

# Campaign Academy: Leaders and Structures for Winning Campaigns

November, 2025





# Campaign Academy

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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 a high-level overview of the purpose of the Campaign Lab
- Understand that Leads, Coaches, and Campaign Coaches have different roles in the Campaign Lab
- Learn key concepts of power building through the development of Leaders and Structures
- Use their stated campaign description to move into a number of possible networking groups
- Use lists of members and partners to begin mapping possible leaders
- Use an assessment tool to help understand the internal structure of their local
- Identify the internal and external parts of their campaign

# OVERALL AGENDA



## Friday

- 7:30-8:30 Breakfast
- 10:15-10:30 Coffee and Tea
- 8:30-Noon Meeting
- 12:00-1:00 Lunch
- 1:00-4:30 Meeting
- 2:30-2:45 Break with Snacks
- 4:30-5:00 Networking and Adjourn

## Saturday

- 7:30-8:30 Breakfast
- 8:30-Noon Meeting
- 10:15-10:30 Coffee and Tea
- 12:00-1:00 Lunch
- 1:00-4:30 Meeting
- 2:30-2:45 Break with Snacks
- 4:30-5:00 Networking and Adjourn

## Sunday

- 7:30-8:30 Breakfast
- 8:30-1:00 Meeting
- 1:00 Adjourn, Boxed Lunch Provided

# Documents you Will Need Today

- › Make sure you can access the Course
- › Make sure you have downloaded all files.
- › Pre Academy Assignments and the Participant Handout Module
- › Community Agreements
- › Make sure you can access the data about members you were asked to bring
- › Be able to access your personal self-assessment.



Campaign  
Academy:  
Coaching and  
Leading Winning  
Campaigns

Participant  
Handouts

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.

## LOGISTICS TO REMEMBER



Questions to Ask  
Bathroom  
Materials  
Food  
Room Temperature

# Shout Out from Your Team and Around the Room

Name  
Pronouns  
Work Location



# Community Agreements in Pre Academy Assignments, Page 2 of Handouts

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

Why are  
you here?



# Picturing Our Purpose

- › Open a picture that represents why you choose to be part of Campaign Lab.
- › Three 3 Minute Rounds
- › Triads – People you don't typically talk to or are new to you.
- › Share your name, your picture, and your purpose.



# Discussion

- › How did you feel when you were presenting or listening ?
- › What are some common themes that you heard across the introductions?
- › Did you notice any patterns?





# Dreams and Challenges

Melissa



If you had all the power you could dream of, what is the biggest win your team could hope for?



Who is the villain preventing you from achieving this win?

# Why?



- › **Who** is benefiting from what's happening ?
- › **What** is the villain's vision for our public schools and higher education?

# 6 Core Concepts We will Propose Here in Designing Winning Campaigns



1. Pick a Fight NOT Plan a win
2. Begin with Equity NOT Add Equity
3. Structure NOT Self-Selecting
4. Leaders vs. Activists
5. Majorities NOT Minorities
6. Organizing vs. Mobilizing/Activism

