

HEALTHY MASCULINITY ACTION GUIDE

STRENGTH WITHOUT VIOLENCE • MEN AND WOMEN AS ALLIES • AWARENESS TO ACTION • A BETTER WORLD FOR EVERYONE



HEALTHY
MASCULINITY

ACTION PROJECT

2012-2014



CO-HOST SPONSOR

HEALTHY MASCULINITY ACTION GUIDE

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I. About the Healthy Masculinity Action Project (HMAP)

Letter from the HMAP Organizing Partners

Dear Healthy Masculinity Summit Participant,

Thank you for helping to spread the message of healthy masculinity. This summit has been a success because you and all of the other participants have made it so. We appreciate your willingness to step away from a traditional structure based on PowerPoints and presentations and into a healthy conversational format involving story gathering.

As you know, this summit kicks off the Healthy Masculinity Action Project (HMAP), a two-year initiative of Men Can Stop Rape, National Resource Center on Domestic Violence, Men Stopping Violence, Coach for America, Women of Color Network, and A CALL TO MEN. HMAP is designed to raise the visibility of healthy masculinity and build a new generation of male leaders across the country who model non-violent, emotionally healthy masculinity and serve as positive change-makers in society.

Our hope is that you take what we have begun here back to your home community, whether it be a state, city, school, or neighborhood and continue the work there. We encourage you to be a vital voice for healthy masculinity. This Action Guide will present you with ideas for forming a Healthy Masculinity Action Team, organizing a Healthy Masculinity Town Hall or Campus Conversation, and using the 5Ps to persuade men that healthy masculinity can benefit them and create a better world for women and girls. We want to help you with next steps, so please send an email to info@healthymasculinity.org to let us know you are planning a Healthy Masculinity Town Hall or Campus Conversation.

We look forward to the next two years with you.

Best,



Neil Irvin
Executive Director
Men Can Stop Rape



Anne Menard
Executive Director
National Resource Center on
Domestic Violence



Eesha Pandit
Executive Director
Men Stopping Violence



Joe Ehrmann
Founder and President
Coach for America



Tonya Lovelace
Director
Women of Color Network



Ted Bunch
Co-Founder
A CALL TO MEN

Ways to become engaged with HMAP

Don't let your participation in HMAP stop with the Healthy Masculinity Summit. Here are some other possible ways for you to stay involved.

Healthy Masculinity Town Hall Meetings and Campus Conversations

After the Healthy Masculinity Summit, HMAP will travel the highways and byways, spreading Healthy Masculinity Town Halls and Campus Conversations across the country. The HMAP Organizing Partners will work with state and community organizations as well as colleges to host six town hall meetings in urban, suburban, rural, and frontier communities. But everyone is welcome to carry forward the dynamic conversations begun at the summit. Use this document to help organize your own Healthy Masculinity Town Hall or Campus Conversation.

Healthy Masculinity Youth Leadership Summit

We cannot change masculinity without our young men and boys. October 2013, in Louisville, KY at the Muhammad Ali Center, whose mission is to promote respect, hope, and understanding, 25 outstanding male youth with the courage to take a stand will continue the dialogue on healthy masculinity and develop action plans for their schools. Keep an eye out for information about the application process.

Healthy Masculinity Twitter Town Halls

In person isn't the only way to host a town hall any more. We live in a new world of social media, and Twitter Town Halls are proliferating with even the White House using the technology. During the course of HMAP's two years, we will partner with various organizations and individuals to host a series of Healthy Masculinity Twitter Town Halls on various topics derived from Summit conversations. We invite you to participate in those social media events. But don't wait on us. Host your own Healthy Masculinity Twitter Town Hall and let us know about it.

HMAP Video Collection

YouTube has taken over the video world. And we want to use it to help spread the message of healthy masculinity. We would like everyone to answer on video and post online as part of the HMAP Video Collection: "What's an example of healthy masculinity in your life?" You can find instructions on how to upload your video at <http://www.youtube.com/user/HealthyMasculinity>, and you can watch other videos there as well.

