

Campaign Academy: Coaching and Leading Winning Campaigns

Baltimore, 2025



Documents you Will Need Tonight

- › Pre Academy Module – Pre Academy Worksheets Only
 - Community Agreements
 - Article Reflections
- › Participant Handouts Module – Participant Handouts – Pg. 30 Centering Equity



Campaign
Academy:
Coaching and
Leading Winning
Campaigns

Pre Academy
Package Worksheets Only

The Campaign Lab is a system of Affiliate Staff, Members, and Leaders networked to build power to win on issues that matter most by building a culture for organizing. A culture for organizing and continually campaigning includes a shared analysis of how to win, issue identification, goal setting, strategic actions, distributed leadership, and data that informs progress. This NEA Center for Organizing training is designed to build skills around coaching all aspects of a campaign cycle.



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Participant
Handouts

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Campaign Academy

By attending this training, you confirm that you are either an NEA affiliate staff person or NEA member in good standing. The information you receive here is only for your use in your capacity as an NEA affiliate staff person or NEA member.

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Honoring This Space

We begin by acknowledging that through a history of colonization and brutality, we are currently on the traditional lands stewarded by generations of indigenous people.

We honor these indigenous people, all elders, past, present, and emerging. We are called to learn and share these learnings about this tribal history, culture, and contributions that have been suppressed in the telling of the story of what we now call the United States of America.

KEY OUTCOMES



Participants will understand:

Why the Campaign Lab exists

How the Campaign Lab operates to support and network local campaigns

What is expected for participation in winning Campaigns

OVERALL AGENDA



Friday (Coaches, Mentor Coaches)

- 5:00-8:00 Meeting

Saturday (Coaches, Mentor Coaches)

- 7:30-8:30 Breakfast
- 8:30-Noon Meeting
- 12:00-1:00 Lunch
- 1:00-4:30 Meeting
- 4:30-5:00 Networking and Adjourn

Sunday (Everyone)

- 7:30-8:30 Breakfast
- 8:30-Noon Meeting
- 12:00-1:00 Lunch
- 1:00-4:30 Meeting
- 4:30-5:00 Networking and Adjourn

Monday (Everyone)

- 7:30-8:30 Breakfast
- 8:30-1:00 Meeting
- 1:00 Adjourn, Lunch on your own

TONIGHT'S AGENDA AND OUTCOMES



5:00-6:30 Welcome's and Why

6:30-8:00 Basics of a Coaching
Framework

Coaches and Mentor Coaches will understand why the Campaign Lab is needed in this moment and how Coaching supports our theory for supporting and networking winning campaigns.

LOGISTICS TO REMEMBER



Gratitude for Workers
Questions to Ask
Bathroom
Materials
Food
Room Temperature
PEPs Portal



Shout Out from Your Team and Around the Room

Name
Pronouns
Work Location

Community Agreements

Using Self-Awareness and Self-Knowledge

Listening for Understanding

Being Gracious

Staying Engaged

Being Open and Suspend Judgment

Saying “I”- tell your truth

Lean into Discomfort

Reaching Empathy

Expecting Non-Resolution and Non-Closure

*

Adapted from “Embracing equity and inclusion”, Annie E. Casey Foundation

What does a Loving Community or School look like?



Picturing a Future

Open your phone and a picture that represents what you think a school or community built on love looks like.



We will be repeating at least 3 rounds of the following:

- For each round you and ONE partner **THAT YOU DON'T ALREADY KNOW** will have three minutes **TOTAL**, 90 seconds each, to share:
 - ☐ Your name
 - ☐ Where you are from
 - ☐ **WHY** you selected this picture

What did your picture look like?

- › How did you feel when you were presenting or listening ?
- › What are some common themes that you heard across the introductions?
- › How do we achieve this?
- › Can we do this alone?





Why the Campaign Lab?

Carrie and Amanda

Our conversation right now in Campaign Lab

Where are we now?

Where are we trying to get to?

How will we get there?



What and who are you up against?



Gov. Mike Dunleavy vetoed House Bill 69 on April 17, 2025, which would have permanently increased the state's per Student Allocation by \$1,000, raising it to \$6,690.