# Relationships and Roles

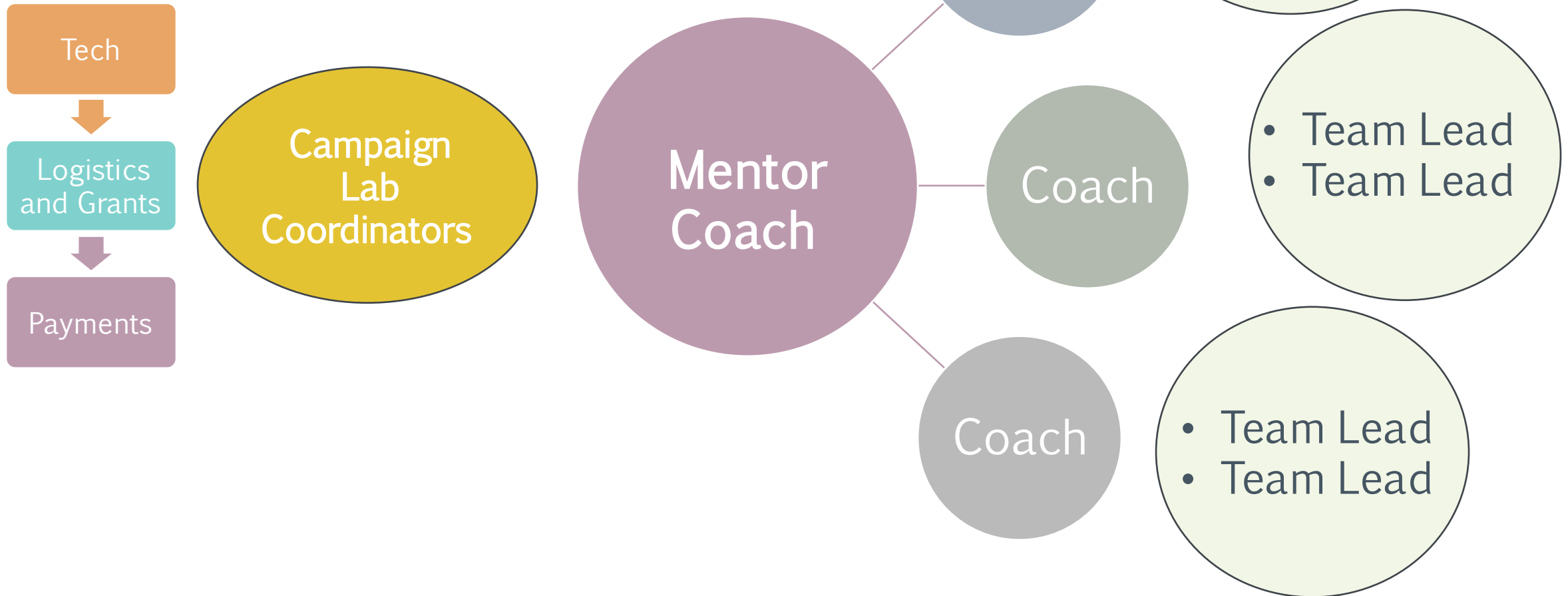
Melissa



## Role Clarity

- › For this work to be equitable, we must have intentional structure, not guesswork
- › Misalignment leads to burnout, duplication, or dropped tasks
- › Clear roles help teams build power and leadership at every level

# Basic Structure of Campaign Lab



Mentor  
Coach

- Mostly staff-based
- Monthly meetings with assigned Campaign Coaches and whole network
- Support Campaign Coaches problem solving and thought partnership

Campaign  
Coach

- Holds coaching calls, documents progress
- Coaches 1–2 local teams
- Engages in peer problem solving and coaching

Team Lead

- Coordinates team operations, meetings, and roles
- Clarifies team membership and purpose
- Upholds team norms and shared commitments
- Focus on output, capacity building, and leadership development

Team  
Members

- Implements the plan
- Assists in developing added structures
- Attends regular meetings
- Critical in building the base, increasing engagement, and gathering information

## Reflection at Tables

› Within your teams,  
what are 1–2 actions  
you can take to clarify  
your roles?

# Key Points



- › Role clarity enables power-building and sustainability
- › Each role supports equity through intentionality and reflection
- › You don't have to do everything, just *your* piece well



Amanda



# Network Building

# What makes Campaign Lab Unique?

Focus is on connecting:

- › Campaigns
- › Organizers
- › Leaders

Core Belief:

- › Those in the struggle have the best answers to solving the struggle.



# Raise Your Hand When You Hear Your Role



- › Mentor Coaches = Support for Coaches
- › Campaign Coaches = Support for Local Teams
- › Team Leads = Support and Coordinate the Team
- › Team Members= Implement the Plan and Primary contact with Rank and File

# Small Group Networking Activity

3 Rounds of 10 Minutes Each

Grouped by Role

Grouped by Campaign Lab Coordinator

Grouped by NEA Region

Final 10 Minutes

Your Choice



# Small Group Networking Activity 10 Minutes Per Round



All Share

- › Name, job title, local, state
- › One Sentence about either your campaign, your own expertise, or an expertise you are looking for
- › Group decides the focus of the conversation for the remainder of the time.