The Relationship between the Healthy Masculinity Summit and Town Halls/Campus Conversations

While we have just presented you with a number of ways to become involved with HMAP, the primary focus of this document is on Town Halls and Campus Conversations. You have just spent three days engaged in thoughtful, heartfelt storytelling and

conversations with people from around the country. We have not only raised our awareness about complicated issues connected to healthy and unhealthy masculinity, we have also explored action through persuasion, focusing on what might be effective ways to convince specific male audiences that healthy masculinity ought to be something they value and act on. Some of the audiences were:

- Male athletes and coaches
- Fathers
- Male faith leaders
- Young men and boys
- Male educators and school administrators
- Men of color
- Trans, gay, bi, and queer men
- Male business leaders
- Male health professionals

Our hope is that you build on the energy and insights generated at the summit by persuading some of the above male audiences in your community that they should help to organize a Healthy Masculinity Town Hall/Campus Conversation, advertise it, fund it, attend it – or all four. You will be helping to spread the message of healthy masculinity outside the usual circles of acceptance and will be building a new generation of male leaders who model healthy, non-violent masculinity, serving as positive change makers in society.

We write Town Hall/Campus Conversation because if you are part of a college community, you may want to focus solely on engaging its members, especially students.

II. Forming a Healthy Masculinity Action Team in Your Community or on Your Campus

The HMAP Organizing Partners want to help

Nobody should have to organize a Town Hall/Campus Conversation by her or himself. Let us play a role by having an initial technical assistance phone call with you to help you begin your planning. We will discuss with you the steps in forming a Healthy Masculinity Action Team. But our assistance won't stop there. We will be involved throughout and even after the event. Send an email to info@healthymasculinity.org to set up your initial technical assistance conversation.

A Healthy Masculinity Action Team and the Town Hall/Campus Conversation

You've heard the saying, "Too many cooks in the kitchen." Keep your Healthy Masculinity Action Team a manageable size, preferably six to eight people representing different organizations, agencies, colleges, or businesses that are part of the community, see reason to invest in healthy masculinity, and are ready to make a commitment. At the national level of HMAP, the equivalent of the your Healthy Masculinity Action Team is the HMAP Organizing Partners – Men Can Stop Rape, National Resource Center on Domestic Violence, Men Stopping Violence, Coach for America, Women of Color Network, and A CALL TO MEN. This group met several times to develop and finalize the structure for HMAP and continues to collaborate on the project in various ways.

Your Action Team will:

- Determine the topic, structure, and content of the Town Hall/Campus Conversation
- Recruit allies who will help advertise the event
- Secure any funding needed
- Confirm a location to hold the Town Hall/Campus Conversation
- Recruit Town Hall/Campus Conversation speakers
- Develop messaging to advertise the event

While everyone in the group might be responsible for determining the topic, structure, and content of the Town Hall/Campus Conversation, the Action Team may need to form subcommittees – two people might be responsible for recruiting allies and speakers, another two for developing messaging, and so on.

Recruiting Members for a Healthy Masculinity Action Team

Since you attended the Healthy Masculinity Summit, you are the most likely person to assume responsibility for recruiting Action Team members in your community. When developing your list of candidates, it is important people who understand your community's unique issues, challenges, and opportunities for change related to healthy masculinity. In other words, it is important that they have put some thought into, or are willing to put some thought into, the particular issues unhealthy and healthy masculinity present, for example, in area colleges and schools, communities of color, local workplaces, faith-based communities, LGBTQ communities, and so on.

