

# Campaign Academy: Coaching and Leading Winning Campaigns Baltimore, 2025





# Campaign Academy

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# 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

## TODAY'S AGENDA AND OUTCOMES



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

Participants will understand the how to build a base and broaden that with coalitions.

LOGISTICS TO  
REMEMBER



Check Out  
Travel Home  
Stipend



Who are the People We  
Need?

pg. 78-81 Participant  
Handout

Amanda and Carrie

# ACTIVISTS, MOBILIZERS, AND ORGANIZERS

What's the difference?

How do leaders fit in?

A story in four slides...









# Organizing

## ~~SECURITY~~ MAP

High School - Floor 1  
123 Walnut Street, Taylorsville, NY

| LEGEND                                                                            |               |                                                                                                        |
|-----------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------|
|  | Stairway      |  E Elevator         |
|  | Exit Location |  Door Operator      |
|                                                                                   |               |  KB Knox Box        |
|                                                                                   |               |  CA Card Access     |
|                                                                                   |               |  11 Security Camera |

Illustration by: [www.building-maps.com](http://www.building-maps.com)©



High School - Security Sample

Mapping  
your  
worksites

1. Who are the groups in your workplace?
  - Department
  - Social Groups
    - Who carools together?
    - Shares a language or culture?
    - Shares political views?
    - Are relatives or neighbors?
2. How do these groups each relate to the school administration? District administration? School board or trustees?
3. What are the biggest problems facing this group?

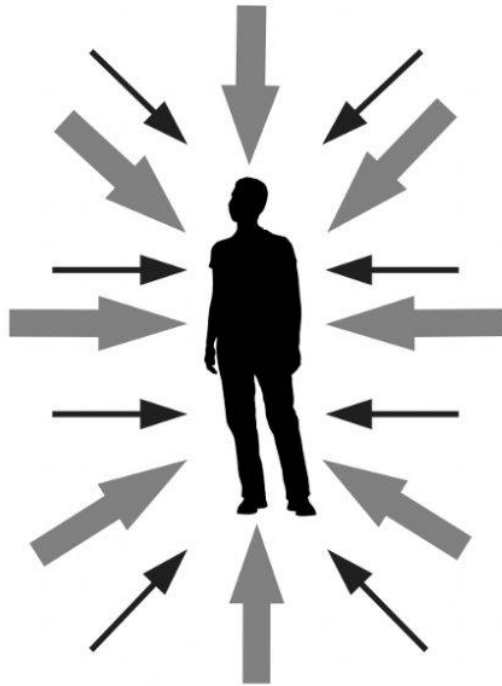
## **Assess the current support for the union.**

- How many people in your worksite are dues-paying members?
- Which groups are less supportive of the union and why?
- What will happen if you don't win the support of each of these groups? Which groups actively influence their peers or community?

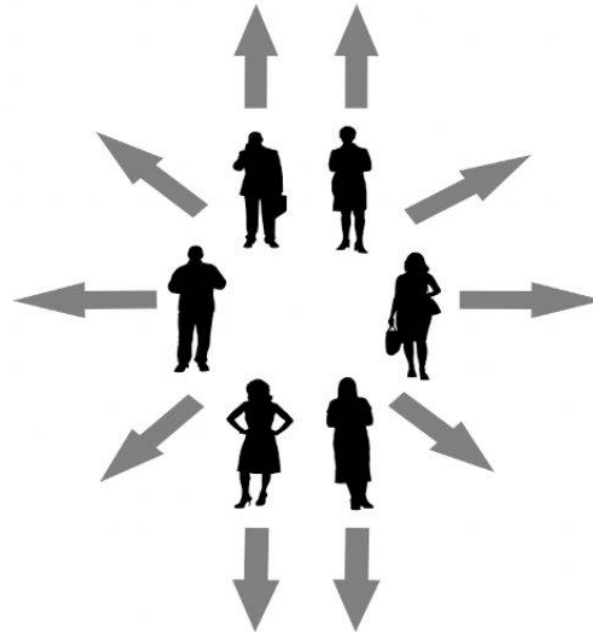
# Identifying Leaders

- Who are the respected, trusted leaders in the groups?
- Which groups are your current leaders in?
- Which groups have leaders not *yet* engaged in the union?
- How do you identify new leaders in the different groups?