# Round 1 – Mix by Role

## Mentor Coach

- Mostly staff-based
- Monthly meetings with assigned Campaign Coaches and whole network
- Support Campaign Coaches problem solving and thought partnership

## Campaign Coach

- Holds coaching calls, documents progress
- Coaches 1–2 local teams
- Engages in peer problem solving and coaching

## Team Lead

- Coordinates team operations, meetings, and roles
- Clarifies team membership and purpose
- Upholds team norms and shared commitments
- Focus on output, capacity building, and leadership development
- Implements the plan

## Team Members

- Assists in developing added structures
- Attends regular meetings
- Critical in building the base, increasing engagement, and gathering information

# Small Group Networking Activity 10 Minutes Per Round



## All Share

- › Name, job title, local, state
- › One Sentence about either your campaign, your own expertise, or an expertise you are looking for
- › Group decides the focus of the conversation for the remainder of the time.

## Round 2 – Campaign Lab Coordinator Choice

1. GA Retired, NEA-AK, York
2. Lawrence (KS), Classified Staff Union (MA), NC Aspiring Ed
3. Riverside, Celina
4. Olathe, Des Moines, United EA Shelby CO

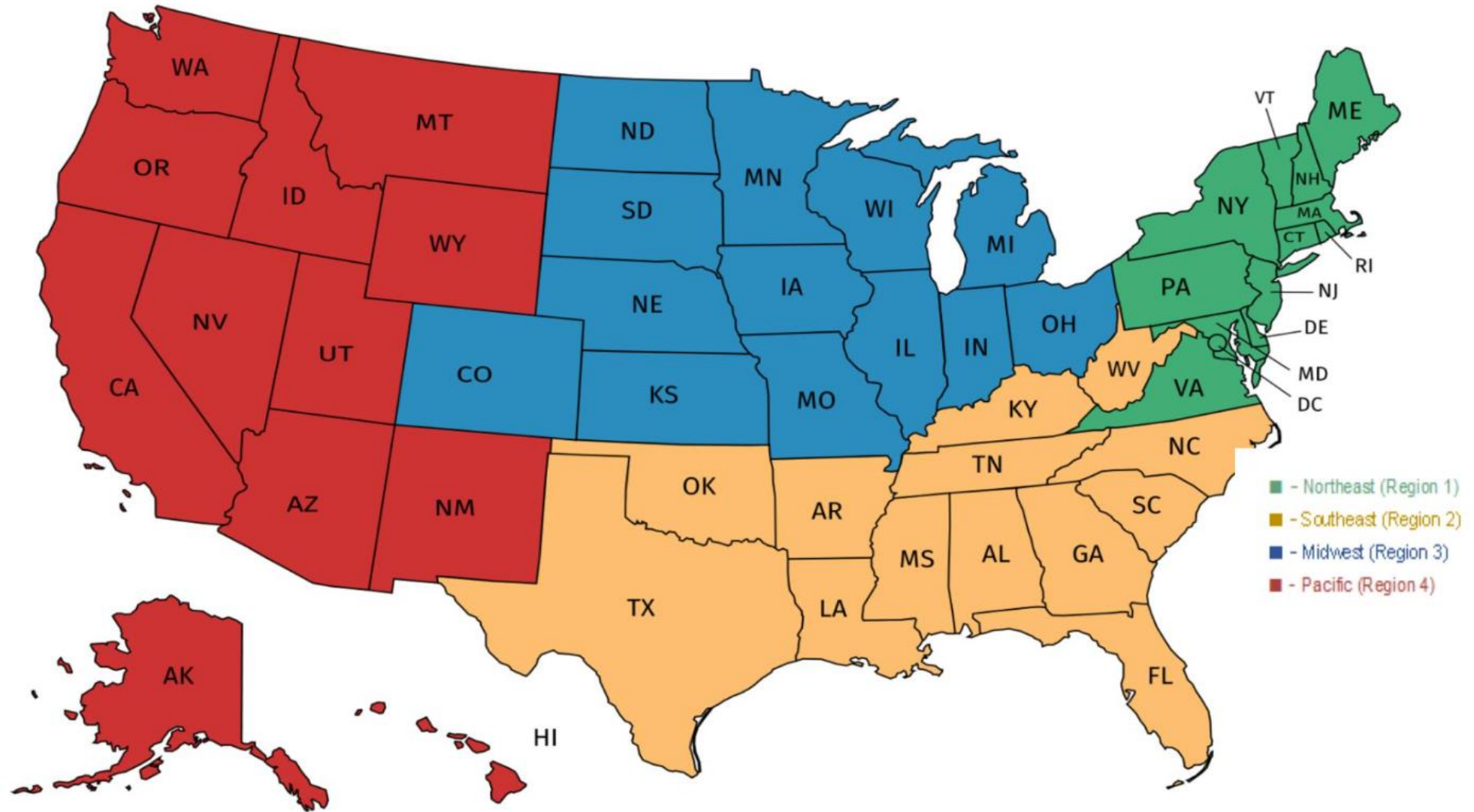
# Small Group Networking Activity 10 Minutes Per Round