Metro creative

The Education Support Staff Association (ESSA), representing education support professionals in the Fairbanks North Star Borough School District, is urgently calling for action to address a growing crisis in our public schools. The ongoing closures, the increasing trend of contracting out custodial services, and the severe lack of state funding are putting the safety, education and well-being of students and staff at risk.

Home » Prince George's County, MD News » Prince George's Co. teachers ...

Prince George's Co. teachers' union votes 'no confidence' in superintendent

Neal Augenstein | naugenstein@wtom.com
June 5, 2025, 9:47 AM



Prince George's County's largest teachers' union has declared a vote of "no confidence" in Superintendent House II, claiming House has done little to stem systemic problems within the school district.

In a statement, the Prince George's County Educators Association said 75% of those surveyed "lack confidence" in the Superintendent's leadership in academic direction, transportation and safety operations, and communication with educators."

LAKE COUNTY, Fla. – Lake County Schools says they're going to be \$35 million short due to the financial impact of this school year and next year combined.

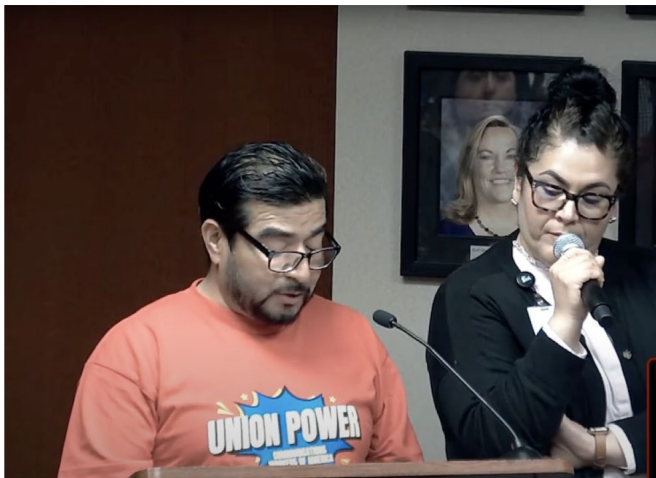
According to a statement from the administration, the district is expected to lose around 1,500 students next year.

They said it's partially because of the drop in birth rates in Lake County and the rise in private school vouchers.

Elisabeth Emery with the Lake County Education Association explains, "There is data on how much each school district is impacted by the voucher, and I know for Lake County Public Schools, about \$50 million was indicated on that DOE report."

This comes at a time when many teachers are pushing for higher pay, including Umatilla Middle School Teacher Melinda Tice, who spoke at last week's school board meeting.

"I know in a lot of ways your hands are tied. At one point, do I quit a job that I really love just so I can see better raises and a better work-life balance?" she said.



Olathe Public Schools / YouTube

Mario Ibarra, a long-time school grounds maintenance worker in Olathe Public Schools, spoke during the March 5 Olathe school board meeting alongside other hourly school employees as part of an effort to unionize.

UUP advocates against threats to federal research funding

Author: Emily Allen

Source: NYSUT Communications



"A family rushes into a grocery store, each child is to get an item on the shopping list and told to meet at the register in exactly one minute. Their goal is to grab food as quickly as possible—before they risk getting caught in an ICE raid," says Ivis Castillo.

This is the reality due to [President Trump's immigration policies](#) and [U.S. Immigration and Customs Enforcement \(ICE\) activities in many communities across the United States](#). Castillo explains that in her role as a bus driver, she has seen a Spanish-speaking student who, after being absent, returned to school withdrawn. When she asked him what was wrong, he said he was scared he wouldn't see his parents again because of ICE enforcement.

What are the impacts on

- › your coworkers?
- › your students?
- › your community?



Why?



- › **Why** is this happening? What is the root cause?
- › **Who** is benefiting from what's happening ?
- › **What** is their vision for our public schools and higher education?

What's at stake and how do we talk about it?

1. What's at stake for public education?
2. Public school workers?
3. Public school students?
4. Families and communities that public schools serve?
5. Our regions and country?

