

The Michigan State University International Relations Organization Delegate Handbook



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A forward from the IRO Conference Preparations Team

Model United Nations is an amazing experience to learn new things and grow as a person. Where else at Michigan State do you get to dress up, pretend you are a foreign dignitary, and travel to another city to talk about topics that the average student has never even heard of. For a long time MSUIRO has prided itself in its competitive excellence and team atmosphere. We the Con Prep team hope that all IRO delegates can use this handbook to become the best delegate they possibly can be. Every time you go out there and put your all into a conference as a delegate, IRO and MSU as a whole wins. You, the member of IRO, are the life blood of this club. Your contributions and efforts at every conference you attend shows every other school what we are about here at MSUIRO. Use this handbook as you wish. It is not required that you read it front to back, but it will be immensely valuable if you do. If you just need a few spot checks here and there “control F” and “command F” are your friends. However you use it, we here at team Con Prep thank you for your time and effort and wish you luck in all your MUN and life Endeavors.



Pre-Conference Preparation: Research 101

Introduction

- Research is one of the most important aspects of Model United Nations. If you do sloppy research, it will show in your overall performance in any practice simulation and/or committee.
- Regardless of how well versed you are in world history, international politics, and/or MUN, it is important that you gain a full understanding of what the committee will be discussing.
- Approach research as if you are training for a marathon by working your way towards more complex aspects of your committee and country/character as the conference nears.
- Start early (think when you get your committee assignment) and transition to reading about key policies and allies as the conference nears until you feel comfortable discussing and arguing about ALL topics mentioned in the background guide.
- A word on binders: It's sometimes good to have a binder full of printed sources to use as a reference during committee, but it may be hard to find specific information quickly. It's better to have a concise outline (2-6 pages) about your country and positions on each topic.

Background Guides

- Background Guides: Dissected
 - Your first resource should be your background guide, a long research paper written by the committee staff detailing the two to three topics that will be discussed during the conference and serves as a starting point for research.
 - They key to a successful conference is to delve into your research in each of the topics and expand on YOUR position with respect to the content discussed in the guide.
 - Background Guides often consist of six sections: Topic Overview, Historical Background, Current Situation, Key Terms, Discussion Questions, and Works Cited. Keep in mind that not all background guides will have these sections clearly outlined.
 - Topic Overview → Introduces what the committee will be discussing, relevance to the committee & why this topic matters (So what?).
 - Historical Background → What happened historically making it a pressing world issue? May also discuss past policies and the movers and shakers in the topic. (e.g. Saddam Hussein and George W. Bush in the Iraq War or Boris Yeltsin and Bill Clinton in the Bosnian War).
 - Current Situation → In what ways is this topic developing? (May span two years in the past to the current day, which may be the current year or historical year depending on the committee).
 - Discussion Questions → Guiding questions designed to help delegates comprehend topics and may also reveal where the chair may want to steer committee. Read these and come up with answers based on your character/country's position.
 - Key Terms → Helpful words for comprehension of the topic. May include, key figures, technologies, resolutions, treaties, organizations, esoteric jargon, etc.

- Resources/ Works Cited → List of sources/resources the committee staff used to write the guide. These sources are a FANTASTIC starting point when it comes to in-depth research on the topics.
- How to read a Background Guide
 - It may be expensive and a waste of paper, but try to print out the Background Guide.
 - The Background Guide should be the first thing you read when preparing and researching for your committee.
 - Be physically and mentally engaged while reading your guide → mark it up with all the pens and highlighters you have. If going the digital route, use adobe's highlight and annotation features.
 - As you read the guide from beginning to end, underline any key facts, figures, and terms.
 - Writing side notes/ annotations also helps A LOT when referring back to the guide down the road, especially when it comes to previous resolutions on the topic, key players, who's effected by the topic, and who has the most impact on the topic.
 - Create an outline (paper or electronic) and write notes as you read along to keep you on topic while researching.
 - Topic Overview
 - Develop an overall understanding of the topic and why it's a pressing issue.
 - Look for the overarching themes mentioned in this section. (e.g. national sovereignty, international security, poverty, constitutional hurdles, refugee policy, etc.).
 - Historical Background
 - Do not skip this section. There is a lot to learn here and it can provide much needed context to the issues in the three main topics.
 - Observe the actions of the movers and shakers of the topic.
 - Start looking for mistakes made by key figures/parties as well as other drivers of the topic (think wars, resolutions, treaties, ethnic groups/tensions, international organizations, etc.).
 - Think about why previous solutions have failed/succeeded and what can be learned and/or improved. Some policies/programs of your resolution paper during the conference can be inspired from these.
 - Current Situation
 - Mark it up please.
 - Keep track of the key figures, events, policies, etc.
 - This section will pile on to the key issues mentioned in the historical section → start thinking about possible solutions you could write about in a resolution paper or directive.
 - View this section as a brief on what you should expect to talk about during the conference → usually sets the tone of debate.
 - Discussion Questions
 - Read these questions carefully and understand what exactly they're asking.
 - Start thinking about how you would answer these as YOUR country or character → personal opinions have no place here.
 - Key Terms
 - Make sure you are familiar with EVERY TERM.

- Do additional research if you still don't understand the term. There's no shame in using Wikipedia to get a basic understanding of the term and figure out how it applies to the topic.
- If it's a key UN resolution, READ and KEEP TRACK OF IT. Sometimes printing it out and marking it up helps you before and during committee if you want to review it again. Depending on if your country supported it, your committee plan could potentially be to amend parts or all of this resolution.
- Once You're Done....
 - For each topic, ask yourself how would you sum it (the topic) up in one sentence? If you can't go back and review it again until you can sum it up.
 - Start breaking up the topic into smaller issues makes it easier to understand. This will be helpful when you start identifying solutions/policies for the problems that need to be solved in committee.
 - Begin keeping track of all relevant UN documents and figure out what your country's position was or is on the policy.

Researching Your Country/ Character

- Tips
 - Now that you have finished reading your background guide, start understanding your country or character and the topics discussed in the background guide.
 - Start by opening up a google doc or a word document to keep track of your research.
 - Separate your outline into four parts: General Background on Country, Topic I, Topic II, and Topic III. (This will be your outline for what your country's/ character's stances are on each topic and the possible solutions you have).
 - As you start digging deeper into the research phase, take notes in your outline as you read your sources (It's good to keep track!).
- General Background on Country
 - Wikipedia is a good starting point to get a picture of the who, what, where, when, and how of your country/character. Wikipedia should not be the only source you consult.
 - The [CIA World Factbook](#) is also good when it comes to understanding the motivations and actions of your country.
 - Look for these few things to get a basic understanding of your country/character:
 - Current Leader - Who is he or she? Political affiliation? Popularity? (This is a good gage for credibility). Corrupt? What have they done or are doing right now? Past and current approval ratings are good to reference.
 - History – Read the introduction, which concisely gives you some idea of your country's history. Pay special attention to conflicts, regional rivalries, religions, pivotal leaders or political figures, laws, etc.
 - Population – Under the section entitled "People," note population size.
 - Demographics - Figure out the ethnic/racial makeup of your country. Are there or were there any ethnic tensions?
 - Geography – Examine the map. Figure out where your country is and determine your neighbors. Knowing your region and allies will be important for bloc formation. Making a special trip to MSU's Map Library is worth considering when it comes to learning about geographical features, natural

resources, environment, climate, etc. These can give you extra credibility in environmental, refugees, and conflict centric committees, as well as crisis committees when you have to consider geographical barriers.

- Organizational Memberships - What organizations (e.g. WTO, EU, NATO, ASEAN, Arab League, African Union, Warsaw Pact, OPEC, etc.) is your country a part of. What have they contributed as a member? This is also good when it comes to bloc building and deciding who to potentially work with during the conference.
- Trade Partners – Under “Economy,” look at exports and imports. This may seem random, but trade partner generally equals ally, meaning these are the delegates you could meet during the first unmoderated caucus.
- **Topics I, II, and III**
 - These three sections are IMPORTANT when it comes to understanding the specific actions your country has taken in each topic in terms of policies and positions.
 - Review the notes you took/highlighted during the background guide.
 - Search key terms or themes you highlighted while reading the background guide. These can range from freedom of the press for a journalist centric committee or drone policy in a DISEC-esque committee. If the title of the topic is short, search up the entire topic.
 - Reading [Wikipedia](#) is OK to get the gist of a topic, but you should not use it as a source. However, the reference list and external links lists are good places to find more reliable sources sometimes.
- **Topic Overview**
 - **Key Question to Answer Consider**
 - What is the problem?
 - **Who/What/Where/When/How**
 - Wikipedia is handy to get a baseline understanding on your topics and can refer you to good sources.
 - Read the news and find short articles that give you the basics.
- **Historical Background**
 - **Key Historical Questions to Answer/Consider**
 - How has my nation acted on similar topics in the past?
 - How might similar events my nation has undergone affect its perception of the topic at hand?
 - How do the given topics affect my nation?
 - Where did my nation/character stand?
 - To what degree has my nation agreed to compromise on issues in the past?
 - **Understand the history.**
 - Find or make a timeline of how the issue unfolded. BBC timelines are a good start to learn about the chronology of the issue.
 - If you’re in a committee simulating a UN body, visit the website to get an idea of what the body discusses and its past action on the issues via looking at past resolution.