## All Share

- › Name, job title, local, state
- › One Sentence about either your campaign, your own expertise, or an expertise you are looking for
- › Group decides the focus of the conversation for the remainder of the time.

# Mix by NEA Region



# Small Group Networking Activity 10 Minutes Per Round



## All Share

- › Name, job title, local, state
- › One Sentence about either your campaign, your own expertise, or an expertise you are looking for
- › Group decides the focus of the conversation for the remainder of the time.

Your Choice



# Small Group Networking Activity 10 Minutes Per Round



All Share

- › Name, job title, local, state
- › One Sentence about either your campaign, your own expertise, or an expertise you are looking for
- › Group decides the focus of the conversation for the remainder of the time.

# Reflection

- › What have you learned?
- › What are you still wanting?



# Key Points



The goal of the Campaign Lab is to be an intentional network to support organizing nationwide



Beth and Vanessa



# Centering Equity

What will it take to achieve equity in the “Big Dreams” you have for your campaigns, your schools, and your communities?



# 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

# Al Sharpton



“There are those in the Democratic Party who have driven the party further and further to the right in the name of a winning strategy,” Sharpton said. “And it seems that it is their presumption that the only way to be electable is that progressive forces and people of color must voluntarily turn into invisible people.”

# What about Race, Class, and Gender Justice?

- › Many of us value justice and equity, so we must apply a **Race, Class, and Gender Justice lens** to our work
- › This lens involves both **personal** and **institutional commitment** to advancing equity
- › It means proactively **eliminating systemic barriers** and setting **clear, measurable equity goals**
- › Use it to **develop equity-focused campaigns** and **anticipate harm** across race, class, and gender lines
- › It's more than avoiding discrimination, it's about **creating** systems that **sustain equity**

# Team Time - Centering Equity page 5

Problems: What inequities are you noticing or experiencing? What are the impacts on different racial groups? Who benefits most and who is hurt most?

Causes: What institutions, policies, or practices are causing or contributing to the inequities? What social norms, popular myths, or cultural biases may be contributing?

History: How did things get this way and are things worsening or improving?

Solutions: What solutions could address the root causes and eliminate the inequities? How would different racial groups be impacted by the proposed solutions?

Strategies: What strategies and actions could be used to advance the solutions?

Leadership: Who are the stakeholders most affected by the inequities? Are they involved in naming the issues and solutions? What kinds of active leadership roles could they take to advance the proposed solution?

Additional Equity Tools: Who is most directly impacted? Who has been left out? How can they be directly engaged? How do our demands center race, class, and gender justice?

## Debrief

- ›What did you learn about using this analysis tool?
- ›What did your group struggle with?
- ›How do you think you could use this in your own work?