What are you being called upon to do?



- › And how can you build the power needed to win your vision through Campaign Lab?



Centering Equity

Albert and Ellen

You shared pictures that embodied a loving school and leaned into why Campaign Lab exists.

Who is needed to solve these problems?

Name PEOPLE, not organizations



What type of union builds power?

› Programs

- › Build Presence
- › Episodic
- › Member Recruitment
- › Committee/Program Leaders
- › Low Risk
- › Often Staff Led
- › Power in Policy

› Campaigns

- › Public Action and Demands
- › Strategic and Ongoing
- › Continues to Add
 - Base – Mobilizers - Leaders
 - Allies – Partners - Coalitions

Requires Risk

Supported by Staff

Leaders Build and Use Power

Centering Race, Class, and Gender Justice

- › Race, class, and gender justice is the systematic fair treatment of people resulting in equitable opportunities and outcomes for all.
- › It is not just the absence of discrimination and inequities, but also the presence of **deliberate systems and supports to achieve and sustain race, class, and gender equity through proactive and preventative measures.**

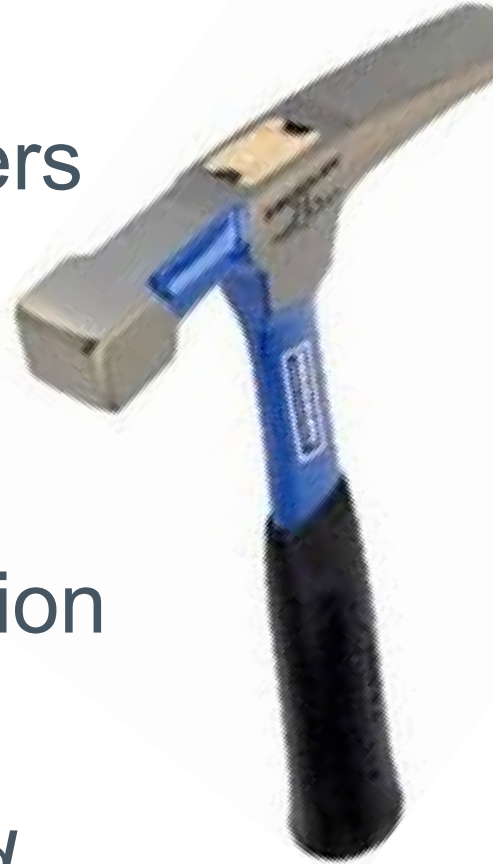
Centering Equity in your Campaigns Tool

What they do:

- Proactively seek to both eliminate systemic barriers and advance equity
- Identify clear goals, objectives and measurable outcomes
- Develop mechanisms for successful implementation

What they are:

- *A set of questions used to anticipate, assess, and prevent potential adverse consequences of proposed actions on different race, class, or gender groups.*



Would the campaign(s) your coaching have answers to these questions or be able to say most components of these tools are a part of their campaign?

What is something you noticed that could support your coaching?



Factors that Support the Centering Equity in your Campaigns Tool

- › Buy in from the organization and its leaders
- › Routine and ongoing use of the RET
- › Data- driven assessment
- › A commitment to making changes
- › Tenacity – A commitment to overcoming obstacles to making changes



WE HAVE TO DECIDE TO DO THINGS
DIFFERENTLY AND STICK WITH IT

Key Points



- › Intentional campaigns, not programs build power.
- › Centering race, class, and gender justice in our campaigns increases the people engaged, the number of leaders involved, and the amount of resources we have to win the change we want.
- › Power is only built through people with a shared vision, making public commitments to act, to risk their collective resources, for the meaningful change they want.



Why Coaching?

Albert and Ellen

Organizing

From our reading... Three Theories

“To organize is to build mass support and strength among ordinary people. Organizing draws its power from working people’s biggest strength: our numbers. Working people may or may not see themselves as activists or politically active or even in political agreement, but through organizing, they come together to act in common cause. The work of organizing is systematic and rigorous: It requires connecting with every single worker in a shop, every educator in a building, every building in a district. At its core, it asks people to understand their own agency and to make choices about how they will exercise it. The work of organizing is difficult; ordinary people are seldom confronted by their own agency nor asked to make choices that recognize their own power.”

