

Advancing Racial Justice Day 3



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Community Agreements Pg 2-3

Awareness and Self-Knowledge

Listen for Understanding

Be Gracious

Stay Engaged

Be Open and Suspend Judgment

Say “I”- tell your truth

Lean into Discomfort

Reach for Empathy

Expect non- Resolution and non-Closure

Feedback on Feedback

Overall Response rate 75%

Range 5.0-4.9

Highs of 5.0 for both Content and Musuem

Lows of 4.9 for Materials and Facilitators

Themes -

Affinity groups and restorative circles were appreciated

Materials and content are good

Your Words

Opportunities to hear from my colleagues at the table was invaluable and I appreciate these times the most.

Today was well developed and and I appreciate the time spent delivering the nuggets about using restorative practices and how we can connect more.

Great session! Would love to see another additional session or expansion to address micro-aggression and the additional concepts among the same culture.

I appreciated the affinity grouping. Need to join SURJ so I have an affinity group in this work. I appreciate the brave space to express our thoughts!

The visit to the Museum was a great prerequisite for the training. The sessions were very engaging and allow participants to work together

Overview Of Today's Learning

Welcome & Introductions

Community Building

Setting the Stage

Talking Race

Actor/Ally/Accomplice

Interrupting Microaggressions

Being Anti-Racist

Case Studies in Racial Equity

Moving Forward

Closing





What would it take to achieve a systemic solution for all of these scenarios?

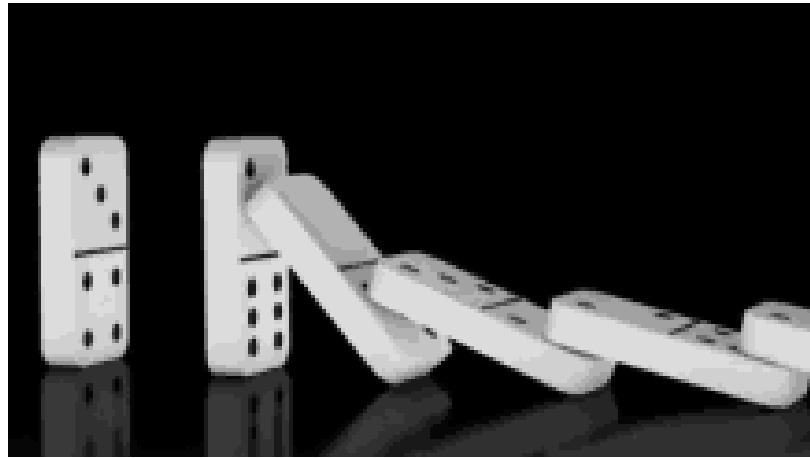


What or Who is preventing you from achieving this solution?



What do we
focus on at NEA?

Base Building Matters - Growth



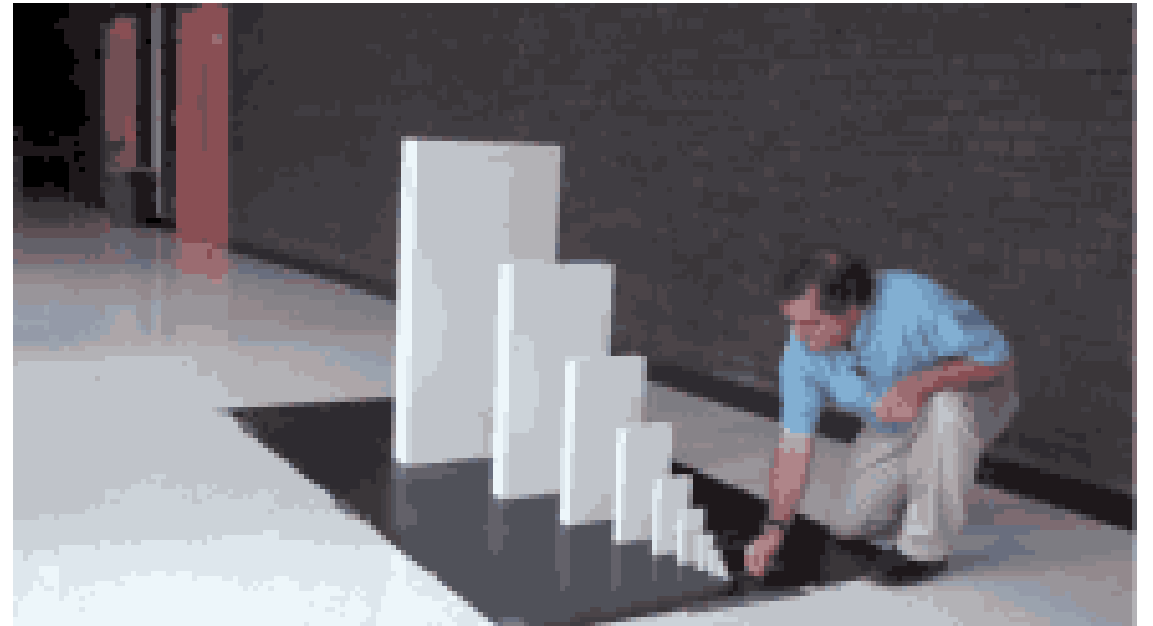
We have to recruit 250,000 new members a year just to maintain current levels of union density. (Necessary)

Member Recruitment is a year-round, critical strategy.

Maintenance does not build. (Not Sufficient)

Exponential Base Building Matters More

With high member density, we can claim the wins we dream about AND control the outcomes of those wins across time.