# Key Points



- › Intentional campaigns, not programs, build power.
- › Centering race, class, and gender justice in our campaigns increases the number of 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



# Defining Leaders and Structures



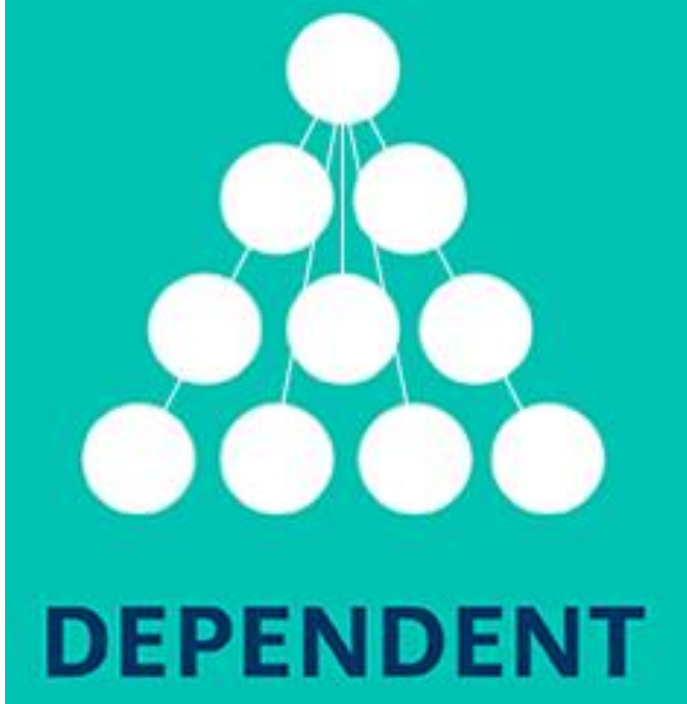
Hedy

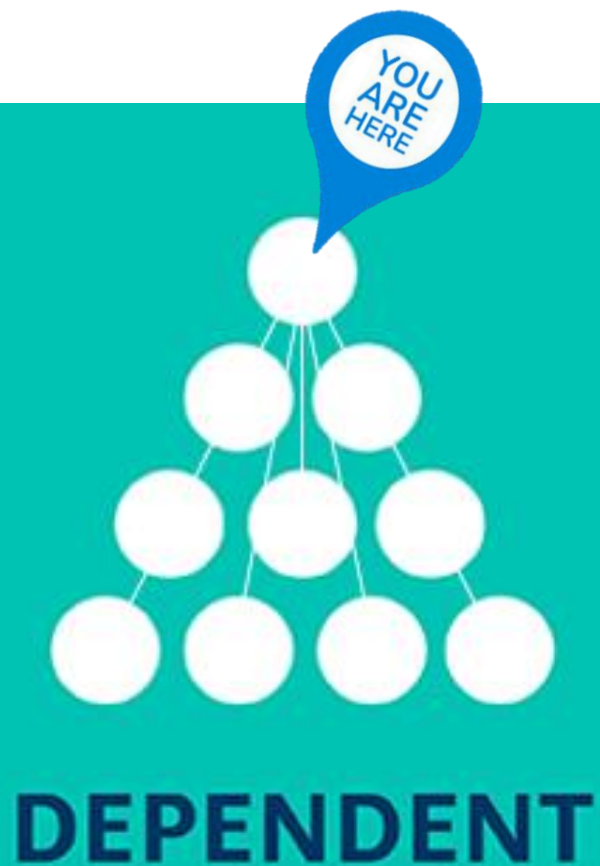
Structures are groups of people who choose to use their agency to achieve a common goal.

Organizers identify, recruit, and develop leadership within and across structures.