TIME TO TALK



Given this what is the role of coaches in the Campaign Lab?

**Coaching enables
others to understand their
own agency and make
decisions about how to act
in the face of their own
power.**

Power and Coalition

Power is

- The ability to act (use agency collectively)
- The possession of control, authority, or influence over others preventing or causing action.



Community to Constituency



Common
Values and
Interests

Commit to Act
to Achieve
Common Goal

From our reading... The Taking Stock Report

“In order to generate the power needed to rise to the occasion, labor unions and community organizations will need to come together in partnership. The union movement is one of the few forces capable of mobilizing working families en masse to prevent the US from succumbing to MAGA authoritarianism. Education unions are uniquely positioned because they already have a workplace presence in most neighborhoods across the country. Organized communities have ears to the ground on how to build power at the local level and mobilize communities across different neighborhoods. Together they can build power to not only protect, but to strengthen our democracy for future generations.”

TIME TO TALK



Given this what is the role of coaches in the Campaign Lab?

**Coaching helps
campaigners transform
communities into
constituencies.
Coaching transforms actors
into leaders.**

Leadership

From our Reading... Ella Baker on Leadership

“Baker represented a different leadership tradition altogether. She combined the generic concept of leadership— “a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task”—and a confidence in the wisdom of ordinary people to define their problems and imagine solutions. Baker helped everyday people channel and congeal their collective power to resist oppression and fight for sustainable, transformative change...

That collective effort required leaders who were accountable to one another and were not singular. There were many organizers in groups such as SNCC who modeled Baker’s brand of what sociologist Charles Payne has called “group-centered leadership.” Rather than someone with a fancy title standing at a podium speaking for or to the people, group-centered leaders are at the center of many concentric circles. They strengthen the group, forge consensus and negotiate a way forward. That kind of leadership is impactful, democratic, and, I would argue, more radical and sustainable, than the alternatives.”

Organizing Leadership is ...



accepting responsibility(self) for enabling others (others) to achieve shared purpose in the face of uncertainty (action). Leadership requires a decision, a choice, to accept responsibility. It is a form of social interaction, of relationship. It is about achieving “shared” purpose. And its domain is the uncertain.



TIME TO TALK



Given this what is the role of coaches in the Campaign Lab?

**When we coach we build
leaders who understand
they are interdependent
in both responsibility
and accountability.**

To Coach we Center the Campaigner

- › When we direct others in action and determine their goals – we are only growing **OUR** agency.
- › We center their agency when we ask them to identify what is preventing their action, and ask what they are willing to do to overcome the barriers. **(Coach)**
- › When someone defines their goal and uses **THEIR** agency to move towards it – their confidence, power, skills, and trust grow.



To Coach We Have to Believe that Campaigners Can

- Read a political landscape
- Assess their potential allies and opponents
- “Cut an issue” from a big problem to a set a of winnable (local) demands
- Pick fights that will build their base and develop new leaders
- Use a tactic sequence to create a crisis for our targets

Campaign Coaching: What It Is & Isn't

What It Is	What It Isn't
Helping organizers become strategists and lead powerful local campaigns	Making key strategy decisions for a local group
Supporting strong containers for collective action and shared power	“Answering questions that come up” as an external consultant
Balancing the need to learn and develop skills with running a “live” campaign	Having “catch up calls” without preparing questions to support the group through challenges

Why is coaching critical to a winning campaign?

- › Coaching is a direct intervention in an individual or team's work process to help them improve effectiveness.
- › Coaching enables others to recognize their own capacity and decide how they will act.
- › Coaching transforms leaders from a relationship where "experts" have an external control to one where they focus on their own their determinations for how to grow.



Key Point



Coaching is the way
we walk our talk.

What is
becoming
clearer?

What remains
murky?

Tomorrow –
Problem of
Practice

Housekeeping

Closing the Day



Additional Unused Slides Follow



Campaign Lab Overview

Carrie and Amanda

Basic Structure of Campaign Lab