Strength and Growth to Win



Growth is a focus on building the base of members, leaders, structures, and partners.

Strength is the ability to use power to win.

Winning Matters Most - Strength

**Organizing is about
building power.**

3 Prevalent Theories of Change

Advocacy (relies on singular experts little risk required beyond them)

“Advocacy is the work of creating change through the actions of professionals or technical experts—lobbyists, pollsters, lawyers, communication specialists, researchers. Advocacy relies on the expertise, status, and know-how of these groups of people to make change. Advocacy usually happens in a closed-door room; ordinary people play a small to nonexistent role in its efficacy. Advocacy has become a dominant strategy for unions and liberals.”

Mobilizing (like a club, self-selecting, and typically those who are not risking much to participate)

“Mobilizing, by contrast, activates an already-convinced membership. Mobilizing encourages those who already support a cause or a mission to take action to defend their belief—for example, by attending a protest, wearing a button, or signing a petition.”

Organizing (strategic, always inviting more, taking risks to expand, trust is built through action together)

“To organize is to build mass support and strength among ordinary people. Organizing draws its power from working people’s biggest strength: our numbers. 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.”

Advocacy is about using expertise of a few.

Mobilizing is about engaging the already committed.

These are necessary, **but not sufficient** to build the power we need. We only achieve that through **Organizing**.

Campaign Lab



Information and Application



<https://www.nea.org/resource-library/campaign-lab>

Apply to be a Campaign Lab Coach



- Possess an organizing and leadership mindset
- Attends campaign coach training
- Coaches 1–2 local teams
- Holds coaching calls, with team 2 times a month
- Engages in peer problem solving and coaching
- Works with a mentor coach

<https://forms.office.com/r/7yMBd7FLwM>

Rita and Dr. Taraja

Practicing Becoming Anti-Racist Case Studies



What Anti-Racism Is

Anti-Racism Is Not:

- Neutrality
- Intentions
- Individual niceness

Anti-Racism Is:

- Naming racial inequity directly
- Interrupting harm
- Challenging racialized systems
- Organizing to redistribute power



Practicing Anti-Racism Requires the Ability To:

- Recognize racialized bias and inequity
- Respond in the immediate moment
- Redress structural causes
- Cultivate equitable systems long-term

When Does Anti-Racism Require Escalation?

Escalation Becomes Necessary When:

- Racial harm persists
- Leadership refuses accountability
- Policies reproduce disparities
- Quiet conversations fail

Escalation = Organized, Strategic, Collective Pressure

The 4-Step Anti-Racist Case Framework

1. Identify Racial Bias & Conditions

What inequity exists beneath the surface?

2. Analyze Stakeholders & Power

Who benefits? Who decides? Who influences narrative?

3. Define Equitable Outcomes

Immediate fairness + long-term structural change

4. Design Immediate and Structural Responses

If ignored internally — what would escalation look like?

Group Instructions

In Your Groups:

- Identify the racial inequity
- Map stakeholders and power
- Define equitable outcomes
- If internal resolution fails — what would escalation look like?

Case Work

Work Time – 20 Minutes

Pages 61-64 in the Handout

Group Reporting

Report Back (3 Minutes Each):

- What racial inequity did you identify?
- Who holds power?
- What would escalation look like?

Key Takeaways

History Lives in Our Systems.

Racial patterns are embedded in policy and practice.

Insight Requires Action.

Anti-racism demands organized disruption when harm persists.

Break



Eric, Ellen & Natasha

Campaign Planning





BUILDING YOUR TEAM

Activity

- Visualize teams you've been a part of:
 - What made them successful?
 - What made them less than successful?
 - Create a T chart at your table showing the characteristics of each type of team