- The [UN Database](#) is also a good database to choose for looking for specific positions your country/character has taken or is taking on resolutions past and present respectively.
- Looking at old news articles (yay primary sources!) about the event can also be helpful when getting an understanding of past mistakes and notable figures on the topic.
- Read speeches, press releases, policy outlines, and briefings from the government and/or leader of your country past and present to observe policy patterns.
- Current Situation
 - **Questions to Consider/Answer**
 - Where does my nation stand?
 - Which countries think differently and why?
 - Is my nation inflexible because of religion, national principles of sovereignty, or internal conflict, or does it generally facilitate international agreements?
 - What does the future look like?
 - What are some possible solutions? Who favors them?
 - **Get with the times**
 - Do a search on Google and Yahoo News and use a mix of print media and online news to get a sense of the current advancements on your topic.
 - Be mindful of your sources and use reputable news sources, such as the Associated Press, New York Times, Wall Street Journal, Washington Post, etc. Using the wires and syndicated news sources are good to use as well as international news, such as BBC.
 - Articles from think tanks, such as the Brookings Institution, RAND Corporation, Council on Foreign Relations, and Center for Strategic and International Studies are also good for expert analysis on global and regional issues.
 - Take advantage of all the resources the MSU library has to offer and skim through as many relevant books and online articles you can find about the topic.
 - Read into what the leader of your country/ character is saying about the issue and maybe proposed policies if found.
 - Follow the news within your country if there's a reputable news outlet.
 - As you're reading your sources, take notes in your outline and organize the information to your preference.
- Bloc Positions
 - **Questions to Consider/ Answer:**
 - With what bloc does my nation work on committee topics?
 - What do other bloc members' positions suggest about my nation's position?

- **Finding your friends.**
 - Look back to at the list of trading partners and neighbors (regional allies) and their past actions.
 - Using the UN database (see Historical Background section) compare their stances to yours and if their stances on the issues are similar, you should consider talking to the delegates during committee.
- Troubleshooting
 - If you have a small country with not a lot of information:
 - Read secondary sources from think tanks and magazines (e.g. The Atlantic, Foreign Policy, Time, etc.) are good to get baseline and specific information on the topics.
 - Try and read about the history of your country/character via secondary sources to find patterns in their foreign policy or behavior (e.g. allies, actions, etc.) to get a sense of how your country/character would approach an issue.
 - Good thing is most likely no one will call you out in committee because they won't know anything either. This does not mean you join anyone when it comes to forming a bloc. Trade partners and regional neighbors are the best place to start and look into.
 - In this case, you have more leeway to make inferences and be flexible in what you say and the policies you advocate.
 - Turns out your country/ character has done and/or is doing atrocious things about the issue (e.g. human rights violations, inactive, corrupt leader, etc.), that is ok. Look for ways that your country has mitigated and healed from these issues and use those going forward. Be warned, delegates may go after a country with a troubled past, so be ready with a good defense.
- Tapering: What to do the week of the conference.
 - If you are in a present-day committee, keep up with the current events related to the topics.
 - Review your outline and highlight key points you may need to remember or incorporate during committee.
 - Fine Tooth Comb → Edit your outline when it comes to keeping and fine tuning relevant information, and cutting out irrelevant information.
 - Print out your outline the day before you leave for the conference and review it before you get to committee.

General Assembly and Specialized

Introduction

General Assembly (GA) and Specialized have been called the bread and butter of Model UN, but this phrase does a disservice to these pillars of Model UN. GA and Specialized is MUN at its most pure. In a word, it's politics; in several words, it combines all the challenge of finding a lunch table on the first day of high school, with all the fun of negotiating with North Korea. In these committees, your depth of knowledge on a topic can be on full display and work to your advantage. There will be time to discuss all facets of the problem in depth if the committee uses its time wisely. But a GA/Specialized requires more than topical expertise; it requires the other half of politics: oratory, charisma, negotiation, and that thing often imitated, rarely exhibited: *leadership*. If you read that and feel a little bit scared, you're in the position all great delegates once were. Many delegates go to a conference just to learn something about a global issue or the international system, and then are bitten by the MUN bug by the end of their first session. In this chapter, you will learn what to expect for your first time and how to improve in times after.

Definition of Terms

First let's define our terms. General Assemblies are one of the six main committees of the United Nations. These include:

- The First Committee: Disarmament and International Security (DISEC)
- The Second Committee: Economic and Financial (ECOFIN)
- The Third Committee: Social, Cultural, and Humanitarian (SOCHUM)
- The Fourth Committee: Special Political and Decolonization (SPECPOL)
- The Fifth Committee: Administrative and Budgetary (Never Simulated)
- The Sixth Committee: Legal

Specialized Committees are much harder to define. These committees can vary from official UN bodies not included in the General Assembly such as the Economic and Social Council (ECOSOC) to non-UN international organizations like the Arab League, to organizations that are not based around countries at all like the Bilderberg Group, an association of Earth's richest people.

Here are some differences between the two styles:

GA	Specialized
Topics are limited and predictable	Topics can vary and be highly specialized
Delegates may do this committee every conference, and think they are experts	Delegates may have highly specialized knowledge on the topic from outside study
Very Large	Medium to Large
Every country present	Certain countries or individuals present

Double Delegations

In either of these styles you may have a “double del,” someone from your delegation (Michigan State) paired with you to represent the same country or entity. There are a lot of benefits to this and I will discuss how to work effectively as a team throughout.

The First Night

So it's Thursday. This morning you arrived by car to see the city of the conference silhouetted against the rising sun. You had some breakfast, saw the sights, and hopefully took a nap. You went to an exhilarating Opening Ceremonies hosted by a fascinating Guest Speaker. Up next is your first session. Take some deep breaths.

It's important to get to your first session 15 to 30 minutes early so that you can get to know the other delegates as REAL PEOPLE instead of just as their character. Be genuine. Be brave. Go up and introduce yourself to people even if that's something you've never done before. While you meet people try in your head to match people's countries to their real names and schools. Calling someone by their real name goes a long way in a committee of a hundred people.

Other delegates will ask you your country, name, school, and which topic you'd prefer to talk about. Answer honestly, but do not talk about the topic in depth, you'll have plenty of time to talk about it over the weekend and it's considered bad manners to start before the first session. Sometimes a delegate will ask you if it is your first conference. Answer honestly, but answer confidently. A small minority of power delegates peruse the crowd to seek out people they think they can manipulate for the rest of the weekend. If you have trouble feeling confident, just know that reading this has put you in the upper 50% of first timers.

You may be tempted to separate from your double del to cover more ground and meet more people, but it is much better to introduce yourselves as a pair so people know you are the same country and are prepared to trust both of you. It will be also be useful to talk to your partner afterwards about which of the people you met would make good allies for the weekend.

The First Session

The session will commence when the Chair entertains a Motion to Open Debate, this may or may not immediately open the Primary Speakers' List (check the rules of the conference to see if this requires an additional motion). The Primary Speakers' List is your first opportunity to speak and it is highly important that you take advantage of it. The Chair will call for a handful of speakers all at once, (about 10-20) make sure to raise your placard as soon as the Chair calls for “all those wishing to be added to the primary speakers' list.” Even a second of delay in raising your placard can cause the Chair to overlook you.

The purpose of this speech is to introduce your country and press for one of the topics to debate for the next day and a half. Since you will be equally prepared for all topics, press for the topic your country has the most stake in, and the one for which you have the most innovative ideas for. This speech is a chance to stick out and make your country memorable, so show your excitement and passion and tell the nations of the world why they should care about Topic A!

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You'll know you have made a good speech when you get notes from other delegates saying they agree with you and would like to work with you. Be sure to send other delegates these notes too. A note should be only 1- 3 sentences long. They should say something like

“I'm glad you are for Topic __; I agree that [something they mentioned] is important. How do you feel about [some facet important to you]? At the next unmod we should meet at ___ to talk more about it.”

If you talked with this person at the beginning of the night include their real name at the top. Sign it with your real name at the bottom. If you can add personality to your note through humor or charm it is highly encouraged, but it is not necessary. Write your message down on a slip of paper, and fold it. Be sure to write who it's to and from (position names not real names) on the outside, and pass it to the closest page.