# 3 Types of Leadership Structures

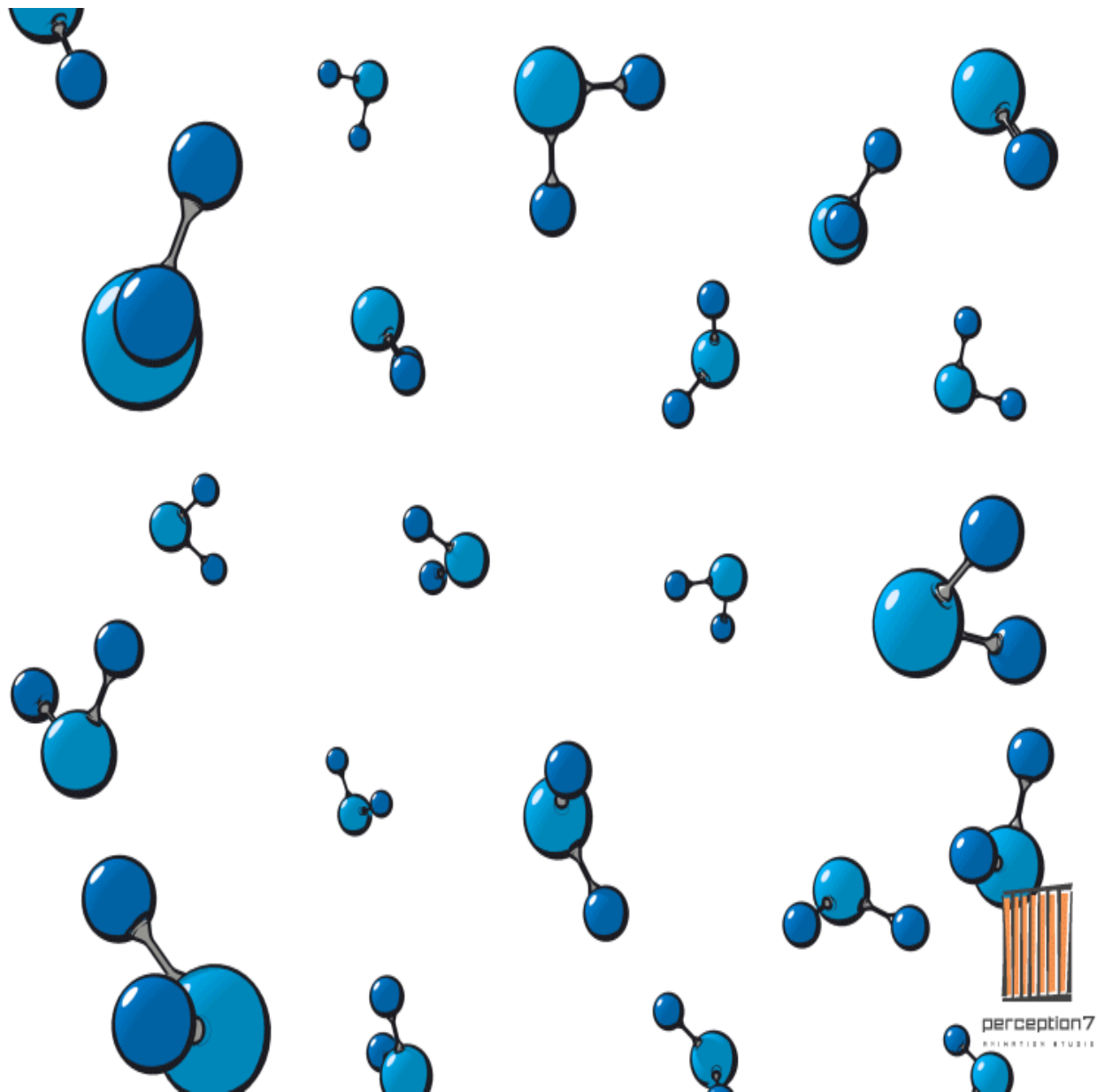
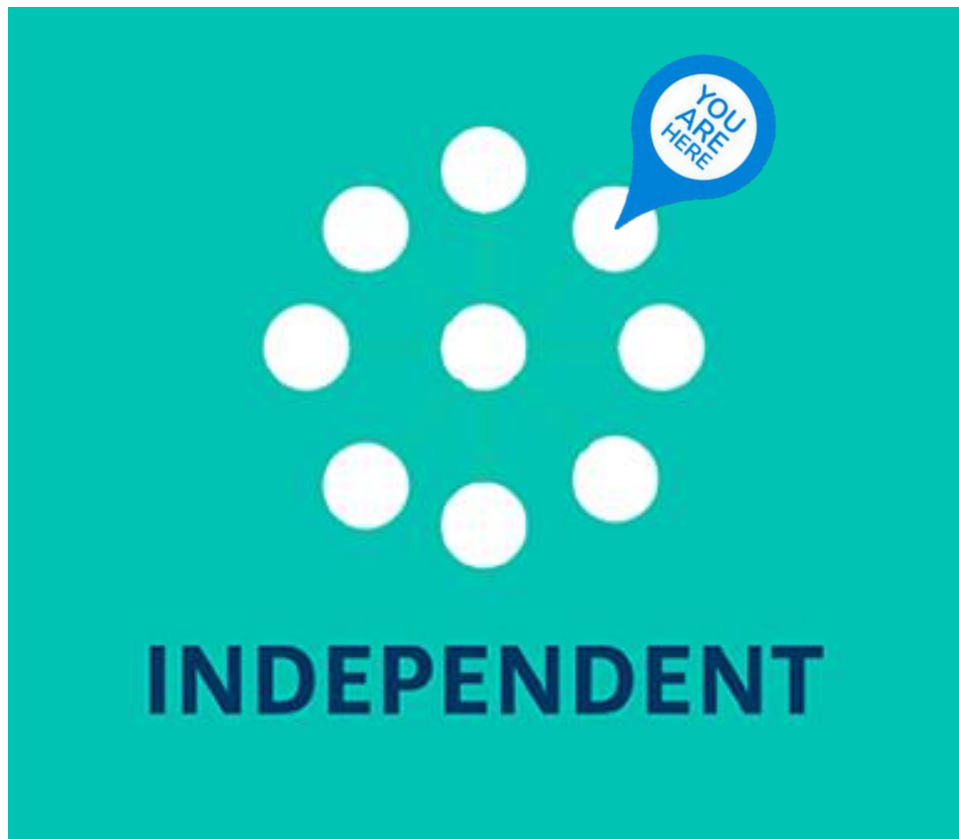