Developing a Collaborative Action Team

Even though the members of your Action Team might share a commitment to advancing healthy masculinity, that doesn't mean everyone is on the same page. Members will bring their differing perspectives, agendas, and experiences to the work, and that's fine – in fact it can be a strength – as long as attention is paid to developing awareness of

differences as well as what your core connections are. Therefore, we suggest that before you dive into the nitty gritty, you spend a little time processing and learning about one another. Here are some suggestions about how to do that:

- Have members discuss why they joined the group
- Discuss what healthy masculinity is and how it might be beneficial
- Pick one of the readings in part V. of this document and discuss it in relation to healthy masculinity
- Share a personal story related to healthy and unhealthy masculinity

You're going to collaborate better if you each understand where the other members are coming from.

You're also going to do a better job of collaboration if you agree on what it looks like. Collaboration might – but doesn't necessarily – mean that all the work is equally shared. Some members might have good reasons for doing less than others, and as long as this has been openly discussed and found acceptable by the group, then it shouldn't cause tension later.

Understanding Group Dynamics

All the members will want their Action Team to be “on task,” and we all know this does not always happen. Here are a few thoughts on group dynamics that can help everyone recognize how the group may stray from the task and how it might return to the work (these were developed with the assistance of an expert in group dynamics).

Off-Task Group Behaviors

Sometimes, the group will act *as if* it had been brought together to fight or flee from the task—the **fight/flight dynamic**. People don't usually do this on purpose but may fight or flee when the task seems scary, not clear, not worthwhile, *etc.* If your group seems to be in the room to *fight*—as opposed to noting some appropriate and healthy diversity of opinion and experience—you might be seeing lots of verbal fisticuffs, competition for time and voice, interruptions, disregarding. If your group wants to *flee* from the task you might notice people actually leaving the room or finding other ingenious ways to leave the task.

Other times your group or its members might be in a **dependency dynamic**. They act as if they are not smart, have no stories to tell, don't understand what to do, and generally look to someone in the group to save them from their inability to do the work.

You might find a couple of people seem to be doing all the work—a **pairing dynamic**. The group generally sits back, lets a duo talk in hopes that this couple will bring forth a solution for the group. It usually does not, and if it did, it is not a group product.

Finally, you might see everyone in a kumbayah mode—the **oneness dynamic**—where everyone is in happy agreement, and it is *as if* the group has come together to do the task of being in harmony. Appropriate and healthy diversity of opinion and experience can be subsumed by the apparent harmony.

Handling Off-Task Behaviors

Each of these off-task behaviors is common, often subtly manifested, and is the group's (often unconscious) way of defending itself against the anxiety of doing the work.

So how can the group get back on task?

If, as a group member, you are thinking or feeling that the group needs to get back on task, then you might comment on the off task behavior in your own words:

I am noticing that the group seems be letting X and Y do all the talking. What might that mean for our work? Where are other voices?

What is this fight about? How can we understand what our competition here might mean for healthy masculinity? I notice that the tussle seems to be mostly between men and women?

I am wondering why the group seems not as fully authorized as it might be—I feel like you are looking to me for all the answers instead of looking to the richness of the group.

III. Organizing a Healthy Masculinity Town Hall or Campus Conversation

The HMAP Training Institute

While the information in this document will help you with the details of forming an effective Healthy Masculinity Action Team and organizing a Healthy Masculinity Town Hall/Campus Conversation, it doesn't offer insight on healthy masculinity itself. That's where the HMAP Training Institute comes in. Not only will we help your team with the details of the event, we'll train your team and your town hall/campus conversation facilitator in the following:

- Defining healthy masculinity
- Understanding how unhealthy masculinity harms women and girls
- Seeing the cost of unhealthy masculinity for men and boys
- Valuing the benefits of healthy masculinity for women and girls
- Recognizing that healthy masculinity benefits boys and men

- Using the 5Ps to engage men and boys through healthy masculinity
- Using stories about masculinity as conversation-starters
- Facilitating a conversation about healthy masculinity

We will consult with you and your team to determine your training needs and the best format.