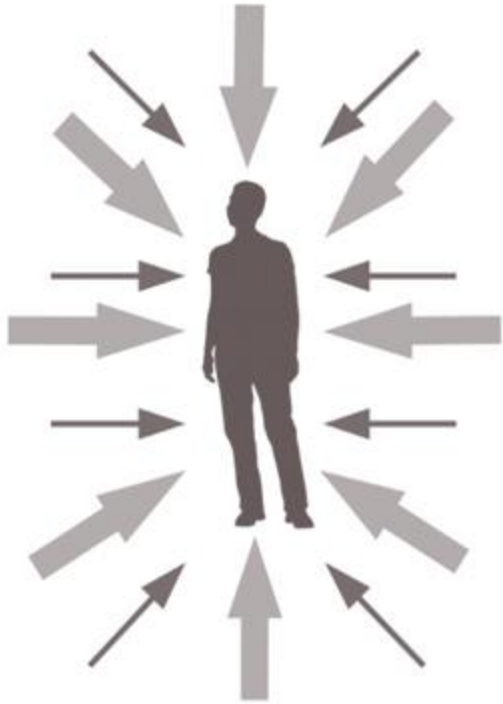
Unsuccessful	Successful

WHO ARE LEADERS

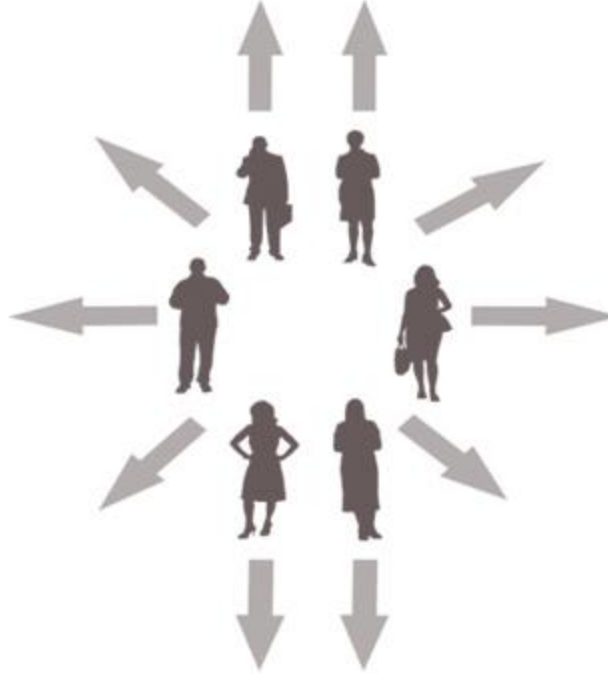
Leaders are those who take responsibility for enabling others to achieve purpose in the face of uncertainty.



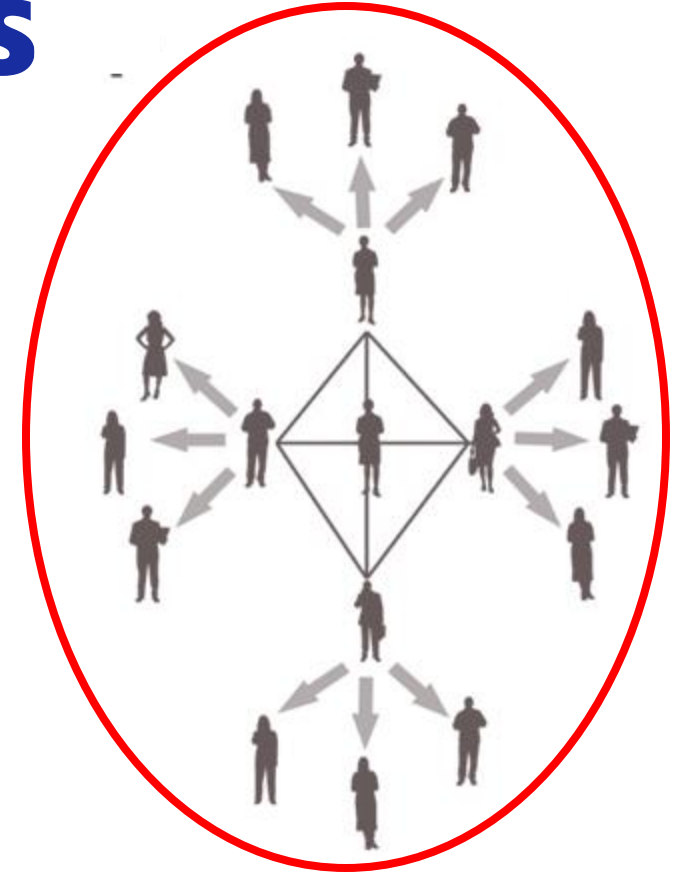
THREE LEADERSHIP STRUCTURES



"I'm the Leader"



"We're all Leaders"



Snowflake Model
Interdependent Leadership

POWER BUILDING TEAM IN THREE STEPS

- Establish a shared purpose
- Establish clear group agreements
- Organize the work into interdependent roles



POWER BUILDING TEAM'S 3 CONDITIONS

**YOUR
TEAM IS
BOUNDED**

**YOUR
TEAM IS
STABLE**

**YOUR
TEAM IS
DIVERSE**

POWER BUILDING TEAM'S 3 OUTCOMES

- The team accomplishes the goals they are responsible for
- The team is operating in ways that make them a better team over time
- The team contributes to the learning & well-being of individual members



COACHING: LEADERSHIP TEAM CYCLE & GROWTH



Building a Campaign



**What do you
think a campaign
is?**

From Marshall Ganz

An issue *campaign* is the process through which the workers organize around leaders and structures to use their resources in accomplishing goals that achieve the change they need and want. It is public. It involves risk. It results in the story being about the workers.

**So how do we assess if
an issue campaign has
built our power?**

Strength AND Growth

Strength AND Growth

Achievement of public actions and campaign demands are a show of our strength.

Issue campaigns ALSO grow **membership, engagement, and leadership experience**. This is a measure of our growth

We support local leader teams in making campaign plans to ensure these experiences are successful and grow unifying relationships through public, positive actions for members and leaders.

Key Parts of an Issue Campaign p. 10

1. Problem and Issue
2. Power Analysis
3. Target
4. Demand
5. Strategy and Tactics
6. Escalation

Key Ideas



Issue Campaigns, designed well, result in the ability to achieve wins that make a positive, concrete difference in the lives of workers.

Issue Campaigns, Designed well, result in the growth of members, leaders, engagement, trust, unity, and all the nice things we want in a labor movement.

We measure both Strength and Growth

STEP 1:

Problem and Issue

PROBLEM vs. ISSUE

A problem is the whole pie. Problems are vast, complex, and entrenched.

When we try to tackle a problem, we reinforce the hopelessness of the situation. We are trying to take on the full pie all at once.



Issues are the pieces of the pie. It's a small chunk of the larger problem that we can make progress on, and in turn we are slowly taking on the full problem over time.