After a significant number of speakers, the Chair will call for additional “points or motions.” At this time, you may “Motion to set the agenda to Topic [blank].” The Chair will take additional motions before calling for a vote on any of them. If your topic is not chosen, do not be distraught, the best thing to do is to put your heart into the topic at hand and you can still ally and work with many of the people you have already met. DO NOT sit a topic out because you think you do not know enough about it. You are in a room full of college kids and half of them are bluffing their way through the whole weekend. Waiting for your favorite topic is a waste of a weekend because it may never come.

When a topic is chosen, motion for a Secondary Speakers' List. This is structured like the primary, but you are limited to talking only about the topic at hand. Your speech on the Secondary Speakers' List should advertise your flashier ideas so that you can lay claim to them. This way when someone brings up an idea of yours, people will associate it with you and cannot steal it from you. The rest of Thursday will probably be moderated caucuses (mods) with 1 or 2 unmods. Suggest topics for mods that are broad enough for people to vote for it, and allow you to impress with your specialized knowledge or innovative solution. Remember, if your mod passes that means a guaranteed speech, so do not hesitate to motion for mods as often as possible. It will be tempting to refute what people have said before you, do this, but balance your time wisely and make sure you have your own ideas if you are shutting down those of others.

The First Unmod

An unmod or unmoderated caucus is a period of time during a session when you are free to move about the room or in the hall to work with other delegates. This will be for a period of around 10 minutes, but may be extended to 15 or 20. Do not be alarmed by the man standing on a chair shouting “AFRICA BLOC HERE!” That is not what you should be doing, nor is he the delegate you want to work with. This is the time to meet with the people you've been sending notes to throughout the mods and speakers' lists. Before a mod is even suggested you should come up with a common meeting space with your pen pals. You may suggest the watercooler, the back-left corner, the group of sofas outside of the room. Do not worry if you're group is not large, six countries is plenty, but if you find more people congregating around you (who you have not even written to), you'll know your speeches have been very influential and you should be proud.

When you're in your group go around and exchange ideas and viewpoints to make sure you are all on the same page. Come up with a direction for your bloc, a theme to base your resolution (written document) around. DO NOT try to dominate discussion, DO NOT use this as a time to make speeches, this is a time to speak candidly about your common interests as nations. If someone else tries to make a speech, redirect discussion by saying "that's a good point x, I think y had a similar idea to that." This gives people equitable time for talking and positions yourself as a leader. As the unmod winds down, you or your double del may choose to stay and talk with other delegates as normal debate resumes.

Planning for Friday

Download GROUPME, Slack, Google Docs, and WhatsApp to your phone before the conference so that you are ready to communicate with other delegates no matter what platform they use. Some people want to use Facebook messenger, but not everyone has fb, so this is problematic. Americans tend to use GROUPME, internationals or Americans with international family tend to use WhatsApp. Either is a good internet messaging platform. Get your bloc to write down their numbers for you and then create a group chat with all members. It is important to be the creator of the chat because once again it establishes you as a leader with the added bonus that you are not able to be removed from a chat that you created.

You may want to plan for a meal to have with your group before Friday's first session. A big decision will be if you want to work during this breakfast/lunch or not. I recommend using this time to get to know your bloc better. Relax and have fun with them, or if you're bad at that talk to them and analyze whether they are people you can trust to do a lot of work. You want to have a good relationship with your bloc on a personal level because your cohesion will be tested later down the road.

You and your partner will also want to work out who will work in the room and who will work out of the room. The in-the-room delegate is the face of your nation/entity, they will give the most speeches, they will pass all notes, they will fill you in on the important issues coming up in debate. The out-of-the-room delegate is the clause writer, they must be able to write quickly and professionally, having a laptop and flash drive is a must, they are also a schmoozer, negotiator, who can balance the needs of the bloc. Think carefully about which you would like to be, but it might also be beneficial to wait until Friday to decide to see who has better chemistry with the group.

Friday Session

Friday is a day for writing the bulk of your resolution and growing your bloc with like-minded delegates. It is also a day for the in-the-room delegates to dive into the intricacies of the topic. Propose moderated caucuses on new and interesting dimensions of the topic that people will be interested to hear about. Coordinate with your double del and tell them what your bloc is focusing on outside of the room, otherwise they could be making speeches advocating for things that are not in your document. Your speeches should give shout-outs to the countries you are working with, but do not spend half your time listing off countries you work with, leave time for your ideas. The in-the-room delegate should tell you what ideas are popular in the speeches and who would be worthwhile to engage with outside of the room.

Writing your Doc

You want a large bloc to get votes. You want a small bloc so that your resolution is coherent and manageable. This is the paradox of growing your bloc. The key is delegating work. Of your bloc, you will have already spotted a few core members who are ambitious, talented, and have a lot of good ideas. Each of you should take a certain aspect of the topic to handle. It is beneficial to come with a specialty in mind that you have researched extensively even if it leads to such ridiculous sentences as “Oh yeah, Myanmar, she’s our algal blooms guy.” You may never have wanted to be the algal blooms guy before, but it will help make you irreplaceable to the bloc if the topic is water rights.

Delegates in your bloc with a special expertise should be writing the bulk of the document. These are your document’s **sponsors**. Technically a sponsor is anyone who writes a clause, but unfortunately the number of sponsors is capped in all committees. This means the top 7 (or whatever the cap is) will be sponsors. A delegate can only sponsor one document in most committees, and it is better to focus your attention on one document anyway. Strive to be the sponsor who has written the most best clauses, as this is the best way to guarantee that you will remain a sponsor and influential figure for the rest of the weekend. Another more difficult strategy of remaining a sponsor is by being the only person who knows and understands a critical component of the document, say the procedure of putting peacekeepers on trial.

Compliment those who you work with. When you compliment them in a certain area they will take pride in it and subconsciously try harder at it to maintain your approval. For this reason, tell people they are good at what you would like them to do, even if it is not what they do best.

At points you may be approached by leaders of other blocs who would like to combine blocs and work together on a working paper. Be open to this, you cannot maintain a small group of people you met the first day throughout the whole weekend without growing it, but always know what goes into your document. It is too early to call this a merger, this will come later, but manage these bloc consolidations by pairing the main writers of the other bloc with their counterparts on your bloc so they can cooperate in their specialties. Use google docs to collaborate and track changes, or use a flash drive and work on parts separately before combining them.

Growing your Bloc

Some delegates will work with your bloc the whole time, but will not be motivated enough, or confident enough to write a significant number of clauses. You should listen to them and incorporate their ideas into your clauses; they will appreciate this. You can even do this in a small group. Call over a few countries representative of an interest or region and listen to the concerns of landlocked countries/ Latin America/ Islamic countries. If they like what you write on their behalf or if they would just like to see your clauses debated, invite them to be **signatories** on your document. You need a minimum number of signatories to introduce your document. Be ready to trade your signature on another document for their signature on yours.

You should also look for signatories from rogue delegates. There will be numerous delegates who drift around without a bloc, pay attention to them and they will reward you with their support and vote. You do not win points for arguing with these delegates; you want them to know you understand their point of view and that their concerns are addressed in your resolution. Drifters appreciate people who are real with them, so don’t try to sell them on something they

aren't interested in. Just tell them you have a good group and you want them to be a part of it. If they seem especially hostile to your resolution and your ideas, call their bluff, ask them how they would change it. You should consider all criticism before you dismiss it.

Introducing

After you feel like your bloc has addressed all parts of the issue and provided detailed and adequate solutions to them it is time to submit your working paper so that it may be introduced. In a large GA/Specialized there may be over ten documents being worked on at first. The chair will probably only accept about 6-8 of these being introduced. This means you need to meet the deadlines the chair provides and submit the working paper to the chair early. You may choose to share it with the chair in a google doc and then continue to make changes to it, but know that when shared many chairs will make a copy of the document right away, so that further changes will not show up when the document is presented. Once a significant number of working papers have been submitted motion to introduce all working papers in the order that they were submitted. Do not try to continuously change the document after it is submitted because it is an unfair advantage over blocs that use flash drives and it may be received poorly by the chair. You will have a chance to fix your resolution after all documents have been introduced and you move into the merger process.

When your document is introduced you want to be one of the sponsors chosen to go up there and read it out. Do this by emphasizing the work you put into the document and your expertise. These sponsors will also have to answer questions from the committee, so let them know that you are the best equipped to do this as well. Introducing and answering questions shows to the chair that you are a leader of your bloc.

Introducing documents takes a significant amount of time because every clause is read out by the sponsors of the document. The good news is that you can think faster than anyone can read. Take this time to take notes on the other working papers. Try to identify an overarching theme that will help you remember it and distinguish it from the others. Some themes may be pro-USA/ pro-China/ regional solutions/ bottom-up. They will also hopefully be titled, but do not let the title distract from the actual content of the document.

