuals can use at their convenience.

The decision-making method described here is known as modified consent, with a fallback to a vote with a 60% supermajority if consent cannot be reached. This consent method harvests collective wisdom by viewing concerns as useful data that can be integrated into crafting an improved proposal. [Rounds](#) are a frequently used tool to distribute voice and power among all participants, recognizing that each person may hold a piece of the truth. When it comes time to reach a decision, the focus is on the aims of the group and whether or not those aims are fulfilled by the proposal at hand.

B. Decision-Making: Modified Consent

In the course of making many decisions along its journey to create this document, the NRWG, while generally adhering to certain sociocratic practices, found the critical components of effective decision-making to be:

- efficiency;
- creatively harvesting the wisdom of the whole group in addressing concerns and seeking solutions that contribute to achieving our mission; and
- using a criterion for consenting to a proposal that takes the best from both traditional consensus and consent and aims to be more robust than simple agreement that it will not prevent the group from achieving its aim.

Once a proposal has been drafted and feedback solicited, a facilitator (who is not one of the sponsors of the proposal) guides the group through the following process:

1. **State the Proposal:** Either read a short proposal aloud or summarize a longer proposal and share a link. We suggest that items be posted in Loomio, or another collaborative decision-making platform, for soliciting feedback prior to the meeting.
2. **Clarifying Questions:** Members ask clarifying questions, using progressive stack. (*Stack* is the process of listing in order those who want to comment. *Progressive stack* allows those from historically marginalized groups to go first). The sponsor(s) of the proposal respond(s) to each question before the next person on stack asks another question. It is



important to make sure that all speakers in this round ask clarifying questions and to not allow this round to turn into a general discussion.

3. **Reaction Round:** Members put on the table any concerns they have about the proposal and may offer constructive criticism or solutions. To encourage inclusion, each participant has an opportunity to share their reaction while being encouraged to remain cognizant of others' time by not restating others' points.
4. **Amend & Restate the Proposal:** In responding to the reactions, the sponsor of the proposal may address each reaction separately or group similar concerns together. The sponsor decides how to incorporate feedback by amending and restating the proposal. The facilitator may at this point take a group temperature check on the amended proposal through a raised thumb poll.
5. **Creative Solutions Round:** Anyone who has given a thumbs down or sideways is invited to explain their concerns. The facilitator runs a creative solutions round by priming members with the instruction, "*Please brainstorm solutions as to how we can address or integrate the objection(s).*" The facilitator records each idea in the meeting notes or group chat for all to see. When the round is complete, the facilitator (or those selected by the facilitator, such as the sponsor) offers a revised proposal.

After a proposal has been formed, clarifying questions answered, concerns offered and addressed, and it comes time to make the decision, the default process is as follows (though there can be a range of variations depending on the contingencies that arise).

1. Someone (facilitator, sponsor, or scribe) **states the proposal** in writing on a shared screen, so that everyone clearly understands the current proposal.
2. The facilitator runs a **consent round** with the following options:
 - **Consent**, i.e., I believe this proposal helps fulfill the aims of our group, and is "good enough for now, safe enough to try." (Hand sign = thumbs up)
 - **Stand Aside**, i.e. I have concerns, but agree to stand aside and let the group proceed with it. (Hand sign = thumbs sideways)
 - **Blocking Objection**, i.e., "I have a reasoned and paramount objection based on the aims of our group." (Hand sign = thumbs down)
 - **Abstain**, i.e., I choose not to participate in the making of this decision (for example, due to conflict of interest or lack of knowledge). (Hand sign = fist with no thumb)
3. **If no one blocks**, the group is clearly in unity to proceed. If anyone blocks the group follows Steps 5, and/or 6, as appropriate.
4. **If there are one or more stand-asides but no blocks**, the facilitator may use their judgment about whether to declare that consent is achieved or to ask the group whether it wants to declare consent or work to address the concerns of the stand-asides.
5. **If anyone has a blocking objection**, the facilitator asks them to show how the proposal would not advance the group's aim, would interfere with the group's aim, or would harm the group's aim. Blocks must be reasoned and paramount. After hearing the response, the facilitator may ask if the objector has a solution they believe would be acceptable to the



group. The facilitator may then lead the group in deciding whether the proposal needs time outside the meeting for revision or a [scaled listening process](#).

6. **If an immediate decision is truly needed, or if a proposal has been considered three times without arriving at consent, the facilitator may move to a vote.** During the vote, members may vote yes, no, or abstain. Those who abstain are not included in the tally. If at least 60% of those who do not abstain vote yes, the proposal passes.

C. Facilitation

For the Hub and Hub Council meetings, we recommend forming a facilitation team serving staggered terms, in order to balance the advantages of continuity and rotation. Having a team helps ensure that planning/running meetings is transparent and well organized, and provides facilitators with support and camaraderie to foster improved skills. The team can then designate a facilitator for each meeting based on availability, skill level, and who has the least attachment to the meeting's agenda items.

Ideally, most groups will be small enough that they won't need the structure of a separate facilitation team. Instead, they may choose any of the following options that best suits their needs.

- **Designate one person** as the ongoing facilitator for a limited term, such as whoever is serving as Coordinator.
- **Create a list of co-facilitators** willing to conduct two meetings in a row. Stagger their turns so that each meeting is co-facilitated by one person who co-facilitated the last meeting and another person who will co-facilitate the next meeting.
- **Some other arrangement** that meets the need for well-run meetings that welcome and integrate collective input resulting in clear and productive decisions.