Issue

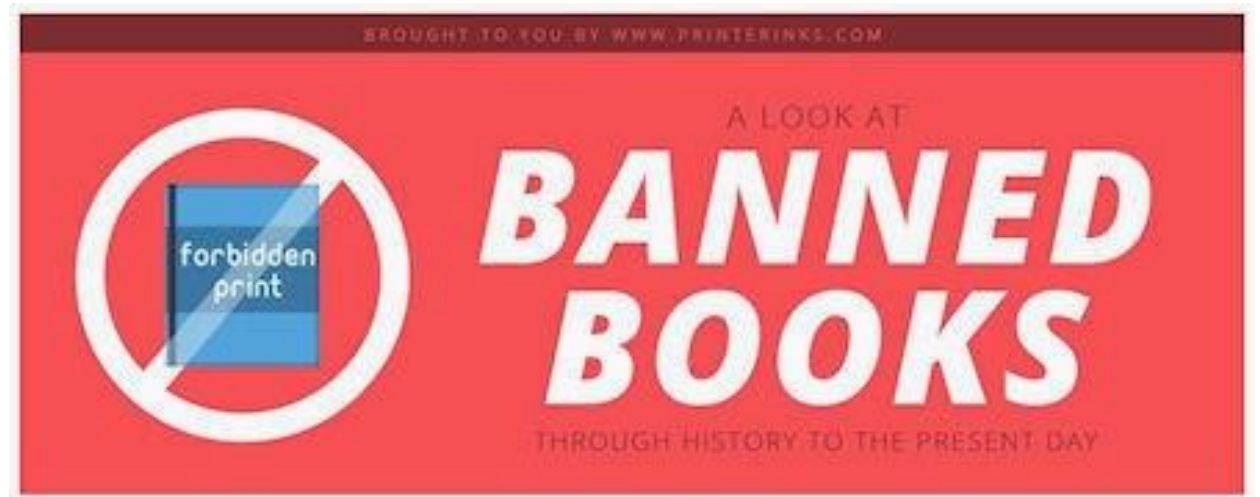
An *issue* is a slice of the larger problem that is manageable and solvable.



PROBLEM

vs.

ISSUE



Values

Values are fundamental beliefs that dictate behavior

Ideally, Unions advance the welfare of all members.

They are based on the universal ideal of human rights, the idea of justice, progress, and betterment of self and of society.

Through shared values, members build solidarity and commit to active participation in the labor movement.

Shared values transform individual members into part of something larger than themselves.

How to Link Issues and Values

Investigating member issues is necessary but not sufficient – we also need to identify workers' **SHARED** values –

WHY is this an issue?

WHY do you want to fix this?



EXAMPLES- Problems to Issues + Values

VALUES – Public Schools should be safe, equitable, and inclusive learning and working environments for all people.

PROBLEM -Our school reinforces racism by having a majority white teaching population

- **Issue Cut** – there are no intentional recruitment

PROBLEM - Our school reinforces racism and devalues the experiences of marginalized populations

- **Issue Cut**– Books are being banned.

TEAM WORK – The Problems

List the problems that you and your members want to improve – these are BIG

For each of the problems you identify – try to think what the values are that are behind WHY you see this as a problem.

Example Problem – We want safe schools for all students

Values behind wanting to fix this – equitable education, all children matter, inclusion

List your problems and values on your charts.

TEAM WORK – Problems into Issues

Example Problem – We want safe schools for all students

Values behind wanting to fix this – access, equity, democracy, dignity and respect

Possible Issues –

Banned Books

Values – options and equity

Erasure of History

Values – centering humanity, perseverance

Students don't see themselves in the staff

Values – community, purposeful impact

Cut your problems into issues on your charts.

Assessing Our Issues p.13

☐ Widely felt and/or deeply felt.

- The pain can be felt by just one, but the injustice of that pain is shared by many.
- The pain AND the injustice of that pain is felt by many.

☐ Winnable.

☐ Builds the union and builds leaders.

☐ Has a connection to students and the public.

Issue Criteria Checklist

p. 14- reference only

Will the Issue...	Issue #1	Issue #2	Issue #3
1. Result in a real improvement in people's lives?			
2. Give people a sense of their own power?			
3. Alter the relations of power?			
4. Be worthwhile?			
5. Be winnable?			
6. Be widely felt?			
7. Be deeply felt?			
8. Be easy to understand?			
9. Have a clear target?			
10. Have a clear timeframe that works for you?			
11. Be non-divisive?			
12. Build leadership?			
13. Set your organization up for the next campaign?			
14. Increase membership?			
15. Be consistent with your values and vision?			
16.			
TOTALS			

TEAM WORK – Problems into Issues

In your group, evaluate an issue you identified from your list

STEP 2:

Power Analysis

REMEMBER POWER

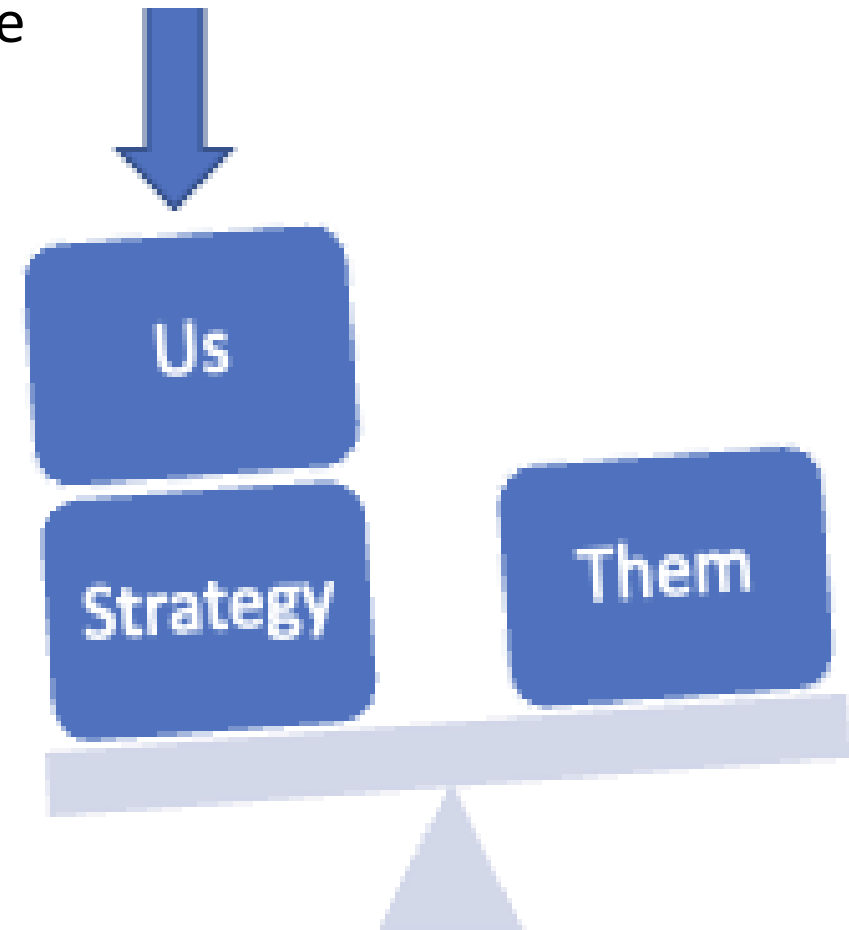
Power is the ability to control, create, and prevent change.

Power is organized people and organized resources (money).



Purpose of Power Analysis

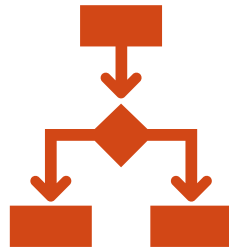
1. Understand how (& by whom) power is exercised to cause and maintain the problems & conditions that we seek to change
2. Develop effective strategies for:
 - Permanently altering power relationships in favor of the people suffering from the problems & conditions that we seek to change
 - Grassroots organizing to build power
 - Issue campaigns that BOTH help to build power AND win change
 - Connecting short term activities to LONG TERM goals



Process of Power Analysis



1. Issue
Background



2. System
Landscape



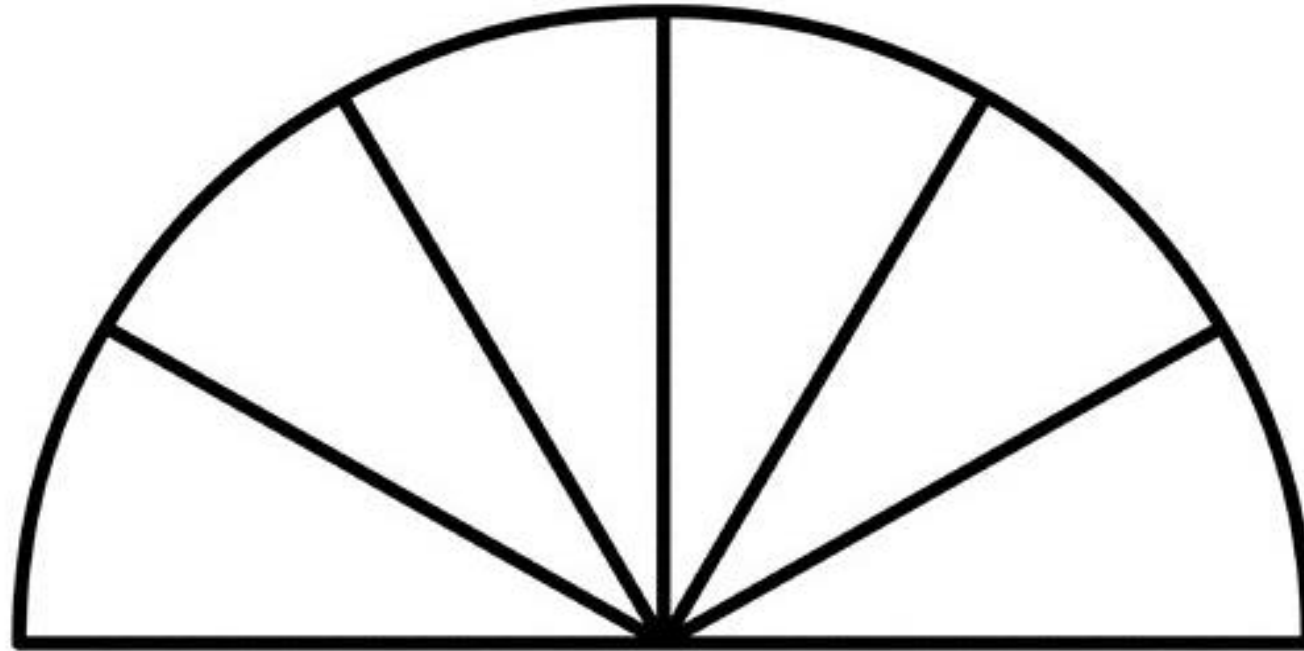
3. Identify &
Analyze
Target(s)