The most important thing to do is to write down flaws of the other working papers. You can do this on the document if they pass out copies, or in a notebook (but be sure to write down clause numbers for reference). Take special notice of clauses that create new bureaucracy, define terms, try to do something out of the power of the committee, or unfairly favor the authors of the document. After each bloc introduces their document there will be a question and answer period where you can exploit these weaknesses.

Asking Questions

Questions are an important way to stand out as a delegate and stifle another working paper. For this reason, you should always try to motion for a question and answer period after each paper is introduced so that you get to ask the first question. Otherwise you will be lucky to be called on. You will not get a lot of leeway with your question. You only get to ask one, and it must be in the form of a question, NOT AN ARGUMENT. Pick the biggest flaw of the paper and write a question around that. Your question will have two parts; a justification and the interrogative.

2016-2017 North America College Model UN All-Star Ben Monticello wrote on the subject of asking questions in his critically acclaimed email *My Thoughts, Volume I*. I'll include his tips on asking questions here:

- First and foremost, keep a question to two sentences max. Preferably, keep it to a single (if slightly run-on) sentence. You can still get your justification in, but you're less likely to be called out by the chair.
- Avoid asking questions that can be answered with 'yes' or 'no'. If you ask a yes/no question, you risk just getting a yes/no response. This will make you look worse than them. That means you should avoid using phrases like "do you think", "don't you feel", and "are you aware". Don't give them an easy escape route for when they don't have an answer - instead, make them explain themselves by choosing your words carefully.
- It's 100% ok to write down an entire question and read it verbatim. Don't do this for speeches, but questions are short enough and their wording is important enough to warrant it.
- Start a question with your reasoning for why their clause is bad, then ask the actual question. This can all be done in a single, grammatically correct sentence. This structure ensures that everyone in the room understands perfectly why the proposal in the draft resolution is bad before you even ask your actual question, which should hit like a dagger. If you're having trouble with this, use a "Given that ... , why ...?" format for a question. Here are some examples:

"Given the many corruption and abuse offenses committed by UN Peacekeepers, and the fact that the UK has one of the highest rates of drug trafficking in Europe, why should this body utilize UK-trained UN peacekeepers to fight drug trafficking?"

"Given that having this body command nations to administer programs would be a significant violation of national sovereignty, how do you justify clauses 4, 8, and 12, all of which do this?"

A common mistake delegates will make when coming up with questions is inquiring about the financial cost of implementing a resolution. A general rule of thumb is do not ask about cost. These questions can be easily shrugged off and redirected as I will show in the next section.

Answering Questions

It's hard to tell a delegate how to answer questions without knowing the questions they will be asked, but I'll put forth some general tips to follow when you are at the front of the room. The first is to remember that you are part of a team, so try to decide beforehand who will answer questions on what. A good rule of thumb is to always answer questions on your own sections. Obviously not all authors can be up at the front of the room, so lay claim to the clauses of people you have worked closely with. Talk it over with them and ask them how they would best address points of contention before you have to go up for introducing. When you are being asked a question, there is no time to work out who should answer it, that is why it is best to work out beforehand who covers what ground.

The second rule is to forget that you are part of a team; it's every delegate for herself out there! If you have an amazing response to a question, but it's not strictly your clause, go ahead and say it. Start talking before your other bloc members get the chance, because it's only one delegate is allowed to answer each question. Your bloc will thank you for your quick thinking and wit. Balancing the instinct to answer every question with the limits of your own knowledge is something you have to grow into and learn as you go.

Stick to your guns. There is nothing worse for a resolution than a delegate who meekly submits to every question with a quiet and infirm "we would be open to amending that." You worked hard on your resolution, so defend it! If you strongly agree with a delegate's point, then explain how it is in line with the spirit of the rest of your resolution.

Do not answer with a mere yes or no, it may be tempting and it may be well received, but you should take the spirit of the question seriously and respond to that. So, if a delegate asks you if your resolution does enough to protect women in conflict zones from sexual assault, say yes, but also say which clauses hold peacekeepers responsible for their crimes and mention your training programs as well.

Emphasize the uniqueness of your resolution. Whenever a delegate asks how something would work, or why your resolution does something one way, answer honestly on what purposes you are after and how your resolution is better at doing that compared to the status quo and compared to other documents.

Use historical precedent and mention other UN organizations whenever you can in your answer. This is especially important if a delegate questions your resolution's ability to carry out a certain action.

On questions of violation of sovereignty, cut through a delegate's question and call them out on their true motivations. When they will ask you about violations of state sovereignty, of course state that your resolution will not coerce any nations to do anything, but then stick to your guns and tell the committee why you have used such strong language. Tell the committee that this delegate is not concerned over matters of sovereignty but is really interested in shirking their global responsibilities to the community of nations and something else nice and fluffy.

Whenever you are asked a question on financial cost that you do not otherwise have a good answer for, state that the question is a concern for the Fifth Committee of the UN GA, Administrative and Budgetary.

Merging

Merging is the biggest hurdle to overcome in a committee. It is when two documents combine, eliminate redundancies in their new resolution, and combine their list of sponsors into a newly capped amount. It is where you are most vulnerable to be shouldered out of your own document. There are a few ways to protect against this, but I'll outline the basic strategy of a merger first.

You might be asking: if merging is so hard, why do it? Why not just keep pressing forward with the document I have? Merging is necessary to strengthen your paper, the flaws of which will have been made evident in the Q&A, and to build up a voter base. Additionally, a successful merger proves your diplomatic skills and is requisite for an award.

Merging should be started as soon as possible. First, it's important to correspond with your own bloc while papers are being introduced, discussing potential mergers. The goal is to merge with a document with no duplicate clauses, without contradictions, and in the same ideological vein. Out of these, ideological similarity is probably the most important. It looks very

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bad to have all your previous speeches be contradicted by the document you sponsor. Confer with all other sponsors of your document before making specific plans with sponsors of other papers.

When looking for papers to merge with they usually fall into these categories: region specific (made up of geographically/ culturally similar states), issue specific (focusing on one aspect of the problem in great depth), or big tent (broader principles unite this diverse group). Keep in mind that it will be very difficult to merge two big tent documents because there will be a lot of duplicate clauses to go through and the authors may not appreciate having their work deleted.

The groups that did the worst in Q&A will be the most eager to merge, but be wary because these documents could be a mess. You may have friends from the first night that you could not work with before, that are now potential candidates to merge with. In the future, you will have friends from past committees who you can trust to merge with. You may also be approached by a power delegate who would like to merge in order to neutralize you and your allies as threats. Merging with your adversaries is a risky but viable strategy.

How to Merge with...	Power Delegate	Friend	Weak Resolution
How many sponsors to ask for...	You should ask for more sponsors from your document to be included in the merged document because they care less about the members of their bloc	You should ask for an equal number of sponsors from each resolution because you want to stay on good terms	You should ask for more sponsors to be carried over from yours on the basis of having the most best clauses
How voting will go...	You may lose the respect of rogue delegates who respected your authenticity	You gain access to their network of signatories for votes	You gain access to their network of signatories for votes
What the Chair sees...	You may lose your place in the awards list because you are not the most well known delegate of your bloc	You may lose your place in the awards list if your friend is of equal caliber	You may have just become the power delegate, introspect accordingly

Amendments

After the merging process has resulted in 2-3 resolutions submitted to the chair, there is a second round of introducing and Q&A. This will give you a final opportunity to analyze the opposing documents for flaws and gives you an opportunity to fix them. Ben Monticello does a great job of explaining the purpose of amending:

The amending of opposing draft resolutions is where the great MUN delegates stand out. Most chairs place a huge emphasis on collaboration in committee, and much of that involves how you interact with opposing blocs. Your goal in committee should always be to create and pass the best solutions to solve the problem that your country agrees with. Do not try to completely destroy an opposing draft resolution just because it was written by a bloc that you're not in. The best delegate doesn't just pass their resolution, they make sure that every resolution passed is the best it can be to solve the problem (while keeping in mind individual country positions). You do this through amendments and dividing the question. Ideally, all of your changes are accepted, and you can vote in favor of each and every document.

If you want to be trusted to collaborate on an opposing document, so that your amendments are realistically considered by the other team, try complimenting them in your speeches, before you go into constructive criticism. This signals to the other bloc that you want to work together, not destroy each other. Don't make your criticisms personal either, make sure they focus on the issues and actual text of the document.

If you agree with the purpose of the clause, but not with the wording of it, your amendment may be accepted by all sponsors of another document, in that case it is introduced as a friendly amendment. Friendly amendments will improve your standing with the other blocs, but they will not give you a guaranteed speech like an unfriendly. Save your best ideas for unfriendly amendments so that you can stand out when you explain them. If your friendly amendment is incorporated, then feel free to take credit in a later speech in a respectful way.