The facilitator has the authority to make the final judgment call on group processes in the moment, such as:

- the **order** of agenda items;
- discussion **format** (rounds vs. stack, full group discussion vs. breakout rooms, or other formats such as a [fishbowl](#));
- **time allocation** (for example, imposing time limits on speakers, or whether to extend an agenda item or the meeting as a whole).

The facilitator may apply a process that is more formally structured or less so, depending on the size of the group, the agenda item, or other needs at the moment. Good facilitators are guided by the needs of the group and are willing to set aside their own viewpoint in order to serve the group well. The NRWG developed a sample [meeting template](#) with notes for Facilitators. (Additional resources can be found under Facilitator in [Roles](#).)



D. Agenda Tracking

The group should have a system (e.g., Kanban or a similar platform) for collecting and tracking proposed agenda items so that participants can suggest items for the group's attention and so that time-sensitive decisions are taken up at the right time. The facilitator should be involved in setting the agenda, though others may be involved too. Each agenda item needs a sponsor present at the meeting and a clearly articulated goal. Is the purpose of the item to inform, discuss, or decide? We recognize that a group generally finds it more satisfying to cover fewer agenda items in greater depth than more agenda items in less depth.

E. Note Taking and Other Roles

The facilitator is responsible for ensuring that other needed meeting roles are filled, such as **scribe**, **timekeeper**, **technical assistant** (e.g., running online breakout rooms), or **vibe watcher**. The scribe is a critical role that cannot be overlooked, as their notes will form the record of what was decided, task commitments, deadlines, and so on. Succinct notes that focus on main discussion points and clear outcomes are generally more useful (and more often read!) than long, rambling notes that capture what each person said. Finally, any decisions made should be captured in a Decision Log that is easily searchable by subject, with links to the relevant minutes. (Additional details can be found under Scribe in Roles-Appendix 9.4).

5.2 Who Decides What

Most decisions will happen within the Working Groups and Chapter Circles according to their mandates, with collaboration and consent through the Hubs.

Working Groups coordinate with each other and Chapter Circles through Hubs for accountability and feedback. They should seek advice from relevant parties on specific issues, and when generating new proposals, they may want to practice [Listening at Scale](#).

Ideally, XRUS will function in a streamlined, efficient and consent-based manner most of the time. We know from experience, however, that the Rebellion is not always copacetic. In the event that a conflict or a need for a decision arises outside of existing mandates, the objective is to try to hear relevant voices, use regenerative culture, and reach consent.

The following chart is a guide for how different types of decisions that fall outside a Working Group's or Chapter Circle's mandate should be made.

The Suggested Notification Time column is intended to give people a chance to consider topics, gather ideas, prepare input and come to consent. This enables people with different abilities and schedules to fully participate and allows everyone to show up prepared.



5.3 Decision Chart

#	Type of Decision	Who Holds the Process	Description	Suggested Notification Time	Notes
1	Chapter Certification	Chapter Engagement & Support	Chapter Engagement & Support WG decides, then passive consent from Hub Council.	1 week notice for passive consent.	Passive consent = parties informed of decision, then given 1 week to object; otherwise decision stands.
2	National Statements	Media & Messaging	M&M WG mandate should indicate what types of statements the WG may make without outside input and what types should have outside input. For those that should have outside input, the WG drafts a statement, disseminates to chapters for input, revises if desired, then seeks consent from Hub Council.	24 hours for chapter input and 24 hours for HC consent, except in case of rapid response, in which case "RAPID RESPONSE REQUESTED" should be front and center in communications and 12 hours each allowed for chapter input & HC consent.	
3	Financial Decisions	Finance WG	Finance WG develops budget, seeks chapter input, revises if desired, then seeks Hub Council consent. Transparent reporting to chapters. Budget modifications require Hub Council consent. (Finance WG with Hub Council consent may alter a line item description if necessary to protect action security.)	Chapters should be given at least 2 weeks to provide input. 2 week notice to chapters before budget approval and 1 week before modifications.	



4	Managing the Relationship of XRUS to XRGlobal & Other National XRs	Alliances & Global WG	A&G WG mandate should indicate what types of decisions the WG may make without outside input. If a decision should have outside input, WG seeks consent of Mobilization Hub. If consent is not reached, decision will go through the process for Addressing Chapter Concerns, row 7, part B.		
5	WG Mandate Revision	WG	Each Hub consents to the mandates of WGs within their wheel (with passive consent from other Hub).	1 week notice for passive consent	
6	Structure Doc Amendments	Structure Stewardship WG	Practice Listening at Scale . Gather consent from chapters. Then hold a Members Assembly. If consent is not reached in MA, fall back to referendum with 60% threshold. For referendum, chapters use consent or consensus if possible. If a chapter reaches consent or consensus, it reports the number of chapter members who consented. If not, chapter holds vote and reports outcome. Chapter vote numbers are combined to arrive at decision, using the 60% threshold.	3 weeks notice prior to MA	Idea: Make some parts of structure doc easier to amend.
7	Addressing Group Concerns	Regen and Chapter Engagement & Support WGs	A. If a group has a concern about a decision another group has made, and the two groups are not directly linked to the same broader group, they raise their concern with the group that made the	3 weeks notice prior to MA	See group concerns diagram for details.