Deciding on a Healthy Masculinity Topic

Having experienced the Healthy Masculinity Summit, you realize that there are many different topic possibilities for your town hall/campus conversation: defining healthy masculinity, discussing healthy masculinity and fatherhood or sports or faith or LGBTQ issues or race and so on. Whatever topic you settle on should be driven by the audience you want to attract and the issues you want to address in the long term. If you feel there is much work to be done in your community to build an awareness and acceptance of healthy masculinity, you might, as a first step, want to work on attracting a broad audience with the intention of building a larger pool of allies. Asking “What Is Healthy Masculinity, and How Can It Benefit Our Schools, Our Businesses, and Our Intimate Relationships?” might serve as a good topic. If on the other hand, the Action Team has strong connections with fatherhood groups and decides to focus its attention there in order to have a long term impact on families, the topic might be, “How Does Healthy Masculinity Benefit Fathers and Families?” Whatever your group decides should be driven by a sense of purpose that extends beyond the present moment and an understanding of how a particular audience connects with that purpose.

Developing a Town Hall/Campus Conversation Structure Based on Healthy Conversation and Stories

As you know, we considered the Healthy Masculinity Summit to be something different. It wasn't about PowerPoint presentations, or establishing yourself as the most knowledgeable person in the room, or sitting back quietly while the person at the front talks.

It was about story gathering and healthy conversations.

We began the conversations at the summit with stories to engage more than just our minds; to strengthen our connections with one another; to make the space more participatory; and to explore the meanings embedded in stories.

We would suggest that your town hall or campus conversation also begin with storytelling. The HMAP Organizing Partners will provide you with a possible structure to use. If your Action Team decides it wants to have a large group town hall/campus conversation and then breakout conversations, the Organizing Partners can offer you a possible structure for facilitating breakout conversations as well.

Recruiting Healthy Masculinity Allies

When we conceived of the Healthy Masculinity Action Project, part of our goal was to raise the visibility of healthy masculinity across the country to begin attracting attention outside our usual circles. We knew that this would be better accomplished if we had allies who connected with healthy masculinity in a variety of ways and who had national networks. So we set about developing a list of organizations in different categories we wanted to reach out to – sports, education, faith, gender-based violence, and so on. Some were organizations that we had strong connections with and some we were not previously connected to at all. Our pitch to those outside our field of work was based on persuading them that healthy masculinity could be beneficial to their field of work. Some didn't respond at all, but others did. And to date we have more than 30 National HMAP Allies that include, among others, the Cal Ripken, Sr. Foundation; the United Methodist Church, General Board of Church and Society; Hollaback!; the National Sexual Violence Resource Center; the American School Counselor Association; the Relationship Training Institute; the National Network to End Domestic Violence; North-American Interfraternity Conference; mtvU Against Our Will campaign; Casa de Esperanza; and more.

Once you have established your topic and audience, we encourage you to think about the allies that might have networks helpful to reaching your goals. We only asked allies to support HMAP by sharing information about healthy masculinity and HMAP with their national networks. Many organizations felt more comfortable becoming an ally when we gave them a HMAP Ally Agreement to sign that spelled out exactly what it meant to be an ally. The HMAP Organizing Partners will provide a template of an Ally Agreement you can use.

Recruiting Town Hall Conversationalists and a Conversation Facilitator

A large part of the success of your town hall or campus conversation will depend on who you recruit to start the conversation. These are the people who will sit at the front of the room and who will be able to speak knowledgeably about the topic, but even more importantly, they should be enthusiastic about stepping outside the usual town hall structure. They should be excited by the idea of starting the conversation with a personal story, and thrilled with a conversational give-and-take. Typically, they would be asked the questions as the expert, but in this structure it is just as important for them to ask questions of others in the room – either of the group as a whole or of individuals. The conversation facilitator should be someone skilled at listening to people, making them feel heard, making connections, and setting limitations when there is a need. If the candidates are animated when you talk with them about this different approach, you've found the right people.