Voting

The whole weekend comes down to voting for the passage of a resolution. Multiple resolutions can be passed, so do not feel like you are in direct competition with other documents. Chairs like to see a bloc pass their resolution, and it is impressive if you can garner more yeses than nos in a hundred-person committee. With this in mind, trade your vote liberally. Enter into voting pacts, where two groups agree to vote for one another's resolutions. Reconnect with all the delegates you have befriended over the weekend and remind them which document is yours. Sometimes during a weekend, voting on the final resolution will take place after awards have already been submitted. In this case the passage of your resolution is just the icing on the cake. Do not feel like voting doesn't matter; you and your bloc worked hard on your document and you should want to see it passed as its own reward.

Final Words

The strangest thing about Model UN is how much of it is its own reward. Sometimes it's unclear why things are done the way they are done. Sometimes the rules everyone abides by do not make strategic sense. Above the competitive aspect, above the educational aspect, Model UN is and should remain something we enjoy doing. If you get the inkling that the way we play the game can be dramatically improved, consider first the joy we get from these conferences, without which none of us would be a part of MSU IRO.

Crisis

Pre-Committee Potpourri

Before you ever put pen to paper to start your arc or raise that placard up high to speak, your crisis committee really starts with the pre-committee meet-and-greet. MUN is annoying in that every little thing can impact how you perform as a delegate and how you carry yourself in your first interactions with the other delegates can have far reaching impacts on your committee experience.

- On the first day of committee you want to get there 20-30 minutes early so you can get to know your fellow delegates that you will be trapped in a room with for the weekend. All other committee sessions after the first you should aim to arrive 10-20 minutes early.
- The old saying, “the early bird gets the worm,” truly holds sway in Crisis committees where often the first to arrive have the best pick at choosing a seat in the room.
- Do not work on directives or notes before committee unless it is absolutely necessary.
 - Unless your chair/crisis director explicitly states that you are allowed to write outside of committee, do not prewrite. Conferences generally have a rule that prohibits writing outside of the crisis room.
 - Even if it is allowed, your fellow delegates and/or the staff will notice and it can paint you in the “power delegate” light that could damage your professional relationship with everyone in the room.
- Generally, try to sit near the middle of the room/table.
 - Make a concerted effort to sit in the line of sight of the chair so that he or she can see your placard every time you raise it.
 - Do not sit directly next to the chair. Your chances of getting called on will decrease and you will become the designated paper passer for all documents en route to the dais.
 - Try to sit in the same seat every session and strategically invite those you have been closely working with to sit near you.
- Pre-First Committee Introductions
 - Introduce yourself to the other delegates and make sure that you are polite, talkative, and personable with them. This can open the doors to working relationships later in the weekend.
 - Don’t try too hard, be yourself so that people can see that you are a real person and not a gavel hunter on the prowl.
 - Use this time to introduce yourself to only your fellow delegates, save personal introductions with the chair for after the first session.
 - After the first session feel free to approach the chair and get to know them a little.

- Compliment them on their chairing, even if they are bad.
- Get to know where they are from and try to spark a personal connection
- Hold off on the committee talk and just take this last period of pre-conference peace to get a feel for your competitors and who they are as people, not their characters.
- Get a feel for who could be potential allies. These do not necessarily have to be people with certain positions, just people you relate to as a person
- If you find yourself in a committee with someone that you have competed against before and maybe did not get along with, do your best to start over and treat them just like you did all the other delegates (while keeping an eye out for any patterns you noticed the previous time you competed with them).

Your First Crisis Note

This is one of the most important things you must do to start off your crisis committee the right way. A great first note can open doors and opportunities that can elevate your game early on.

- Think of your first note like a résumé; it's telling the CD and the crisis staff who you are and what you will be planning on doing in committee.
 - This is NOT where you reveal your entire crisis arc, that comes later, but it is vital to at the very least test the waters of the crisis staff by dipping in a sneak preview of your end game.
- The first note should be a *feeler* note.
 - You should be reaching out to contacts you need to create or that have already been established in your portfolio powers.
 - A portfolio power contact could be some official position or historic person that your character has a well-established relationship with. If you are FDR in a WWII committee then Truman as your VP would be a good example of a portfolio power contact.
 - A contact you need to create could come in the form of a person in a position important to your goals but may not be a person that your character has had relations with in the past. Your note could be FDR reaching out to a CEO of a major company looking for a partnership in a shared cause.
 - This is also where you set up your form of communication
 - No matter what, you should take steps to “encrypt” your messages.
 - Research the best encryption methods of the time period to make sure delegates cannot succeed when they write notes to spy on you.
 - PGP encryption is the way to go in modern day committees. It can be used as simply as saying “This message is PGP encrypted” at the top of your note in brackets.

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- You also want to establish what medium you will use for your communications for this message and many of your notes after.
 - Pre-phone era? Hop on the carrier pigeon hype train. If that does not work, then use couriers that you employ and have established trust with.
 - Modern day, learn from Hillary's mistakes and set up some top of the line secure internet messaging systems.
 - Researching the best way to send messages in your committee will be very handy when you start to succeed, resulting in other delegates attempting to spy on you to knock you down.
- While this note will not give away your whole arc to the crisis room, it should be a rock-solid foundation to build all your plans from.
 - Build that communication network, establish your key ally/allies, amass vital resources, or start a movement. The possibilities are endless and if you ever need help figuring out how you want to make your foundation then contact your local VP Con Prep for ideas.
 - Have the details and goals of this note planned out before you leave to go on the conference. Computers are usually not allowed in crisis committees so
 - Make sure this note is finished and ready to go within the first 30 minutes of committee.
 - Do not prewrite your note, write it in committee because the chair and CD will notice if you prewrite your first note.
 - If you do not take the time and effort to make sure you set up a good foundation in your first note, then it will make the rest of your plans that much harder to succeed.
- A key thing to attempt in your first note is to lay out your end goal for your character in committee.
 - This is the goal/objective that you want your character and/or committee to achieve by the end of the Saturday evening session.
 - This should be done tastefully and practically. You would not tell your secretary your intentions to cause a coup in the Dominican Republic that will result in you becoming the dictator for all of Hispaniola. This goal would make more sense if it were sent to Col. Gomez, your brother-in-law and chief confidant to your character.
 - By laying out your end goal right away you can figure out if it will be feasible by the response from the crisis staff.
 - If you get your note back with a response in the vein of "I will do task x and I eagerly await your plans to come" then you are golden my dude.
 - Let's say you get a note back in the vein of "this task could prove to be extremely difficult and I am unsure whether I will be willing to join in on it" then you may need to rethink your arc.
 - This does not mean you have to give it up entirely.

- It does mean that you need to rethink your steps and incentives to get your personnel and resources working towards your goal.
- If after a few notes you feel like you are being blocked at every turn then consider changing your end game to a new goal, hopefully before the conference you have an A, B, and C goal in case the crisis staff shuts down your plans.

In Committee Crisis

Starting during the first session Thursday night up to the end of the Saturday evening session you will experience a multitude of updates from the crisis staff known as “crisis drops.” Crisis drops add new circumstances, problems, updates, and more to a crisis committee, driving the committee forward. It is vital that you not only keep up with these drops but you are the driving force for as many of the updates as possible.

- Examples of crisis drops include but are not limited to:
 - Characters (delegates or crisis) dying
 - New alliances going public
 - Attacks on a person/place/thing
 - Results of a directive the committee wrote (good or bad)
 - New problem that needs to be solved in a certain amount of time (timed crisis)
- A crisis committee naturally will have crises of their own; the crisis staff, other delegates, or yourself could be responsible for a crisis drop in committee. It is vital to be the driving force behind as many of these as possible because that indicates that your actions are having a salient impact on the entire committee.
- Crisis updates can come in a variety of forms:
 - Staffers acting out a scene
 - A speaker coming in and verbally giving you an update
 - Paper handouts with information for the update
 - If these are given out, make sure you comb it for all useful information and underline any questions or talking points that you have in the text.
 - Video message or a video of a scene
- At the end of most crisis drops the staffers giving the drop will open it up to questions about the recent news, use this time to stand out to your staffers.
 - Due to the staffers minimal time spent in the room, they are unable to truly get to know you on the level your chair will. Giving them a face to the name can help spark a connection between the staff/CD and you as a delegate.
 - As the drop comes in stop whatever you are doing and pay attention to the information being given. Not only will it be an entertaining break from debate, but most times it will have vital information you will need to help you debate and write notes. Put that note/directive on hold because you do not want to be the sorry sucker