			decision and with the Conflict Resilience Subgroup to seek a resolution. Suggested to use Listening at Scale. If resolution is not reached, go on to part B. B. CE&S WG sets up an MA or the issue is tabled until the next MA. If consent is reached during the MA, members not present at the MA are given 1 week to make any objections. If no objections, the decision stands. If there are objections that cannot be resolved, fall back to referendum with 60% threshold, using referendum process above.		
8	Chapter Decertification	Chapter Engagement & Support WG	CE&S WG discusses with the chapter and involves the Conflict Resilience Subgroup if there is conflict. If the issue cannot be resolved, CE&S WG proposes decertification to the Mobilization Hub for its consent, with the Support Hub informed, and with fallback to a 60% majority vote if the Mobilization Hub cannot reach consent.	2 weeks notice prior to meeting	See Chapter Certification section
9	Decisions Involving a Conflict of Interest (for example hiring someone within a Hub for contract labor)	Systems Stewardship WG	SS WG seeks consent of chapters through Strategy & Action Circle. Suggest using Listening at Scale and seeking consent from chapters. If no clear consent, CE&S WG organizes an MA, with fallback to referendum with 60% threshold, using referendum process above.	2 weeks prior to Strategy & Action Circle meeting and 3 weeks prior to MA	Finance WG will develop a conflict of interest policy that may reduce or eliminate the need for this section



10	Changing Hub or Hub Council Mandate	Systems Stewardship WG	The first mandates will be consented to by MA. To change, go through the process for Addressing Chapter Concerns, row 7, part B.	3 week notice before MA	
11	Revising the XRUS Demands or Principles	Equity, Justice & Values WG	Go through the process for Addressing Chapter Concerns, row 7, part B.	1 month notice before MA	
12	Changing Power Custodians	Systems Stewardship WG	SS WG seeks Hub Council consent.	1 week notice before Hub Council meeting	See definition of Power Custodians .
13	Working Through Conflict Between WGs	Regen WG	If an issue is outside of WG mandates, or there is conflict between WGs, they should seek support from Regen WG. If the conflict is not resolved, the relevant Hub or Hub Council decides by consent, with 60% fallback vote. If needed, mandates should be updated to prevent future conflict.	One week notice before Hub or Hub Council meeting	

6. Conclusion

This structure was created, with input and support from many, in the hope that it will allow XRUS rebels to take effective, radical action in response to the climate crisis. The next step is for all of us to make this document our own, along with the structure it proposes, by getting to know the proposal, asking questions about it, participating actively in the new structure when it is ratified, and strengthening it as new best practices emerge. The new structure does not need to be immediately perfect. It just needs to create a framework that helps us work together, listen to one another, share ideas, work through differences, and find enough consensus to coordinate strategies, take powerful nonviolent direct actions, and continue to consentfully adapt our national structure to meet the demands of the ongoing crisis.

There is no time to lose. Everyone is needed now. The next few years will determine whether the generations alive today will be honorable ancestors to all future generations of living beings. XRUS



must play its part in this global struggle to reverse climate change and restore a regenerative relationship between humankind and mother earth. See you in the streets!

7. APPENDICES

7.1 Equity, Values & Justice

From the NRWG Equity Subgroup

A. The Importance of Climate Justice

Those least responsible for exploiting and misusing the biosphere are already experiencing the worst consequences of the climate crisis, further exacerbated by entrenched systems of social oppression and structural violence. Climate justice must be prioritized by using a framework of intersectionality to guide our activism. We define frontline communities as those who have been put in the most imminent danger from climate and environmental injustices. Often these communities consist of historically marginalized groups such as immigrant communities, BIPOC, low-income/working class, differently abled, unhoused, and LGBTQ folks. We must listen to their leadership as we work together to determine the path forward for regeneration. They must be empowered to determine what forms of restitution and reparations are owed to them for decades of harm and institutional bias that has perpetuated this danger. XRUS also supports establishing legal rights for biotic communities and ecosystems who are highly impacted by the climate crisis. We must be a voice for the voiceless and defend them from ecocide.

B. Equity, Justice & Values Working Group (EJ&V WG) - Background and Role

The Equity, Justice & Values Working Group exists to ensure that XRUS and US chapters are embodying XRUS' Fourth Demand – a vision for climate justice and solidarity. Initially, this WG will continue the work begun by the Equity and Values Subgroup of the NRWG, with the following priorities:

- Making XR an inclusive space for frontline and marginalized communities, and assuring increasingly diverse representation within XR.
- Acknowledging marginalized communities have been disproportionately hurt by industrial pollution and the climate crisis, and have the most knowledge and urgency to take action, yet have historically been ignored by the climate/environmental movement.
- Centering the needs of, following the leadership of, and working in solidarity with frontline and marginalized communities. This means amplifying and supporting actions and demands of frontline community leaders.

The Equity, Justice & Values WG will support XRUS chapters by²:

- Ensuring that equity is built into our structure so that the 4th Demand is prioritized in all aspects of our policies, actions, and messaging.

² Needs identified through survey of XRUS chapters.



- Ensuring that people from frontline and marginalized communities are encouraged and supported to actively participate in all levels of XRUS.
- Building alliances with frontline communities and organizations at the national level.
- Working towards a redistribution of resources to BIPOC organizers and organizations.
- Providing allyship and anti-oppression training and resources for XRUS chapters.
- Helping chapters develop equity and inclusion strategies, share skills, and coordinate with each other in this work.