Marketing the Town Hall through Allies and the Media

Part of our agreement with HMAP Allies was that we would provide them with messaging tailored to their particular audience that they could share with their networks. We started simply by focusing on healthy masculinity, and then, several weeks before the Healthy Masculinity Summit began, we sent them messages they could use about it. We talked with Allies about how they communicated with their networks and based on what we learned, decided to provide messaging in three formats: Tweets, Facebook postings, and newsletter/listserv messages. Most of the allies used the messages for Twitter and Facebook.

Below are some examples of how we tailored a Facebook posting for some of the different organizations:

Presentations are monologues, conversations dialogues. That's why a good conversation is more engaging than a presentation. And that's why the Healthy Masculinity Summit is 1 of a kind. It's built entirely around conversations. What are you waiting for? Register to be part of the conversations at the summit so you can talk about ***healthy masculinity and fraternities***. Early registration ends Aug. 17th.

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We suggest you make it easy for organizations, businesses, or agencies to be an ally by providing them with messaging for the four or five weeks leading up to the town hall that speaks to their constituents. Make sure that all the organizations in the Action Team are also sending the messages to their networks. And please share the messages with the HMAP Organizing Partners so we can help advertise your town hall/campus conversation. Send them to info@healthymasculinity.org.

However and wherever you market the town hall, be sure to include the allies' logos or names. This helps to legitimize the event.

Of course it would also be good to engage the press by sending out a press release and if it is within your group's capacity and experience, to hold a press conference. The HMAP Organizing Partners will provide you with a sample press release.

Documenting the Town Hall

We encourage you to have a volunteer take notes during the town hall/campus conversation, and to make sure that someone is taking photos. We mentioned earlier the HMAP Video Collection. Immediately before and after the town hall/campus conversation is a good time to record videos to submit to the collection. You can ask people what's an example of healthy masculinity in their lives and what the conversation about healthy masculinity meant to them. Many cameras and phones have video recording capacity; use one of them in a side room that's a little quieter. Have someone do the filming and someone recruiting people to film.

Sharing Results with the HMAP Organizing Partners

Please share with us the results of your town hall/campus conversation – both in the form of a description of what happened and photos. We want to help make your work more visible and put it in a national context. Again, send everything to info@healthymasculinity.org.

IV. Using the 5Ps to Engage Men

Introduction to the 5Ps

One goal of the Healthy Masculinity Action Project is to build a new generation of male leaders across the country who model healthy, non-violent masculinity and serve as positive change makers in society. We don't want these men and boys to be a flash in the pan – to make a brief appearance and then disappear. We want them to stay engaged with the work of spreading healthy, nonviolent masculinity, and we want them to come from a diverse cross-section of society – students, fathers, athletes, teachers, transgender men, businessmen, men of color, faith leaders, and so on. They may be a member of the Action Team, they may be a Healthy Masculinity Ally, they may come to the town hall, and they may take what they learn from the town hall and begin applying it to their own lives and work. They may also need some persuading.

Much of our work regarding males and healthy, nonviolent masculinity is about persuasion. We have to convince them that healthy masculinity is something they should learn more about, value, and act on. The more effectively we can persuade, the more successful we will be. You spent time at the summit considering how to persuade particular male audiences to engage with healthy masculinity. Take the results of those

conversations and place them within the context of a simple action schema we call “The Five Ps: Plan, Persuade, Partner, Pursue, Persist.” It is based on investing time and energy in recruiting a small number of males who are part of your targeted audience to play leadership roles in recruiting other males within the audience. We encourage you to use the 5Ps as you organize your town hall/campus conversation and in your efforts to sustain the work after the event.

A brief explanation of each of the 5Ps:

Plan: Strategize about the male audience(s) you want to engage by determining **why** you want to engage an audience; **who** you have access to or can gain access to who is part of that audience; and **what** you want to involve the audience in.

Consider creating a task/timeline document that spells out all the tasks that need to be done, who is responsible for doing them, and when they should be completed. Treat it as a “live” document in the sense that it should be reviewed and revised regularly.