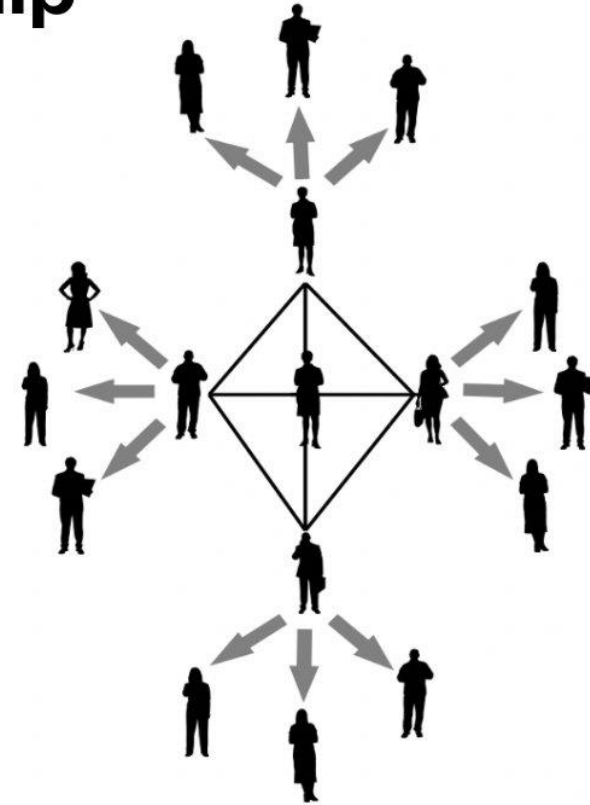
# 3 kinds of Leadership



"I'm The Leader"



"We're All Leaders"



Snowflake/  
Interdependent Leadership

*Credits: Marshall Ganz, "People, Power, Change"  
Harvard Kennedy School, Spring 2019*

# How do you structure organizing?

- › **Structures** allow for the distribution of power and responsibility and prioritizes leadership development and agency.
- › Teams
- › Committees
- › Boards
- › Coalitions
- › Supporter
- › Membership



›BREAK



# Organizer Math pg. 22 Campaign Cycle Planning Tool

Amanda and Carrie

# Assessing the Strength of Your Base

- **Leaders:** How many leaders do you have? How many do you need to strengthen your union base?
- **Mobilizers:** Determine how many people are currently working actively for the union and how they influence their peers.
- **Activists:** Identify those among the faculty who are ready to take action in support of union interests when the opportunity arises.
- **Union Members:** Identify which groups your union members are in. Do you have activists who aren't dues-paying members.
- **Disengaged:** How many coworkers are not participating in the union?

# Getting to Supermajority



- › Question
  - How do you go from being one person to getting a supermajority of your coworkers to take collective action?

# Organizer Math

- › Figuring out how you are going to meet a goal by breaking it down by worksite and delegating out to worksite leaders



# Campaign Lab School Division

You are a rep at your real work site.

What is your density? Total workers/total members.

What is the density of our whole school division?

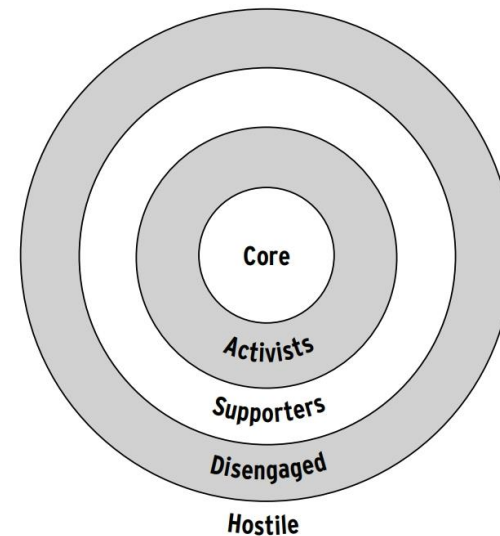
(total of all our worksite workers/total of all worksite members)

# Question

- › Where would you focus your campaign launch and why?
- › How many folks can you turn out?

## AIM FOR THE BULLSEYE

From the organizer's point of view, think of your fellow members distributed on a dartboard. Your goal is always to move people one step closer to the center of the circle.