- who is trying to play catch-up in the first mod while others already have opinions and plans that they are sharing in debate.
- As the drop is going on you should be formulating two key things; questions to better help you understand the issue and plans to respond to the drop that you can use in a directive or note.
 - If the problem relates to the portfolio powers of your character feel free to ask a question that pertains to you as a character. However, do not become the defense minister who asks about the impact to the military every single drop. Crisis is not where you want to be known as a one-trick-pony.
 - Immediately after a drop the best delegates will be motioning for a moderated caucus and starting on directives.
 - Always try and motion for a mod because you get to set the topic, get a guaranteed speech, and set the tone for the issue at hand.
 - Immediately start thinking of and writing clauses to a potential directive to respond to the drop.
 - Power delegates will write an entire directive themselves and then pass it around for signatories and sponsors.
 - Good delegates will write clauses then work with or merge with other delegates clauses to come up with a cooperative and cohesive directive.
 - You do not have to spear head every single directive but try and always come up with a clause or two to staple on to another directive to keep a constant presence as a delegate with good ideas and solutions.
 - More information on how to write a directive will be later in this section
 - During Q&A after a drop always act polite and respectful.
 - This may seem like a no brainer but sometimes drops will be a plan of yours crashing down for seemingly unexplainable reasons.
 - The feeling of having your hard work ruined by the reasonless whim of a CD can be infuriating but never take it out on the staff or CD. A good delegate will take the loss and come up with a new plan to solve the problem.
 - If you ever feel like you and your plans are being unfairly shot down talk to your head delegates. Not only are they the leaders of the club but they also have been delegates for a long time and will be better able to help you figure out what to do next.

Notes and Arcs

Notes are the written form that you use in crisis to commit individual actions through the crisis room. Think of it as making a move in a board game. In Monopoly, for example, instead of rolling the die and moving 6 spaces to Reading Railroad and buying it, you will write the following:

“Send my real estate agent to the office for Reading Railroad and use my personal funds to purchase the company.”

Crisis notes are written throughout the committee and will be focused around building and executing your arc as well as reacting to and committing spur-of-the-moment plans that come up naturally during committee. Your arc, often referred to as a crisis arc/plan, is the culmination of plans and strategies that you have created to reach a desired end goal that you have set for your character and/or committee.

The Structure of a Note

- Notes are always started with a greeting to a specific character or group.
 - The character can be a real-life figure or someone you made up.
 - If using a made-up character be sure to add their title to the greeting.
 - Example: “To Wal-Mart’s Director of Public Relations, Edna Goop”
 - It is recommended that you add the title to the character the first few times you write to them, real or not, so the crisis staff does not have to jump through hoops to figure out who you are writing to.
 - Try to use real life characters as much as possible as it shows off to the crisis staff that you are well researched.
 - When writing to the same character a lot, freshen up your greetings with some personal flare that shows the connection between yourself and the crisis character growing.
 - Example: If contacting a mistress or a politically-based relationship add in some romantic language such as “To my sun and stars Cal Jogo,”
 - This kind of personal touch can bring some fun into the note and make a staffer want to add their own personal touch, therefore making them more invested in your notes.
 - Make sure that the person/group you are writing to has a logical reason to be in correspondence with you.
 - As the Governor of Maine, you are not about to realistically send a message directly to the Director of Intelligence of China.
- After the greeting is where you get into the action you want done by the character/group you are communicating with.
 - Think about two key things when trying to get an action done through a character: Why this character would do this and how they will do it.
 - It is always good to get write down to it and be as direct as possible in your notes, but sometimes it is good to add some extra juice to establish a relationship with a character that otherwise seems out of your character’s original purview.
 - If, as the Governor of Maine, you wanted to get professional football player Tom Brady to volunteer at a backpack drive for kids in Portland then you could make up a backstory where Tom Brady and you did several charity

events together where you both shared a passion for helping under privileged children.

- In the above example, you address why the character of Tom Brady would work with you specifically on the presented action.
 - If the character's motives/connection to you are seemingly obvious, such as your general committing an airstrike or a personal assistant delivering a package, then do not spend time establishing a shared backstory.
- You have your greeting, if needed, you have your motive, and now you need the action done.
 - Start by explicitly stating what you want at the start (a person killed, a secret technology moved, an organization started).
 - Once you have stated your desired action go into heavy details about how this action will be completed. Some things to consider:
 - Means of transportation
 - Means of communication
 - Security measures
 - Incentives for personnel carrying out action
 - Timing
 - Funding
 - Tools
 - Source of knowledge/expertise (such as a lockpicker for a heist or a professional driver for a heist)
 - Any possible point where you can think of an easy way to misinterpret the plan, add details to clear it up.
 - Not every note needs to be a three-paged elaborate plan but if you want a lot done you need to put in a lot of work.
- You have picked the person, you have picked the job, you have fully laid out the plan, now all you have to do is hint at your next step then sign the note.
 - Drop a subtle teaser for what you plan to follow up the plan to tell the crisis director where you are going with your idea and why you are doing it.
 - At the end of your Tom Brady note as the Governor of Maine finish off with a “with the money raised from this event we will be able to use the money for renovations to the music rooms in all Portland-area public schools.” This note would be followed up with a second note to allocate the funds gained from the backpack fundraiser.
 - This step is not always necessary. Sometimes notes can be very straight forward and do not need a teaser at what is to come.
 - If the plan in your note does not yield a tangible response from crisis, be sure to add in a sentence clearly stating what they can respond to you with. Examples:
 - “Come back to me with whether Tom Brady's accepts to do this event and when he can do it.”

- “Once the plan has been executed and the attack finished, return to me with the status of the supply shipment and the amount of enemy casualties.”
- Sign your note as your character. Do this every time and do either your position or full character name. For the first session do both.

Sample Note

To my oldest friend, Col. William Squan of the Maine National Guard,

Luck at us now old friend; you a Colonel in the military and me the governor of Maine. Ever since our days at the University of Maine we’ve been Black Bear brothers for life. Your support in my campaign for governor was invaluable and even after I pushed to raise National Guard wages I felt like I had not even begun to repay you. Now I need one more favor from you. I am setting my sights on a presidential run in 2020 and I want a large portion of my platform to be my support for the military. I believe that your connections from your Army days and even now in the National Guard could hook me up with some prominent generals. With their support, I hope to run a presidency that put the defense of our great nation at the forefront of all our decision making. Get Back to me with a list of generals I can contact so that we can get this campaign off on the right foot.

Thanks,

Governor of Maine,

Horace Hornblower

Key:

- Black: Greeting and Signature
- Red: Greeting and establishment of connection/relationship
- Blue: What the governor wants done
- Green: Tangible goal that can be expected from this note and a look forward.

Arc Building

As was mentioned above, your *arc* is the overarching plan/plans that you have for your character and committee. Going into a crisis committee without an arc is the equivalent of doing an hour long standup routine without any jokes prepared. Sure, you can try to fake it until you make it but your performance will be drastically worse than if you had made a crisis arc or prepared a set. Even better, prepare a main arc then back up arcs because sometimes certain types of jokes do not work and you need to have other bits in your arsenal.

Choosing your end goal

- End goals in committee are where you want your character to be at the end of Saturday evening’s committee session. This could involve changing the committee or it could be

something that works through the committee in its original form but puts you on top of others. Examples of common end goals:

- Becoming the head of whatever body your committee is
- Becoming the president of a country
- Creating/leading a rival body to surpass the original committee
- Destroying your committee (this is the jerk move that will be attempted in every crisis, cliché as the dickens)
- Beating the other side of a JCC and taking their assets
- Growing an independent body that shapes the committee without taking them over
 - Cult
 - Militia
 - Political Party
 - Et cetera
- So much more
- Your end goal can be either positive or negative for the rest of committee.
 - An end goal that dismantles the committee may seem exciting but it is the cheap way to gain prominence in committee. There are countless cases of the person who destroyed or attacked the committee for the whole weekend winning awards or even gavels, but that is not what we do at Michigan State. It is unbecoming of a Spartan to take the easy way out, especially when it means you are acting like a MUN jerk.
 - Sometimes it is impossible to grow your arc without at least some detriment to the committee, that is fine. When one person succeeds in crisis, at least one other person is losing out. It is the nature of Crisis. So do not be afraid to hurt committee if you have to, just as long as you are not making it your end goal to destroy the committee and rule the ashes.
 - You can grow yourself independently as a character without destroying your committee. That is where the real challenge of crisis lives and is where crisis staff will most likely reward your accomplishments. It is easier to destroy than it is to build and maintain so accomplishments without destruction are valued higher.
 - Crisis arcs are all about the accumulation of power so at the very least make sure your character is improving his or her position to one of significantly increased influence.
 - When planning your end goal, use the best resource you have, your teammates! Odds are that someone in the club has been in a similar position or committee and will have some ideas for you. If they do not, then talk to your local VP Con Prep who is legally required to have a vault of crisis ideas in his or her head.