Persuade: Decide **how** you’re going to persuade the potential male leaders who are part of the audience to become involved. Consider the following:

- Doing research on the audience can help you be more persuasive.
- Personal or professional stories that relate to the audience and healthy masculinity can be persuasive.
- Facts and figures that relate or can be related to the audience and healthy masculinity can be persuasive.
- Communicating the value of the role you are asking a man to play can be persuasive, as well as why he is well suited to play that role.
- Being clear about what the role will involve; checking in about its manageability; and showing flexibility about the role’s responsibilities can be persuasive.

Engage some men from your audience in assessing how effective your plan for persuasion will be in persuading the audience. Have them pay special attention to how convincing they think the language and messages will be. If you would like to approach the process of receiving feedback a little more formally, consider using a focus group format. You can learn about conducting a focus group at:

http://www.ehow.com/how_6468294_hold-focus-groups.html

Partner: Once you have finalized your persuasive approach, develop a list of potential male partners who are part of your targeted audience, and who you would like to play leadership roles in recruiting other males within the audience. As Action Team members reach out to potential partners, they

might talk with each other about what's working in the persuasive approach and what might be changed.

Pursue: Pursue a broader male audience with the help of your partners by putting your plan into action. As you turn to the task/timeline document, treat it as a "live" document in the sense that it should be reviewed and revised regularly.

Persist: Continue to engage the audience over time to have a lasting impact. The longer you sustain the work on healthy masculinity, the more you normalize it, and the sooner we have a world where healthy masculinity helps to create a less violent world for us all. Below are some next steps after a town hall to sustain your work.

V. Follow-up to the Healthy Masculinity Town Hall or Campus Conversation

*HMAP Organizing Partners follow-up conference call:
Life of the Healthy Masculinity Action Team beyond the town hall*

The town hall meeting should be the beginning of something, not the end. As we have already communicated, you are much stronger and influential as a group than you are as individual organizations, and you will be better able to sustain the work together than apart. We view the town hall as a catalyst for future collaborative strategies, activities, and advocacy campaigns. To sustain its work and achieve further goals, we will hold a conference call with the Action Team after the town hall/campus to discuss the following.

Conduct a "Debrief" and Send a Summary

Begin by getting together with key individuals who were involved in your planning to talk about how the meeting went. It's also a good idea to get feedback from allies and some people who participated in the conversations. Discuss whether you achieved your goals and put together clippings of any coverage your event received in newspapers, as well as scripts from any radio or TV coverage. Send photos and a summary that represents the spirit of the town hall to info@healthymasculinity.org. Post videos from the meeting on the Healthy Masculinity Video Collection site: <http://www.youtube.com/user/HealthyMasculinity>.

Build Your Base of Allies Even More

One of the most useful resources that you can develop from organizing your town hall is a growing body of allies. You have the names and contact information of everyone who

attended the town hall. This database can become your e-mailing list for future events and a source of potential supporters and volunteers. The database can also serve as a resource to identify people who might be interested in being part of the Action Team, appearing before city councils, or speaking at legislative hearings. Now that you have made healthy masculinity more visible through your ally organizations, businesses, and through the town hall, it is an opportunity to engage even more allies. Develop ways to keep them involved.

Develop a Simple Action Plan

Think about what the next steps could be and develop an action plan. Were conversations started at the town hall that you want to continue? Are there new conversations you want to start? What outcomes do you want the conversations to have that serve the needs of the community? Some possible ideas for outcomes are building male leaders, making policy recommendations, developing and implementing educational programs, launching advocacy campaigns, and conducting media outreach.

Using Readings on Masculinity as Conversation-Starters

Another way to initiate conversations and educate is to read and discuss writings on masculinity – especially as they relate to healthy masculinity. You can do this with the members of the Healthy Masculinity Action Team to help solidify the group, or you can do it as follow up to the town hall. We have provided a list below of easily accessible reading – all are on the Internet. They are divided up into categories similar to those that framed the conversations at the Healthy Masculinity Summit.