C. Overall Framework for the EJ&V WG

- The EJ&V WG's work has both **Internal** and **External** aspects, and addresses **Six Core Needs for Equity, Diversity, and Inclusion**—power and voice; autonomous affinity spaces; organizational anti-oppression needs; accountability and feedback loops; solidarity action; and external linkage.
- Both the Internal and External Subgroups of the EJ&V WG will have **double representation**—two active links each in the Mobilization and Support Hubs, with priority given to members of frontline and marginalized communities (at least two of the four EJ&V links). Two of the four EJ&V WG Hub links will be Active members of the Hub Council.
- The EJ&V WG will ensure that all national groups uphold these values by training and supporting the **Equity Liaison** in each group.
- The EJ&V WG will develop an **Equity Analysis Tool** with questions to ensure that all decision-making includes an equity lens. (See [Multnomah County's example](#).)
- The EJ&V WG will support local chapters as needed, and encourage the formation of **chapter-level EJ&V WGs**.
- The EJ&V WG will coordinate closely with other WGs—such as working with the Regenerative Culture WG on policies like a **Code of Conduct, Grievance Process, and Conflict Resolution Policy**.

D. Equity Liaisons

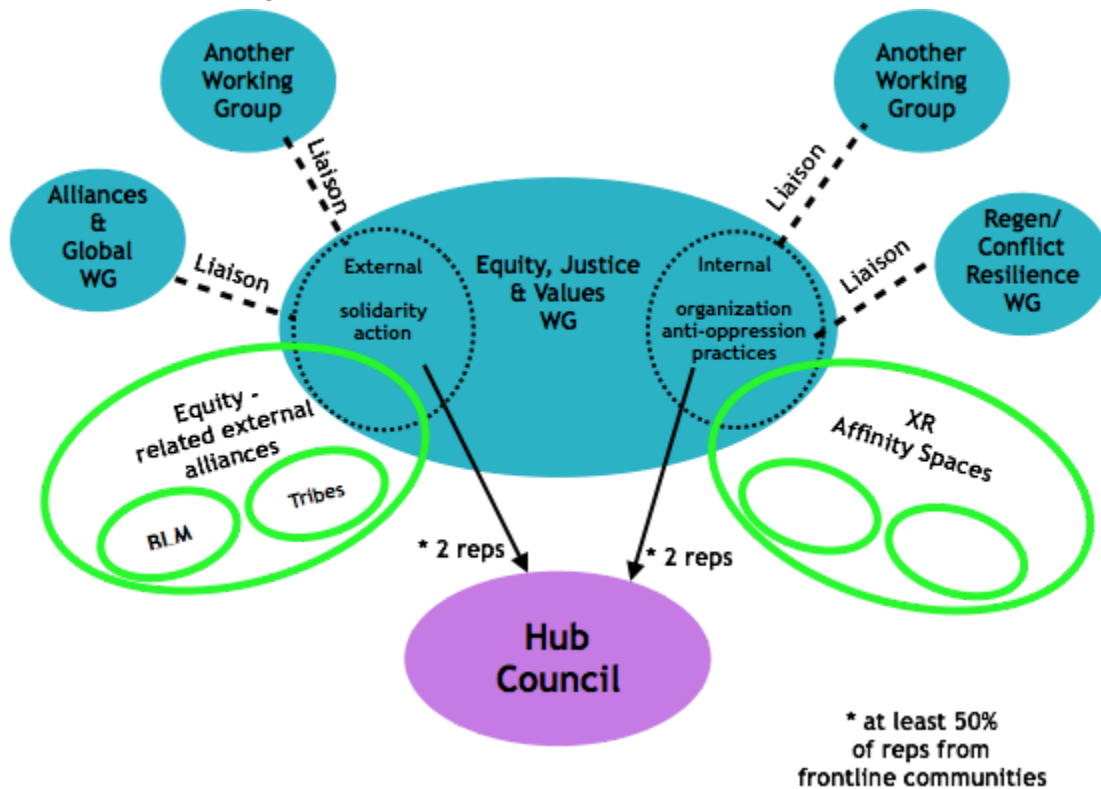
Every WG will have an Equity Liaison:

- Equity Liaisons will be trained by the EJ&V WG and can reach out as needed to the EJ&V WG for support.
- Equity Liaisons will guide their WGs through an Equity Analysis Tool for decision-making processes such as:
 - Group mandates, policies, and guidelines
 - Procedures involving WG members, such as outreach, onboarding, training, conflict resolution, and behavioral issues.
 - Public-facing communication, such as press releases, social media, action invitations, and public statements.
 - Action cycle, including action planning, accessibility/inclusion guidelines, external relations, and post-action evaluation.
- Equity Analysis documentation should be included in all WG meeting notes.
- Equity Liaisons don't have to be members of the EJ&V WG, but should communicate with the EJ&V WG regularly. This will ensure that XRUS is following best practices and maintaining an accountability and feedback loop.





E. EJ&V Structure Diagram



F. Six Core Needs for Incorporating Equity, Diversity, and Inclusion into XRUS

1. Internal Work

- **Power/Voice:** Frontline and marginalized communities within XR must have representation in the Hubs and Hub Council, and these reps must have clear support in their role.
- **Affinity Spaces:** Autonomous spaces for frontline and marginalized members to meet and work together however they choose, without pressure to advise or teach others in the dominant groups. This could be one overall group supported by the EJ&V WG, or split up into specific identities as desired (for example, BIPOC group, trans/genderqueer group, alter-abled group, or neurodiverse group). This model could be an example for local chapters as well.
- **Organizational Anti-oppression Needs:** Policies, trainings, resources, best practices, and support for inclusion, anti-harassment, safer and braver spaces, etc., at the national and local levels.
- **Accountability/Feedback Loops:** Training and support for Equity Liaisons in all XRUS groups to ensure EDI values are incorporated into all processes and decisions.