Understanding our own power, or lack thereof, is a necessary starting point

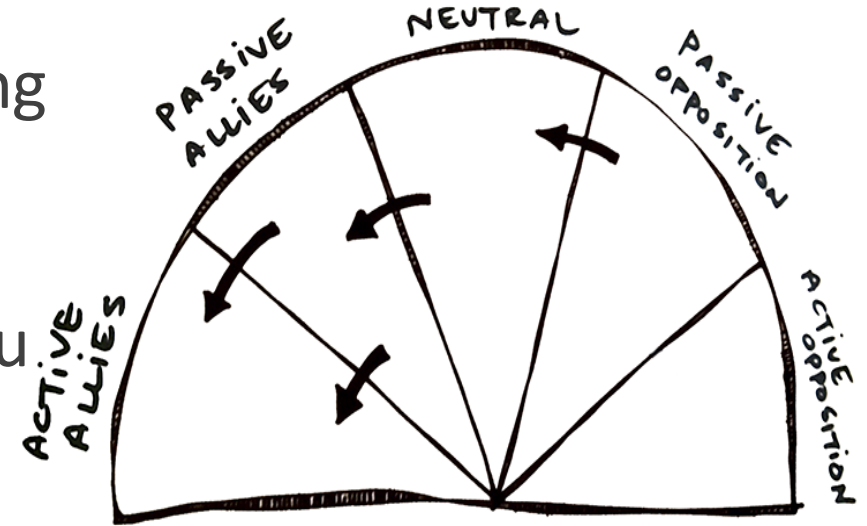
Understanding who has the power to fix the issue is crucial to building a successful campaign

Spectrum of Allies

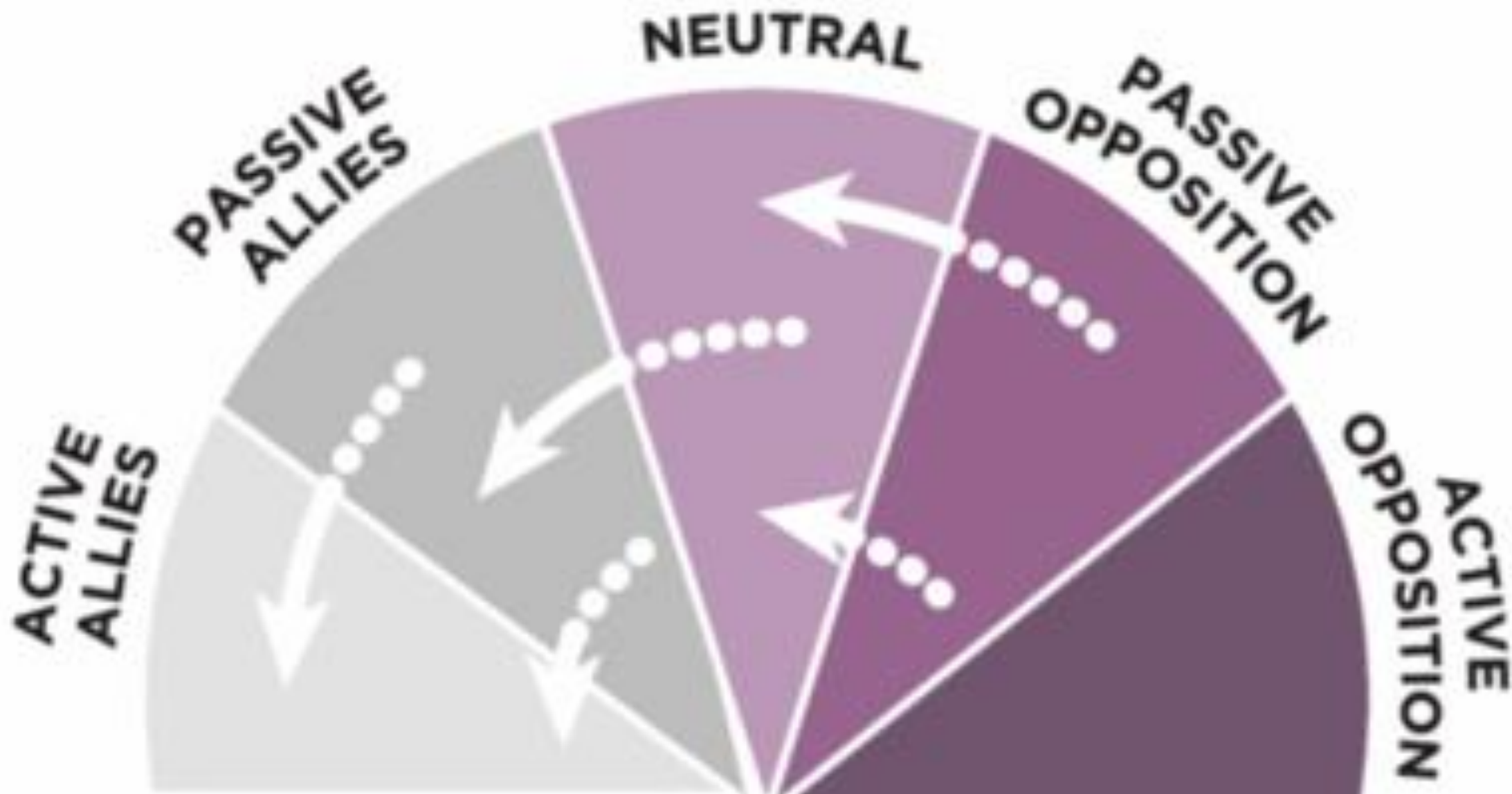


Spectrum of Allies Part 1

1. Active allies: people who agree with you & are organizing alongside you
2. Passive allies: people who agree but aren't doing anything about it (yet!)
3. Neutrals: people who aren't sure, or are unengaged (they might just not know about you yet)
4. Passive opponents: people who disagree, but aren't trying to stop you
5. Active opponents: people who have done something to prevent you from reaching your goal