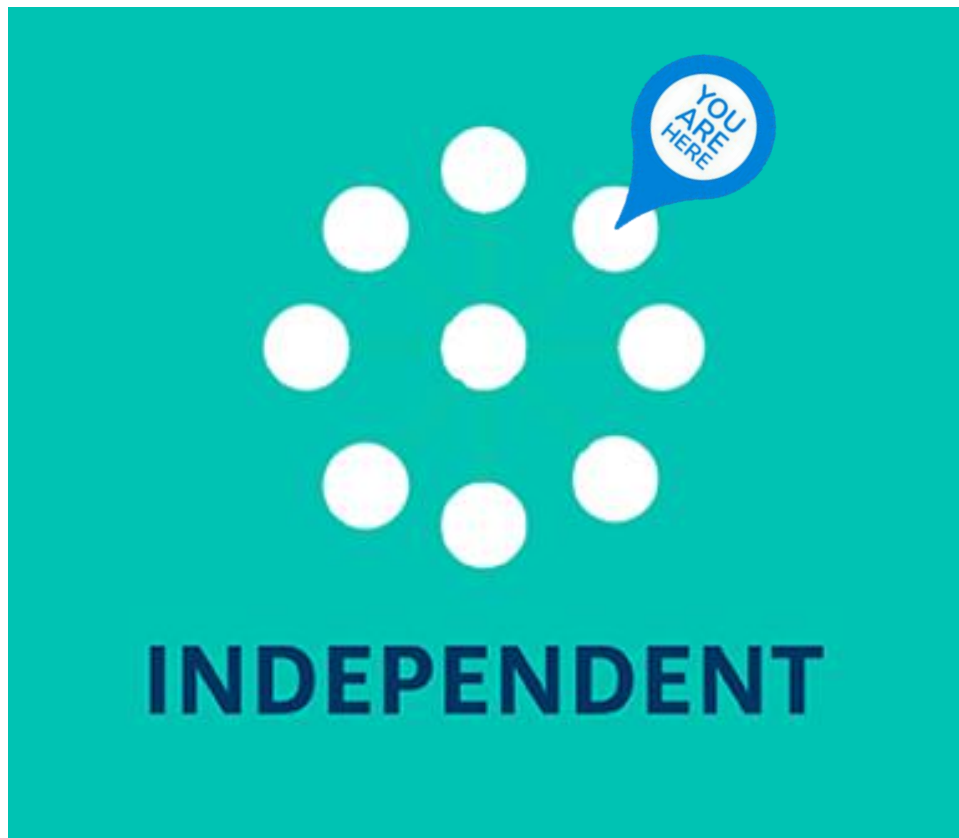
If you are  
the only  
leader...



If we are  
all leaders...



If we are  
all leaders...