2. External Work

- **Solidarity Action:** Provide resources and support for XRUS and local chapters to build campaigns that incorporate an equity analysis and strong solidarity practices.



- **External Linkage:** Build relationships with organizers from Indigenous, BLM, and other non-XR groups that represent frontline and marginalized communities. The External Subgroup will have representation in the Hubs and Hub Council and can use their time at Hub meetings to give a platform to an external group.

7.2 Past XRUS Structure

The XRUS structure originally consisted of a National Team of volunteers who took responsibility for various domains such as finance, social media, new chapter onboarding, and related functions. Chapters could send representatives to a National Strategy Working Group that met occasionally and was facilitated by a National Team member. However, there were no broadly agreed upon and documented policies guiding the activities of the National Team and the national strategy group.

Once the NRWG got underway, the National Team expressed support for its efforts, and its members expressed a desire to step out of their roles as soon as possible. Eventually they were ready to step out of their roles before the NRWG was ready to propose a new structure. They turned their roles over to a group of volunteers who are currently maintaining basic XRUS functions until a new structure is ready. A list of current national roles, role holders, and their contact information is pinned to the top of the General Keybase chat.

XRUS does not have 501(c)(3) status, but it does have a 501(c)(3) fiscal sponsor, Oil and Gas Action Network.

7.3 Roles

Below are descriptions of roles that XRUS groups – Chapter Circles, Working Groups, subgroups, Hubs, or the Hub Council – can use to share the workload and delegate tasks. The NRWG Process Improvement Subgroup strongly encourages all groups to choose a Coordinator and a Link as soon as possible, since these are the most critical positions for ensuring that work gets done. We also invite groups to adopt any of the other roles they think would be helpful.

1. Coordinator

- Takes primary responsibility for ensuring the work of the team moves forward, not by doing all the work themselves, but rather by keeping an eye on things, delegating tasks when necessary, catching balls in danger of dropping, and paying attention until functions are fulfilled.
- Helps orient new group members and acts as a first point of contact for internal questions
- Regularly checks in with group members to ensure their needs are being addressed and helps address internal issues within the team.
- Facilitates meetings as needed and/or coordinates with the facilitator to plan meetings. (In general, a larger group is more likely to rotate facilitation responsibilities, while smaller groups are more likely to default to the Coordinator taking on that role, but each group should determine what works best for them.)



- Tracks the workflow within the group to ensure that tasks are accomplished and that the work is balanced in a way that meets the needs of group members.
- Attends meetings with other Coordinators to share best practices and improve internal processes

2. Link

- Serves as the outward-facing voice of the group, representing its needs and views to other groups, particularly the next-level group. The group can decide the extent to which the Link strictly adheres to views consented to by the group or has the freedom to use their judgment.
- Ensures that the group's work is relevant to the needs of related groups and XRUS as a whole.
- Shares regular updates or otherwise ensures that the group's work is transparent.
- Coordinates communication and collaboration with other XRUS groups.

3. Help Desk

- Acts as a first point of contact for people wishing to communicate with the group. Working Groups that have a chapter support component to their work should provide a "Help Desk" service to chapters, giving chapters convenient, centralized access to help from the Working Group. It should be easy for chapters to locate information on how to access this service from any such Working Group, for example with a general contact email on the XRUS website.

4. Facilitator

Before the meeting:

- Gathers proposed agenda items before each meeting and organizes them into an agenda.
- Ensures that all roles needed for the meeting are filled, including who will present each agenda item.

During the meeting:

- Guides the group through the agenda and helps to keep the group on topic and on time.
- Ensures that speaking time and meeting participation are shared fairly and equitably and that all group members feel empowered to participate.
- Attends to any other needs or changes to the plan that might arise during the meeting, for example, getting consent of the group to spend more time on an important topic that is taking longer than expected.

For more details about this role, see [Best Practices - Meeting Facilitation](#)

5. Scribe

- Takes meeting notes, recording key information, including decisions and who has committed to doing what by when.
- Shares meeting notes in a timely and accessible way in accordance with the group's transparency policy and XRUS' transparency values.
- More resources for taking good notes are [here](#).



6. Regenerative Culture Advocate

- Ensures that the group, while also following prescribed procedures, remain mindful of human-to-human interactions and that all participants feel the value of their work and are connected to the other participants.
- Keeps an eye out for problematic patterns in group dynamics, brings them to the attention of the group and/or Coordinator, and initiates a conflict resolution process when needed.
- Keeps meetings fun!

7. Equity Liaison (See Equity and Values Appendix)

- Ensures that an equity lens is applied to group decisions and processes, including through the use of an Equity Analysis Tool.
- Serves as a liaison to the Equity, Justice & Values WG.

8. Document Wizard

- Keeps track of all of the group's documents and links.
- Ensures that the group's shared drive and workspaces stay organized.

7.4 Power Custodians

A Power Custodian is anyone who has top-level access to a resource that is a source of power belonging to XRUS, including but not limited to:

1. Financial Custodian(s): Has access to bank account
2. Social Media Custodian(s): Has super-admin access to social media
3. Keybase Custodian(s): Has super-admin access to Keybase or equivalent platform
4. Email Custodian(s): Has access to national email accounts and mailing lists
5. Legal Custodian/Liaison to chosen legal team

Top-level access means the ability to control that resource and the ability to control who else has access to that resource. It is recommended that more than one trusted person be a custodian for a single source of power at any given time. The list of custodian roles should be maintained and updated as needed by the Systems Stewardship WG.