Healthy Masculinity

Jesse. (2012). It Takes Men and Women to Develop Healthy Masculinity. Retrieved September 26, 2012 from <http://www.vitalcollective.com/it-takes-men-and-women-to-develop-healthy-masculinity>.

Sheck, A. (2012). Is the “New Macho” a Good Model for Healthy Masculinity? Retrieved September 26, 2012 from <http://menafterfifty.com/2012/09/is-the-new-macho-a-good-model-for-healthy-masculinity/>.

Healthy Masculinity and Violence Against Women

Kaufmann, M. (1999). The seven Ps of men’s violence. Retrieved October 9, 2012 from <http://www.michaelkaufman.com/1999/the-7-ps-of-mens-violence/>

Steinem, G. and Wolfe, L. (2012). Sexual violence against women is the result of the cult of masculinity. Retrieved October 9, 2012 from

<http://www.guardian.co.uk/commentisfree/2012/feb/24/sexual-violence-women-cult-masculinity>

Healthy Masculinity and Men's Physical and Mental Health

Harland, K. (n. a.). Masculinity and Mental Health. Retrieved September 26, 2012 from http://www.ycni.org/downloads/misc/Masculinity_Mental_Health.pdf.

Robertson, S. (2008). Theories of Masculinities and Men's Health-Seeking Practices. Retrieved September 26, 2012 from <http://www.manni.org/resources/stevespeech.pdf>.

Healthy Masculinity and Fatherhood

Doucet, A. (2004). "It's Almost Like I Have a Job, but I Don't Get Paid": Fathers at Home Reconfiguring Work, Care, and Masculinity. Retrieved September 28, 2012 from <http://www.andreadoucet.com/wp-content/uploads/2011/02/Doucet-2005-Its-Almost-Like-I-Have-a-Job.pdf>.

Flynn, D. (2012). Fathers, Fathering and Preventing Violence Against Women. White Ribbon Research Series – Preventing Men's Violence Against Women. Retrieved October 9, 2012 from <http://www.whiteribbon.org.au/uploads/media/microsites/fathers/whiteribbon-fd-report-2012.pdf>

Healthy Masculinity and Race

Griffith, D. et al. (2012). Measuring Masculinity on Research in Men of Color: Findings and Future Directions. Retrieved October 9, 2012 from http://deepblue.lib.umich.edu/bitstream/2027.42/93777/1/griffith_gunter_watkins2012.pdf

Harris, F., Palmer, R. and Struve, L. (2011). "Cool posing" on campus: A qualitative study of masculinities and gender expression among Black men at private research institution. Retrieved October 1, 2012 from <http://works.bepress.com/cgi/viewcontent.cgi?article=1019&context=fharris>

Healthy Masculinity and the Workplace

Gilbert, S. (2006). Manly Men, Oil Platforms, and Breaking Stereotypes. Retrieved October 9, 2012 from <http://hbswk.hbs.edu/item/5515.html>.

Reeves, C. and O'Leary-Kelly, A. (2007). The Effects and Costs of Intimate Partner Violence for Work Organizations. Retrieved October 9, 2012 from

http://www.caepv.org/membercenter/files/effects_and_costs_of_ipv_for_work_organizations.pdf

Healthy Masculinity and Sports

Baker, P. and Hotek, D. (2011). Grappling with Gender: Exploring Masculinity and Gender in the Bodies, Performances, and Emotions of Scholastic Wrestlers. Retrieved October 9, 2012 from <http://www1.umassd.edu/jfs/issue1/pdfs/bakerhotek.pdf>.

Sargent, D. (n. a.). Lessons from Athletics: Joe Ehrmann. Retrieved October 9, 2012 from <http://www.maxpreps.com/news/yZ63uKp3kUKGhk6OjCUIlw/lessons-from-athletics--joe-ehrmann.htm>

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