Nitty Gritty plans and preparations

- Obviously, you cannot go from the Governor of Maine to President of the United States in three hours of committee. Carefully detailed steps and plans are a great way to plan your arc so that you reach your end goal and grow your character.

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- This kind of preparation depends on the person. Some like to go all out and make a flow chart or timeline of what they need to do and how they need to do it. Others just need a piece of paper with simple steps or a collection of ideas. Whatever works for you specifically you should do but if it is your first time you have nothing to lose if you put in a lot of work on preparation.
- Make logical steps forward and build up resources before taking major steps.
 - So, you want to run for president? You could just come out and announce your candidacy or you could reach out to prominent people to back you so that you can get an extra push out the gate. Or maybe you want to take over a rival Greek city state in the year 650 BCE. If you take the time to build up military personnel, defame the current ruler, build a contingency of rebels, then assassinate the ruler you should have a pretty easy time taking control versus just killing the leader at the start and naming yourself the new leader.
 - Major resource acquisition steps include:
 - Obtaining Monetary assets (there is no single easy way to do this, depends on the period and location of the committee)
 - Gaining friends in high places
 - Gathering intelligence on a person or place
 - Buying/making/finding technology for the task
 - Weakening your enemy from within
 - Creating a mass following of your character or an idea
 - And many more
- Cover your tracks as you build your arc. You cannot gain meaningful amounts of power without another delegate or the committee finding out. Keeping your name away from your plan can help defend you when opposing delegates try to knock you down.
 - Use encryption on all your notes that you would not like to be discovered by another delegate.
 - Create degrees of separations between your character and the things you are doing.
 - Make sure there are not too many variables. The more people on a secret plan the harder it will be to keep it a secret.
 - If using multiple people as your degrees of separation, then make sure they will not be the leak in your plan.
 - Pay them handsomely
 - Indoctrinate them in your cause
 - Choose already loyal personnel (family, long-time friends, cult followers, etc.)
 - An alternative is stamping another delegate's name on the plan so that if it gets caught or if it is a public plan than they will be blamed instead of you. Think logically for who you would blame. Stealing money from the committee, blame the finance minister. Soldiers attack a place, blame the general.

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- There may come a time when your plan comes up in committee through a drop or another delegate announcing it. In this case, you will need to become an actor and look as surprised as possible. Good ways to sell it are to:
 - Ask questions to the drop that you already know the answer to show that you want more information on this new “issue”.
 - Spearhead the directive to solve it. This way you can be a part of the committee response and make a directive that looks like it will address the issue but you know will not stop you.
- Work some of your plans through directives. Being able to sneakily get a personal gain from a committee-wide directive is not easy, but when it happens the crisis staff will be impressed.
 - There are always the people who try and add clauses that obviously give them a resource such as a clause giving the army more money, written by the general. If you see this, bring it up as an issue and make sure the committee sees this blatant power grab. If you try one of these blatant power grabs, anticipate some blowback from the committee. This does not mean never try it though. Sometimes a country just invaded so the military needs more funding. In cases like this one it is not egregious to request more funding in a directive.
 - Use directives to create opportunities that you can take advantage of after its passing through your notes. Examples:
 - You want uranium but it is only in the border region of your adjacent and rival country. Write a directive to take the land then when it passes move in your personnel to start mining the uranium through a note.
 - You want a certain leader’s influence and faction. Pass a directive taking out the leader as a committee and sell it as a committee-wide gain. After the directive passes and a drop comes declaring his death you can send in notes seizing the resources and personnel you wanted.
 - The key to this strategy is selling your directive as a committee wide success while keeping your individual plan hidden in your back pocket.
- Be wary of letting other delegates in on your arc and plans. It is good to work with other delegates through joint notes. The crisis room will respect it when one person writes a note to use the resources of two or three other delegates with their approval. However, trusting other delegates with your plan can backfire if they are up to their own nefarious games and backstabbing you can help them advance. Crisis is a dog-eat-dog world and unless you are picking someone you 99% trust to work with then you should keep your plans to yourself.
- If there is one thing to think of when creating your arc that you take from this let it please be this: **BE CREATIVE**. Every committee has their presidential campaigns, their prostitution rings, their committee destroyers, and their drug cartels. You can do these crisis clichés or you can put in the work to come up with a creative and innovative arc for you and your committee. It is not easy to do this, but you have the resources of the internet, the MSU library, your fellow MSU delegates, and your VP Con Prep to help.

Directives/Communiques/Press Releases

Directives are the most common and important document used in a crisis committee. Think of them as mini-resolutions made by the committee. Unlike resolutions, directives do not have perambulatory clauses, just operative clauses. They are most commonly written to address an issue that has come up through a drop. They can also be used in a non-reactionary manner, creating bodies, committing actions to be taken out in the future to prevent potential problems, or growing the committee for the sake of improvement. It is vitally important that you as a delegate are a part of the directive making process as often as possible. Communiques and press releases, defined in the glossary, are signed and voted on in the same manner as directives.

- After the conclusion of the crisis drop and the subsequent Q&A, delegates will motion for a moderated caucus to discuss the drop and potential solutions. This is where the directive writing process is started.
 - The power delegates in the room will start writing immediately, ignore discussion or take other people's ideas, then start to pass this document around the room for signatories. This is the selfish way to do Model United Nations and it is not the way Michigan State does it.
 - A great delegate begins the directive and starts formulating ideas into clauses while participating in debate. If you hear another delegate's idea you like, pass them the directive you are working on so they can write their clause down. With this effort, you have improved your directive and clinched a sponsor and a vote for it. Pass it around to anyone that you like the ideas of for them to add to it and make it collaborative and detailed.
 - Due to the smaller committee size and plethora of directives, sponsor caps are usually not an issue in directives. Be sure to credit anyone who wrote a clause as a sponsor and to include yourself a sponsor on directives you added at least one clause to.
 - Always keep track of your directive as you pass it around, either for signatories or for clause writing. There are sinister delegates out there who will take your directive and hide so that theirs can pass instead of yours. Do not let these punks win, keep track of your directive as it goes around.
- Directives are your chance to step outside of the powers of your character and write policy and generate solutions on issues your character normally could not do on his or her own. This is when the minister of education writes a battle plan directive, or when the security expert writes a directive to set a budget for the committee. Directives are when you show off to the dais and crisis staff that you are knowledgeable on all committee topics.
- The general rule of thumb is that you should be a contributor on at least one directive every round that directives are voted on. This may seem like a lot but the best delegates in the room will be keeping this pace and you should too.

- Unlike resolutions, the consequences of a directive are immediate. Writing air tight clauses are important to ensure the success of a directive.
 - The devil is in the details. Just like notes, you need to make sure that your clauses are as detailed as they need to be to succeed. These extra details can be slipped into subclauses to better break down plans. Examples of times you need more details:
 - If you are creating new taxes on the public be very specific on the rate, the goods/wealth being taxed, and the period the tax will last. Blindly raising taxes could enrage citizens and not specifying these details leaves room for the crisis staff to take creative liberties with the policy and make it blow back in your face.
 - If you are going to attack a location, you need to have a lot of details to make sure it works. Most committees do not require very much war gaming but adding in logistical details can help your attack succeed. Think about specifying the time of attack, the people being used, the transportation means, any assistance measures (air support, espionage, communication system, etc.), a contingency plan for if it fails, and a plan for once it's taken for how to defend it. You do not have to be a West Point grad to come up with these details for your plan.
 - If you are going to respond to a disaster you want to make sure you are writing more clauses than just the usual raise money and send in the national guard. Some things to add would be planning fundraising events, preventing looting through curfews or joint patrol efforts between the national guard and local police, setting up shelters for displaced people, gathering food, water, and other necessary items and planning how they will be distributed, and starting long term rebuilding efforts. A rebuilding effort seems way more likely to succeed when you make sure each major detail is fleshed out and done right.
 - Write your clauses like they are statements listing your plan, do not worry about flowery language in the opening word(s).
 - Include actual figures whenever possible such as 2,500 troops, 10 tons of MREs, 15 helicopters, and any number of resources you are using. This prevents crisis from overextending or underusing your resources.
 - Sample clause in a directive for a committee about the English Women's Suffrage movement:
 - 1) At 0900 hours, 15 suffragists will enter the stadium alongside their husbands carrying firecrackers and matches to be lit off in the stadium.
 - a) The contraband is to be taped to their leg and concealed by a puffy dress. Matches will be hidden in the braids of each suffragist.
 - b) Firecrackers will be lit and thrown on the field during the 10th minute of the match.