The list of Power Custodians should be updated and kept accurate by the Systems Stewardship WG, and made available to members of the Hub Council. New custodians may be proposed by any WG, but need to be approved by the Hub Council, which may also remove existing custodians. Relevant passwords should be changed when custodians leave the role.

7.5 Regenerative Culture Statement

The structure and processes described in this document embody the values implicit in all of the XRUS 4 Demands and 10 Principles, but perhaps the principle embodied here most directly is Principle 3:



“We need a Regenerative Culture. Creating a culture which is healthy, resilient, and adaptable,” since that principle is most closely connected to human interactions and group dynamics.

Principle 3 has been elaborated in many ways by different Extinction Rebellion national groups and local chapters, but most descriptions have in common these core aims:

- We strive to build a culture of care that operates at all levels from the individual to the group and from local to planetary ecology, and we aim to make explicit connections between the wellbeing of the different levels.
- We strive to model in our present behaviors the kinds of just, inclusive, participatory, sustainable, and resilient communities, societies, economies, and cultures that we aim to create for the future.

Thus Regenerative Culture values should permeate our thinking and behavior in all of our interactions both within and outside of XR. We recommend reading a brief Regenerative Culture Statement at the beginning of each meeting or training and before each action. Here is the version of the [Regenerative Culture Statement](#) the NRWG reads at the beginning of each meeting. It is focused on meeting procedures, and you might want to have different statements for trainings, actions, assemblies, or other kinds of gatherings. For consistency and ritualistic value, reading the same statement for each meeting (or other kind of gathering) can be effective. However, since repetition may dull impact, it’s also a good idea to vary the statement from time to time, perhaps borrowing from another chapter, group, or allied organization.

[This booklet](#) was created by XR Australia for XR Global Regenerative Culture trainings. It has many valuable Regen resources, and XRUS might in the future want to create a similar resource that explains Regenerative Culture values in the specific context of XRUS.

7.6 Listening at Scale

This section cites the article [Sociocracy Meets Listening at Scale](#). The phrase “Listening at Scale” was introduced by Audrey Tang, Taiwan’s Digital Minister.

Listening at Scale is a framework that can be used to hear the perspectives of the many, distill the best ideas, and reach agreement on how to proceed.

How deep into Listening at Scale a process goes depends on the level of divergence there is around the topic in question.

Some assumptions behind this model are: small groups are ideal for deliberation, connection, and trust; the more a decision can be informed by complex realities, the stronger it will be; having a voice is more important than having a vote, so majority vote should be avoided; and we should build systems that hear everyone.



Phase 1: Opportunity for Input

Let's say a chapter or group of individuals within XRUS has an issue that they are not able to address through their Chapter Circle links. They bring it to the Group closest to the issue. The group:

1. Deliberates;
2. Asks people for input (advice process with an equity lens); and
3. Engages in Listening at Scale.

If consent is achieved, skip to Phase 5: Implement Solution.

The goal of this phase is to identify and distill tensions, and collect the wisdom of the group.

Tools: [Active listening](#), [advice process](#), [conflict tools](#).

Phase 2: Conversations for Sense-Making

Hear all the perspectives on the issue at hand. Keep in mind that those closest to the issue will be the most engaged, but the needs of those affected who are not participating need to be kept in mind. More affluence can mean more free time to participate in this process, so pay attention to privilege and make sure those not present are being represented.

Tools: Utilize tools like [Listening Circle](#), Loomio, and Base to have focused discussions on the issue.

Phase 3: Map the Landscape of Perspectives

This is an important shift from the dominant paradigm. "Instead of mapping the people (by 'strength' in numbers or loudness), we map the perspectives or functions. The result here is clusters of perspectives. While there might be some alignment with interests, not all members of a chapter, for example, need to think the same or have the same perspective." A group of skilled facilitators should lead this process. If there is conflict, find someone outside the conflict, a member of the Regen team, or even someone from outside XR to be a mediator.

Tools: Visual diagrams, art, [Mural.co](#), [Pol.is](#)

Phase 4: Distill Perspectives and Choices into Action

Ideally, a small, facilitated group of 5 to 12 people is selected to deliberate and explore solutions. These people should represent the diversity of perspectives. They could be sociocratically nominated or chosen by sortition if there is a large number of people who want to participate. Meetings can happen in [fishbowls](#). Those who will be tasked with implementing the outcome should be involved, because (1) they will be able to gain greater depth of knowledge of the reasons that some positions are held; and (2) they can provide a reality check on proposed solutions.

Tools: [Sortition](#), [fishbowls](#), [Dynamic Facilitation](#), [picture forming and proposal shaping](#)



Phase 5: Implement Solution

A proposal will be generated from the output of the previous phase and should be circulated through the Hub Council, Hubs, the Strategy & Action Circle, Chapter Circles, and chapters to gather consent. If there is consent, the proposal will be implemented by parties identified in the proposal.