Share Out Spectrum of Allies

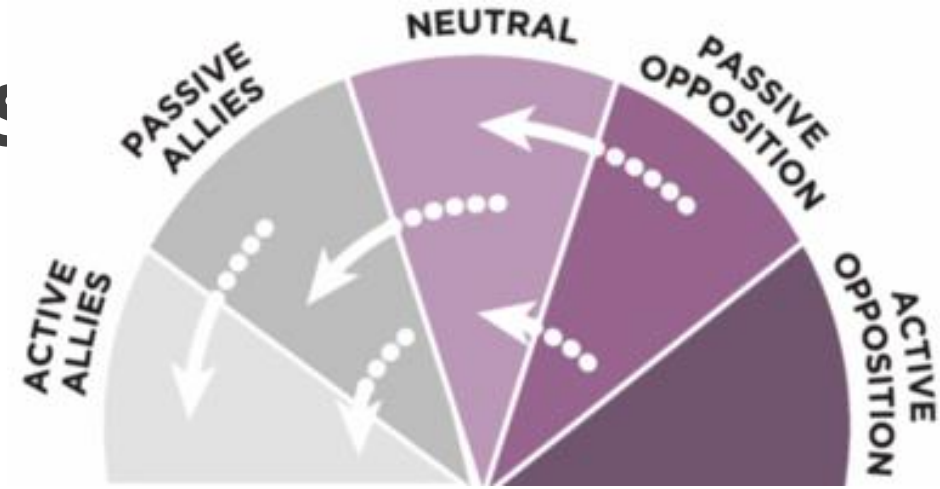


Focusing your tactics matters

Only the Opposition – cynicism

Only the Active Allies – stagnation

Generalizations about Slices – missed opportunities



DO FOCUS ON THE PASSIVE ALLIES

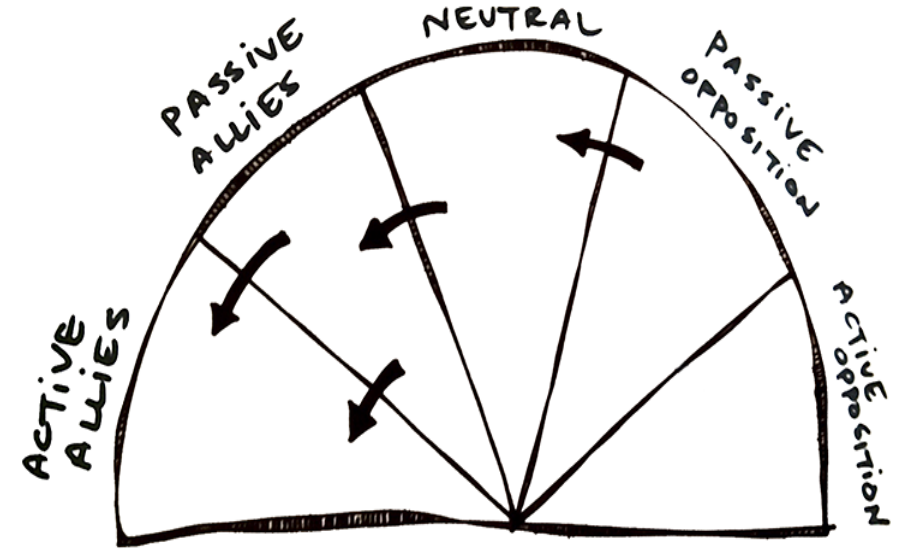
- These are folks who know or care about what you're up to, but aren't doing anything about it! Give them a chance to participate and build power with you.