- The details in how the contraband is being brought in and when it is being released helps to make sure the plan goes off exactly as intended.
- Come up with a clever title for your directive. This is not 100% vital but it is helpful to make your directive stand out to the staff, chair, and the other delegates. Be careful not to overdo it with whatever meme is most popular at the time, i.e. Harambe memes in all Autumn 2016 committees.
- Defend the clauses you write. While it is good to be cooperative and amendable with your fellow delegates, do not strike or amend out your clause just because someone has an issue with it. Speak up in a mod and defend your clause by explaining all the reasons why it will work. Only decide to strike or amend your clause if it seems like the clause could cost the passing of the directive that it is on.
- If you spot a clause on someone else's directive that you disagree with do not just demand for it to be struck from the document. Bring up your issue with it, then go into how you believe it could be improved or replaced by another clause. You can offer to write an amendment for them or share your idea and let them do the amending of the clause. This is a good way to get a say in someone's else directive that could tangibly shape committee.
 - If the author does not agree to change it then you can move into a process called *Division of the Question* as seen in the glossary.
- If the dais looks like they have a lot of directives and the chair has limited the number of directives that can be presented at a time, be the one who starts the merging process with another directive. Call for an unmod to work on merging then find a directive that is striving for the same goal as yours. Strike out any repetitive clauses and fight for as many of your clauses to stay on as possible. Staple the directives together and choose the cleverer of the two titles then send it back up to the chair.
- Communiques and press releases are a great way to spice up the committee. Many of the strategies that have been mentioned for directives can be applied to these two documents
 - Press Releases are great to attach on to or release while your committee is committing an action that could elicit a negative reaction from the public.
 - Write it on a separate page titled, Press Release, and create a message that will be broadcasted to the public that is related to the committee and the world beyond.
 - If too many directives have been passed up, find one to add your press release to so that the stack of documents to present is more manageable.
 - Communiques are a great way to contact a specific body outside of your committee or on the other side of a JCC.
 - Communiques can be attached to a directive but they are more likely to be their own document.

- Be sure to include the person/group you are contacting, the reason for your contacting them, and when you would like to meet them/receive word from them.
- Communiques can be a fun way to bring a crisis character in to have a Q&A with which can then be used to gather information.

Sample directive from ChoMUN's Women's Social and Political Union 1908

You've Got Mail

Sponsors: Norah Elam, Jennifer Bumble, Gertrude Goose

Signatories: Heather Kabob, Lucy Appleblossom, Ruth Binder

1. Gather 10 small explosive devices from the WSPU explosives expert Lauren Weiner and distribute them to 10 different WSPU militants.
 - a. Explosives will be designed to cause a small blast that is capable of destroying a wooden mail box.
 - b. Each device will have a match lit fuse to make the ignition process easier.
2. These 10 brave WSPU members will go to mail boxes in downtown London and light them off at exactly 0800 hours.
 - a. Explosives will be carried in paper grocery bags and covered by vegetables while being transported so they cannot be spotted.
 - b. Mail box locations will be in and around Downing Street no closer than three blocks away from the Prime Minister's office.
 - c. Each girl will have 10 matches to ensure the lighting of their explosives.
3. Upon the detonation of each mail box, each woman will yell "Votes for Women" and then retreat to the nearest alley where another WSPU member will be waiting with a change of clothes.
4. Upon changing, the pairs of women will stroll off through the crowd, avoiding any detection from London law enforcement.
5. Press release through the WSPU columnist in The Daily Mail the following day:

"The WSPU claims full responsibility for the mail box bombings yesterday along Downing Street in London. Too long have the brave and talented women of this nation been held back by men who refuse to give us a right they have held for over 100 years. Are our leaders in parliament too cowardly to find out what it would be like if women got the right to vote? Are they afraid of the political power that we will yield? These attacks are but a droplet in the wave of women's suffrage that we will bring upon parliament, and the king himself. We call upon all women to join us in claiming that which belongs to us, votes for women."

Top Ten Crisis Tips to Remember for Every Conference

1. Always be doing one of these things during committee session: writing a note, working on a directive, or speaking during a mod. It may seem hard to consistently be doing one of those things during every second of a committee but it is a must. The best delegates will speak in every mod, have at least one clause in every round of directive introductions, and have crisis notes going at all times.
2. Have multiple back up arcs in case your first one fails. This means more research but it also means you will be better prepared to compete at the best of your ability.
3. Do not think about awards. This goes for all of MUN but do not let your desire for getting an award spoil a weekend of hard work and creativity. MUN is so much more than a piece of paper and a stick. Be as competitive as possible and try your hardest, MUN is hard work and anytime you put your all into it you should be proud of yourself.
4. Watch your back. There are a lot of ruthless delegates out there so cover your tracks and defend your character through notes. Dying in a crisis is not the end of the world, but it sure is frustrating.
5. Stand out however you can. Bring a colored pen, not too wild, or notepad. Be the delegate with maps for the committee. Speak with passion. Come up with creative and funny directive names. There are so many ways for you to stand out from the pack.
6. Do not stick to blocs. One of the perks of crisis is that there do not have to be blocs. Mix up who you work with on different directives and get as much cooperation on as possible on your directives. It will show you can work with everyone and gets you to stand out as one of the leaders in committee.
7. Research your committee as much as your character. At the end of the weekend as many as 10 delegates could have succeeded in their crisis arcs. The delegates who also succeeded in room by being a contributor and leader on directives from all topics will stand out as the top delegates.
8. Sometimes nothing works and that is ok. Unlike GAs and specialized, your fate is in the hands of someone else. You could be at the peak of your game and writing the best notes of your life but because you got the lazy staffer responding to your notes, your plans all fail. Just like it is ok if you did not win an award, it is ok if your plans did not work. Crisis is a fickle beast and its staffers can be facilitators or stop signs.
9. Unless explicitly stated by your crisis director and chair, prewritten notes and directives are illegal in MUN. Even if they are legal, prewriting a directive by yourself is not in line with the cooperative spirit that embodies MUN.
10. If you are ever confused or need help, talk to your local VP Con Prep. He or she has likely been through what you are going through or knows someone who has. Sometimes all you needed was an outsider's perspective to solve your problem so do not ever be afraid to ask for help.

MUN Glossary

Abstain: During a vote on a substantive matter, delegates may abstain rather than vote yes or no. This generally signals that a country does not support the resolution being voted on, but does not oppose it enough to vote no.

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.

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.

Communiqué: A formal message from a committee or delegate to be communicated to other bodies (simulated or un-simulated). If sent from the committee, communiqués must first be approved by a majority vote.

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. (please spell this correctly)

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.

Division of the Question: During voting bloc, delegates may motion to vote on certain clauses of a resolution separately, so that only the clauses that are passed become part of the final resolution. This is known as division of the question.

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.

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. AKA eboard. At any given conference the "Head Delegates" are usually the President and the VP Con Prep as they attend the head delegate meetings and feedback sessions.

Moderated Caucus (mod): 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.

Motion: A request made by a delegate that the committee as a whole do something. Some motions might be to go into a caucus, to adjourn, to introduce a draft resolution, or to move into voting procedure.

As an example, you would say: “Motion for a 9 minute 45 second moderated caucus on security measures for nuclear power plants in developing nations.”

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.). These clauses are the meat of all working papers/draft resolutions/resolutions and can be made up of subclauses.

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.

Perambulatory 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.).

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. (Your placard should always be raised when the chair is calling on someone to speak)

Point: A request raised by a delegate for information or for an action relating to that delegate. Examples include a point of order, a point of inquiry, and a point of personal privilege

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

Press Release: A statement from a committee or a delegate that they want expressed to the general public. If sent from the committee, press releases must first be approved through a vote.

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.

Power Delegate: A derogatory term used to describe overly domineering and aggressive delegates who care more about winning awards than actually doing Model United Nations. They exist in every committee and will make themselves obvious right out of the gate. Be wary when working with these hyper aggressive delegates due to their notorious propensity for back stabbing and taking advantage of other delegates.

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. In the Security Council, no quorum exists for the body to debate, but nine members must be present to pass a resolution.

Resolution: A document that has been passed by an organ of the UN that aims to address a particular problem or issue.

Right of Reply: A right to speak in reply to a previous speaker's comment, invoked when a delegate feels personally insulted by another's speech. Generally requires a written note to the Chair to be invoked.

Roll Call: The first order of business in a Model UN committee, during which the Chair 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. Not very common on the college circuit.

Secretariat: The staff of a Model UN conference.

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

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

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. These are divided into the primary (before the topic is decided and voted upon) and secondary (after the topic has been voted on).

Sponsor: One of the writers of a draft resolution. A friendly amendment can only be created if all sponsors agree.

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 (unmod): 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.

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. Nobody may enter or leave the room. Time those bathroom runs very carefully.