Phase 6: Evaluate Outcomes: Analysis, Reflection and Learning

LISTENING AT SCALE

	PHASE 1 GATHER PERSPECTIVES	PHASE 2A PARTICIPANT CONVERSATION	PHASE 2B MASS CONVERSATION	PHASE 2C SYSTEM REPS	PHASE 3 IMPLEMENT SOLUTION	PHASE 4 FEEDBACK & ITERATION
	COLLECTIVE SENSE MAKING					
ACTION	A proposal outside of a WG, Circle or Hub's mandate or an issue arises	Conversations for awareness and mutual understanding	Map the landscape of perspectives	Deliberate and explore solutions.	Consent to solutions and put them into practice	Create continual improvement
ORGANIZER ROLES	Convene conversations and Engage ReGen team as needed	Define questions and issues	Create format for conversations and synthesize outputs	Facilitate small group conversations	Gather consent for proposal and ensure it is implemented	Systems Stewardship WG collects feedback, compiles suggestions and passes to implementing groups
WHO PARTICIPATES	Members with input, WG(s) working with the issue at hand, Advisors knowledgeable on the topic	Groups closest to the issue	Anyone in the community who wants to participate	5-12 people representing diverse perspectives	Hub Council, Hubs, Circles, Chapters, Members	All participants provide feedback, Relevant parties implement changes
TOOLS (ever evolving)	- Active listening - Advice process - Conflict tools	- Listening Circles - Loomio - Base	- World Cafes - Pol.is - Visual diagrams, art - Mural.co	- Sorition - Fishbowls - Dynamic Facilitation - Picture forming - Proposal shaping	- Straw polls - Consent tools (Base, Loomio, Pol.is) - Subgroups or a temporary task force	- Roses and thorns conversations - Feedback surveys
GOAL	Collect wisdom. Identify tensions. Understand any underlying issues. Design further <i>Listening at Scale</i> process.	Hear perspectives, ideas, concerns, solutions. Identify common underlying issues	Map perspectives, ideas, concerns, solutions	Generate a proposal for moving forward	Solve the original issue (and maybe resolve other issues raised too)	Update systems to address future issues and nurture a self-healing structure



7.7 Weighted Voting

Allowing chapter circles to self-organize may lead to different links in the Strategy & Action Circle representing vastly different numbers of members. This unevenness will be mostly unproblematic if decisions in the S&A Circle, the Mobilization Hub, and the Hub Council are reached through full consent. However, if any of these groups needs to take a vote on any decision, allowing all representatives to hold equal voting power might be viewed as unfair. In the future, the Systems Stewardship group could develop and propose a weighted vote system based on the number of people a link represents.

7.8 Reflection Cycle

A healthy national structure should follow the Regenerative Action Cycle, which creates space to rest, celebrate, and learn.



7.9 Annual Confluence / Members Assembly

We know that both disruptive civil disobedience and regenerative learning are needed in the struggle to stop mass extinction, but there can sometimes be tension between the need to disrupt and the need to rebuild. In order to help balance this tension and amplify our impact, it is suggested that XRUS facilitate a cycle of rebellion and confluence each year. During waves of rebellion, the national focus and energy would be directed primarily toward visible direct action campaigns advocating for our four demands with enough internal focus to keep things going smoothly. During waves of confluence, the focus would shift towards reflecting, learning, sharing, regenerating, and ultimately preparing for the next wave of rebellion.

According to this cycle, XRUS would organize a confluence once per year in January-February with a focus on bringing in people from across the organization to share their knowledge, ideas, and skills with



each other. There may eventually be many sessions organized by different groups, but one key aspect which could be organized at a national level is a Members Assembly on strategy among current XRUS members. This assembly would reflect on the successes and shortcomings during the last cycle of rebellion and formulate the broad strokes of a strategy for the coming year. This would be a chance for people from across the movement to contribute their perspectives and learn from each other and for the people in the national working groups to listen, learn, and engage with people from outside of their groups. The goal of the assembly (which may be held over a series of sessions), would be to reach some broad agreements about the direction that XRUS should be heading toward.. The goal would not be to reach complete alignment on every issue, but rather to get a sense of where energy and priorities are in the movement broadly and what directions or steps seem most likely to help local chapters do their work. These broad strokes would then be passed on to the Strategy & Action Circle to guide them in filling out a national strategy.

In addition to a Members Assembly on strategy, the confluence can provide a time and place to practice [Listening at Scale](#) and address other long-standing issues that may be troubling the movement. If there have been persistent tensions around a specific issue or if there is a need for significant changes to the structure, the confluence can be a good time to try to resolve those issues. The exact process and people involved will depend on the situation, but throughout the confluence, Systems Stewardship, Regenerative Culture, Equity, and Chapter Engagement WGs as well as the Hub Council will have key roles.

7.10 Living, Learning Structure Suggestions

Suggestions for Continuous Improvement

Generated in National Restructure Working Group Breakout Room Brainstorm 5/21/21

Principle 5: We value reflecting and learning. Following a cycle of action, reflection, learning, and planning for more action. Learning from other movements and contexts as well as our own experiences.

XR Global addendum to Principle 5: We don't know how things will change, so we are willing to experiment and learn from what we do. Through ongoing questioning, reflection, and learning about what has worked elsewhere, we will improve what we do and not get stuck in repetitive behavior. This is an active and ongoing process requiring time and input for individuals and groups to think about what has gone well and why, and what it would be better to do differently.

Who participates in continuous improvement and how frequently?

- For activities that concern only a particular group, the group itself participates regularly.
- For activities that concern other national groups, all the relevant national groups participate, but less frequently.
- For activities that concern all of XRUS, everyone participates, but only occasionally.

All XRUS groups should engage in continuous improvement, but certain national Working Groups may have a special role to play in leading continuous improvement activities nationally: Chapter Engagement, Systems Stewardship, and Regenerative Culture.