THE GOOD NEWS

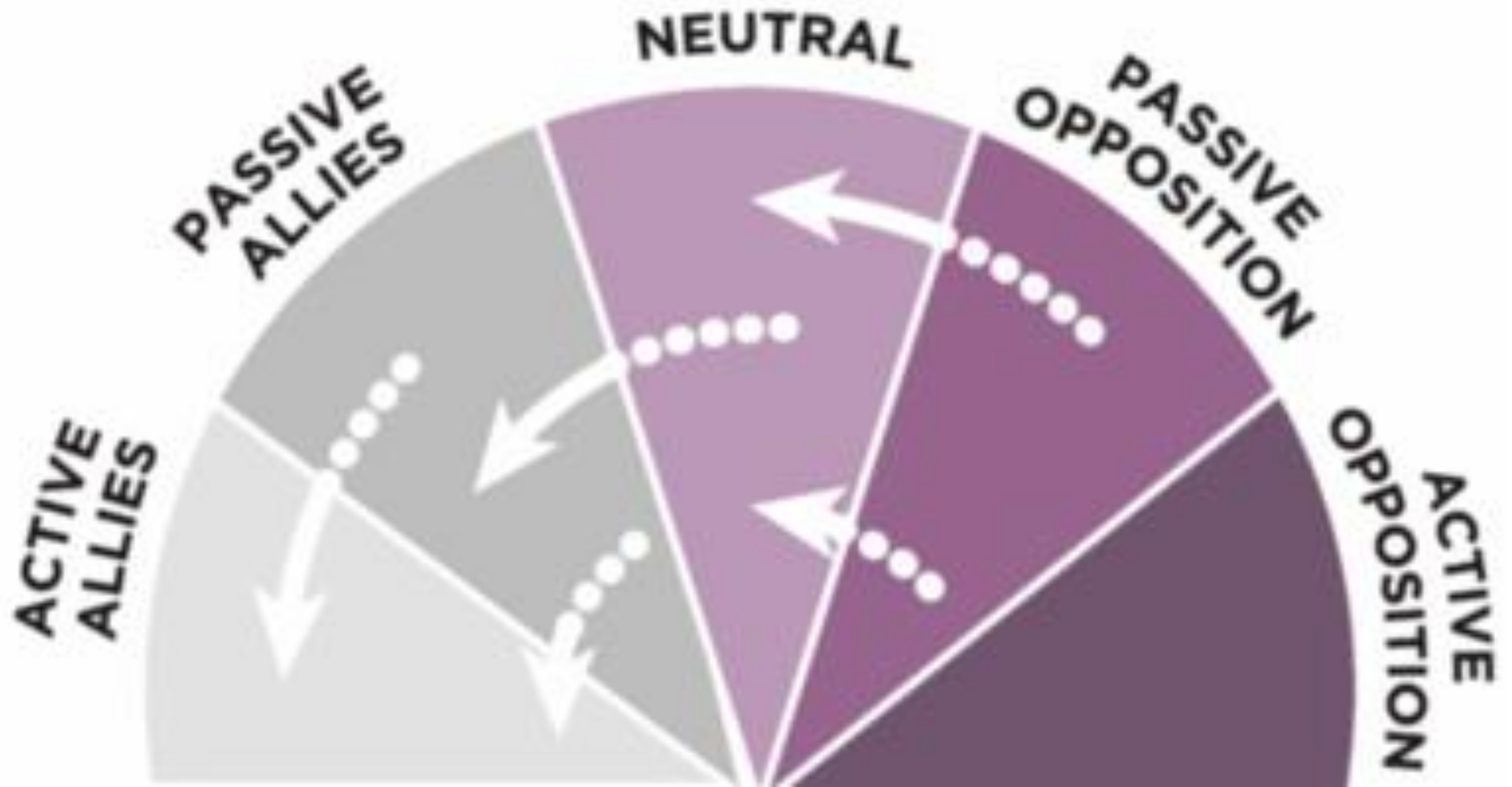
- It is only necessary to move some or all of the pie wedges one step in your direction. If we shift each wedge one step, we are likely to win, even if the hardliners on the opponent's side don't budge.

Spectrum of Allies Part 2

1. Develop a convincing argument or values based narrative that will appeal to each wedge.
2. Design one small achievable ask to engage one individual from that wedge to move closer to you.



Team Pair Share of Spectrum of Allies



KEY IDEAS



It is only necessary to move some or all of the pie wedges one step in your direction.

If we shift each wedge one step, we are likely to win, even if the hardliners on the opponent's side don't budge.

STEP 3:

Target

A Target Is

The person with the power to give you what you are demanding.

This person

- Has a name
- Has a face
- Has an address



Targets also have VALUES

Values:

What are the target's values?

What causes them to act?

What is behind their WHY?



TEAM WORK – Target and Analysis p.18

Using the issue that you built your spectrum of allies on identify the TARGET who has the power to fix this.

Name them and then build a chart that answers the following about the TARGET:

- What are the target's values?
- What causes them to act?
- What is behind their WHY?



Everyone has values, each one of us, our members, our organizations, our allies, our opponents, and **our targets**.

Understanding the values of the members, **of our Target**, and our allies is critical in order to build an effective campaign.

STEP 4: Demand

Demand:

“Hey **TARGET**,
we demand **ACTION**
because **HARM or IMPACT!**”

REVIEW

Issue: A slice of a workplace *problem* that is deeply/widely felt, winnable, and will build our power.

Power: The ability to control, create and prevent change. Power is organized people and organized resources (money).

Target: Is the person with the power to give you what you are demanding.

Demand: the outcome that addresses the issue that you are making directed at a target.

Demand:

Hey Superintendent Sam: "We demand a policy and procedure to address parent complaints about books because all students should have access to a diverse library."

TEAM WORK – Demand

Use your Issue and Target.

Draft at least one demand of your Target that resolves your issue and linked to YOUR VALUES

A powerful demand
makes clear who has the
power to make the change
that's needed



We can only build a
powerful demand when
we have taken the steps to
accurately identify the
issue and determine who
has the power to create
change

Tying it all Together



- An effective team identifies, recruits and develops new leaders while building power and capacity within your local.
 - Well-designed teams put to productive use the unique talents of the individuals who make up the team
- We intentionally work to connect members around issues and values to build Solidarity
- Don't be afraid of your Power
 - Understanding our own power, or lack thereof, is a necessary starting point
 - Understanding who has the power to fix the issue is crucial to building a successful campaign
- Understanding the values of the members, of our Target, and our allies is critical in order to build an effective campaign.
- We can only build a powerful demand when we have taken the steps to accurately identify the issue and determine who has the power to create change

Ellen

Closing



Final Feedback for Advancing Racial Justice



Give us
your
feedback!

Our Vision of Now and the Future

**What will your
workplace, locals,
community look like
after we have
achieved Racial
Justice?**



Final Reflections

- What is one thing you are going to do “tomorrow”?
- What is one thing you are going to do next month?
- What is one thing you might do in six month?



One Word

Thinking back to your core value that you shared earlier and today's experience:

What is one word that describes your spirit right now?