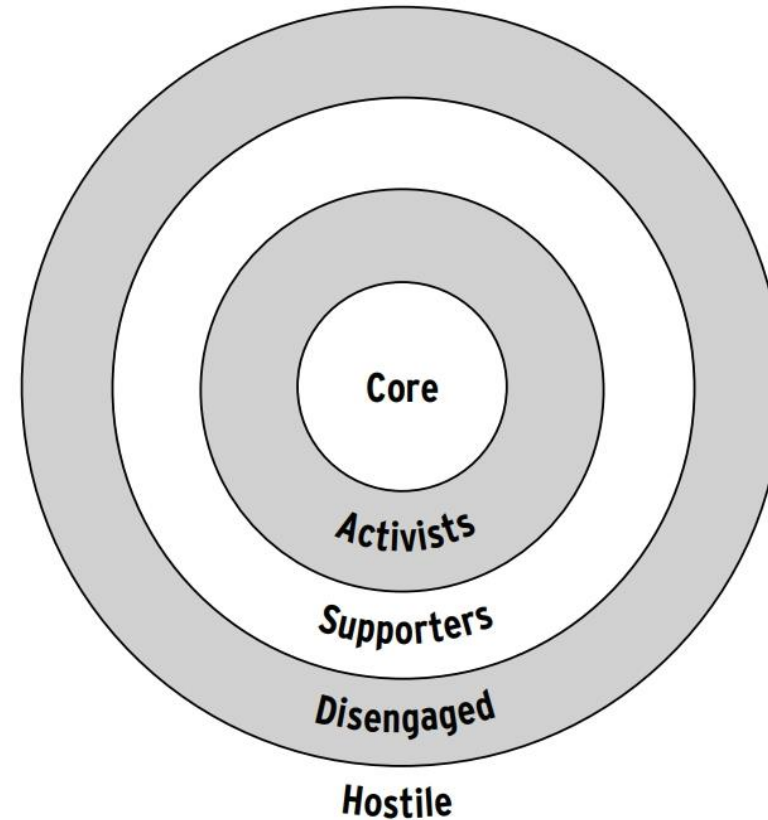


# IS THIS ENOUGH?

How could you get more people?

## AIM FOR THE BULLSEYE

From the organizer's point of view, think of your fellow members distributed on a dartboard. Your goal is always to move people one step closer to the center of the circle.



# KEY IDEAS



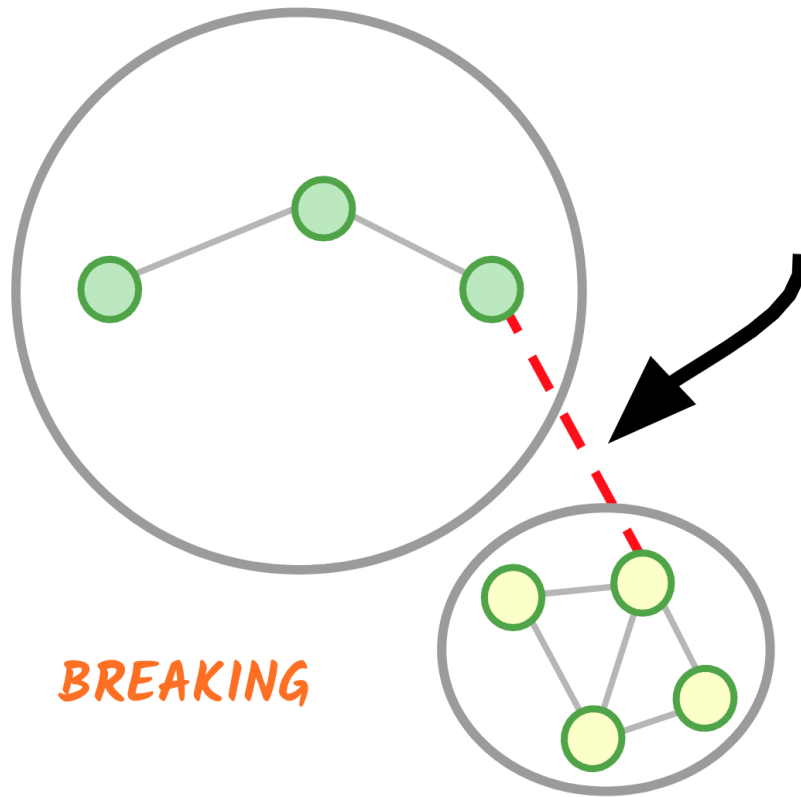
- › We build the union through leaders, growing and strengthening the membership.
- › Our primary job is to identify leaders who are committed, work together, and organize others to get involved in the union.
- › Campaigns can't build power without leaders and a growing base.