Ideas from Brainstorming Session

- **Adaptation:** As conditions change, so must our strategies and tactics.
- **Allied Organizations:** Ask them for feedback on how we're doing.
- **Confluences:** Periodic national convergences to reflect on how we're doing. Can be seasonal, in relation to seasonal action campaigns.
- **Data:** Collect and use it through surveys, polls, focus groups, brainstorm sessions, etc.
 - Individual national Working Groups can conduct national surveys; multiple surveys from multiple Working Groups can be funneled to Chapter Engagement and conducted as a batch; or Chapter Engagement could initiate a poll and ask each Working Group what it would like included.
 - Surveys could include a deadline by which the group conducting the survey will inform those surveyed of the results and planned follow-up activities.
 - After follow-up activities are conducted, another survey can ask whether concerns raised in the prior survey have been addressed.
 - Demographic info could be collected with survey responses to pinpoint the responses of BIPOC members and members from other historically oppressed groups. Consider periodically asking BIPOC members and members from other historically oppressed groups whether we're meeting their needs, but without burdening them.
- **Experts:** Periodically ask an expert to help us evaluate ourselves.
- **Group Works Cards:** Use [Group Works Cards](#) to reflect on meeting dynamics.
- **Learning Moments:** Take time during the meeting for a member to teach the group about a topic relevant to the group's work.
- **Measurable Goals:** It is essential to develop measurable goals so that we can monitor our progress.
- **Organizational Memory:** Importance of clear and transparent storage of information, so that lessons learned don't get lost.
- **Reflections on Justice and Equity:** Take time at the end of meetings to reflect on how the meeting enacted justice and equity and/or [white supremacy culture](#).
- **Roses and Thorns:** At the end of each meeting.
- **Suggestion Box:** Have a place easily accessible online for suggestions that can be anonymous if desired.
- **Terms:** Put terms on decisions so we can revisit them, evaluate whether they've been serving us well, and decide whether to keep them, improve on them, or compost them.
- **Training:** Should be ongoing at every level.

7.11 National Affinity Groups

The term “affinity group” has been used and defined in different ways. For example, it has been used in radical movements to describe small, secure groups that come together to carry out specific parts of larger actions. At other times it has been used to describe more loosely structured groups that stay together over time for purposes of support and/or coordination. They can be related by location, job, religion, or other affiliations. In XR, the term has been used to describe groups with similar backgrounds or interests who plan and carry out actions, for example Moms for XR, Doctors for XR, Scientists for XR, and Artists for



XR. Currently some chapters have affinity groups, but there are not yet affinity groups at the national level. As the XRUS structure matures, national affinity groups could be nurtured.

8. Resources

8.1 Chapters That Participated in the NRWG

The following chapters participated to a greater or lesser degree. Some may have sent a representative to only one meeting; others had representatives who contributed significantly to designing the structure and other functions of the NRWG.

Ann Arbor, Atlanta, Austin, Boise, Boston, Boulder, Central Kentucky, Chicago, Denver, Durham, Eugene, Grinnell, Houston, Indianapolis, Kalamazoo, Los Angeles, Madison, Philadelphia, Phoenix, Pittsburgh, Portland OR, San Francisco Bay, Santa Barbara, Santa Cruz, Seattle, St. Louis, Tucson, Twin Cities, and Vermont

8.2 Structures Analyzed for XRUS

The NRWG conducted research, analysis, and educational sessions with practitioners to understand various models of decentralized organizing and movement building: [System Comparison & Choice - Google Sheets](#).

These are the models we analyzed to inform the structure presented in this document:

- Sociocracy
- SOS
- Spokescouncil model
- Next Step Together
- Holacracy

Other Existing XR National Structures:

- Aotearoa New Zealand
- Canada
- Germany
- Netherlands
- New York City
- US Northeast Region
- India
- Italy
- UK

Proposed XRUS National Structures:

- Original XRUS National Team proposal
- XRUS Regional proposal



8.3 NRW Survey Results

Three separate surveys were sent out to chapters, and these are the summaries of the results. We appreciate the participation of chapters which helped to make this a wiser document and helped us feel we were on the right path in what we were trying to accomplish.

- [Individual Survey Results](#)
- [Whole Chapter Survey Results - Google Docs](#)
- [Working Group Survey Results](#)

8.4 History & Conflict Synthesis

The NRW was formed at a time when there was conflict in XRUS. Two outside consultants, Tree Bressen and Jenny Leis, acted as neutral parties and helped in the formation of this participatory structure for XRUS. Here is a [synthesis of the conflict work](#) the consultants did with NRW. We gathered a number of resources for effectively dealing with conflict in meetings from Tree Bressen and Jenny Leis: <https://drive.google.com/drive/folders/1M34F-OPwxSm1BWpMbE6t8iEjWtuUVi3j?usp=sharing>.

8.5 Sociocratic Nominations

It is recommended that roles are filled using the sociocratic nomination process. Here's an overview:



A more detailed description is [here](#).

8.6 Dialogue Tools

- [How to host a Listening Circle](#)
- [How to host a World Cafe](#)
- [How to host a virtual fishbowl](#)

8.7 Conflict Resilience Resources

- [Proposal for a Conflict Resilience/Resolution Subgroup](#)
- [Conflict Resilience Resources](#)
- [XRUK Transformative Conflict System](#)



Love and Rebellion!
Thank you for all you do.