## Key Points

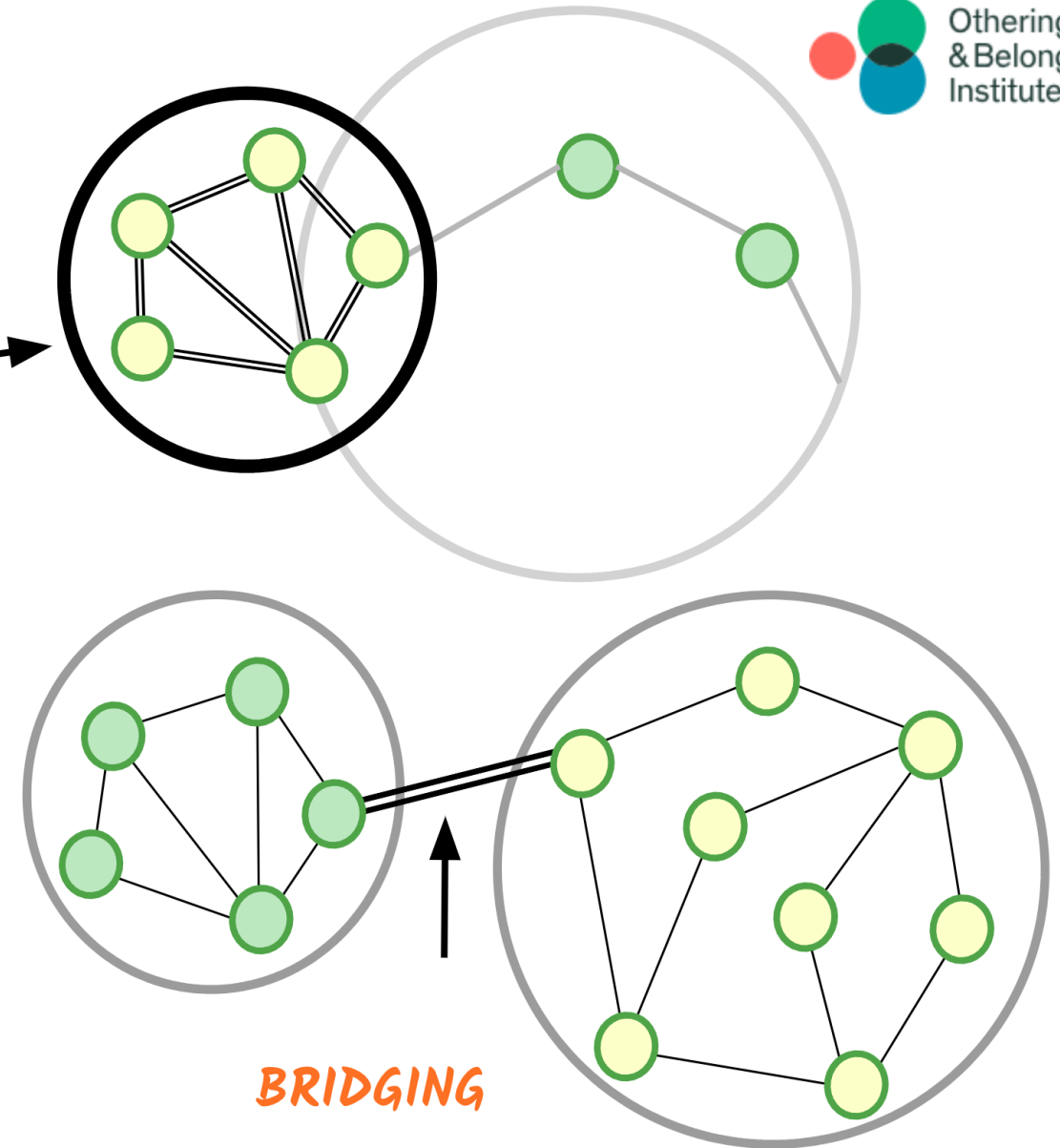


- › You build the people you need through aligning leaders.
- › Accountability makes the math work.

# OTHERING + BELONGING



**BONDING**



# Recruiting Our Leaders

- › Identify one leader from your organizing map that you know you need to get involved in the union.
- › Why are they important to organizing? Who are they? What do they care about?
- › What might be an obstacle in getting them on board? What might be possible if they join.

*Take a minute and reflect*

# LAVA: The Organizing Conversation



Listen



Agitate



Vision



Ask

# AAR

## Affirm

Let them know you're listening, you understand, and their feelings are valid. Your new colleagues may be scared to speak up or upset by what they've heard.

## Answer

Give a truthful, concise answer to the question. Do not be evasive or your entire message will be lost.

## Redirect

Bring the conversation back to your message.

# Bridging and Shared Values

- › What are the values that ground and guide your organizing?
- › How will you navigate differences in cultural and political values?
- › How is racial justice centered in your approach?



Coaches + Leads Time

Coaches and Leads will have time right now to work together.

- › What are the key take aways for your work?
- › What are the areas where you need more clarity?
- › What feels most important as a next step?



Ending it Right

What is  
becoming  
clearer?

What remains  
murky?

Housekeeping

# Closing the Day