# Interdependent Structures

- › Allow for the distribution of power
- › Allow for responsibility
- › Prioritize leadership development

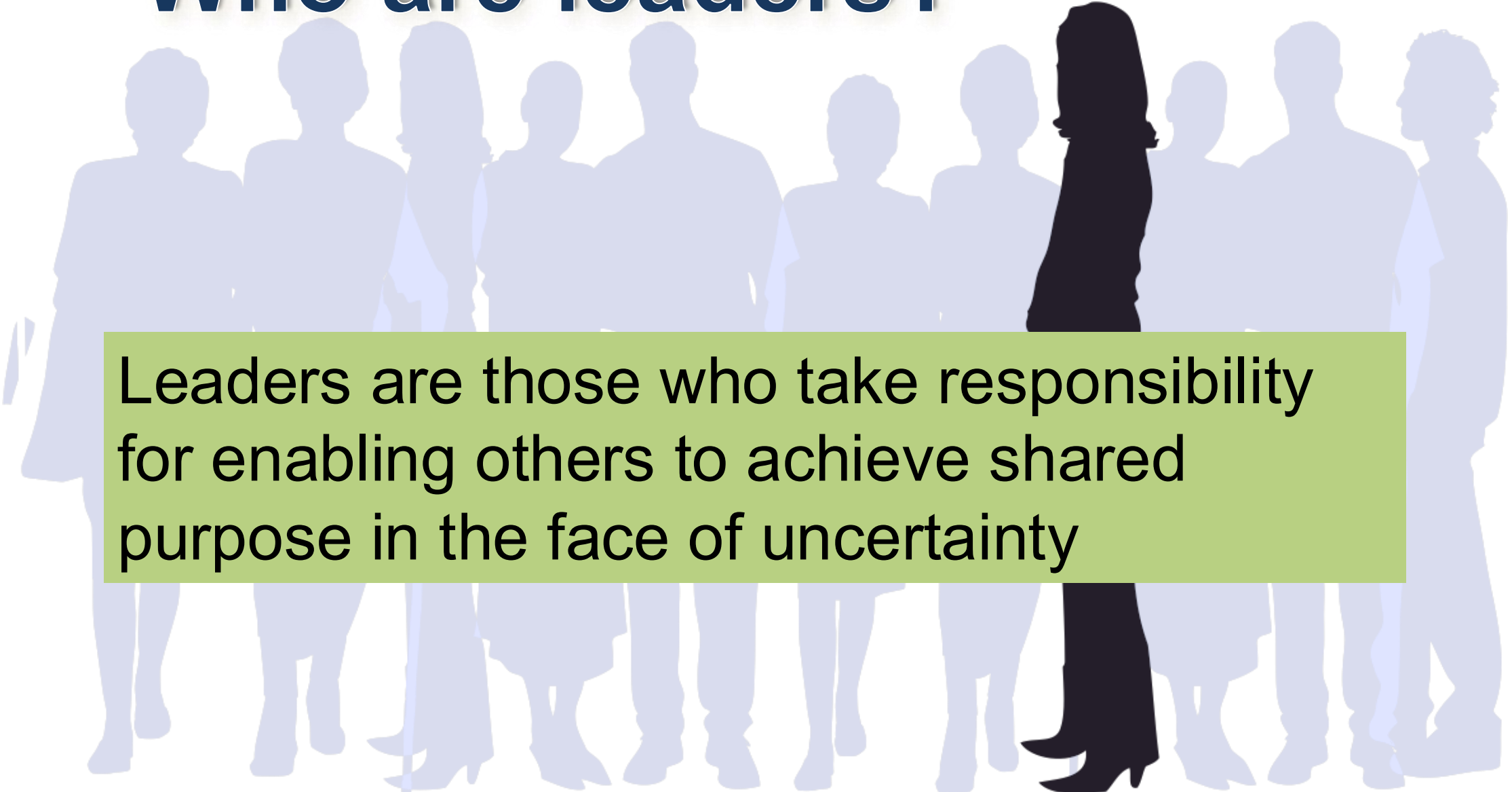
Organizing is a leadership practice that organizes the resources you have to build the power you want



# Table Talk

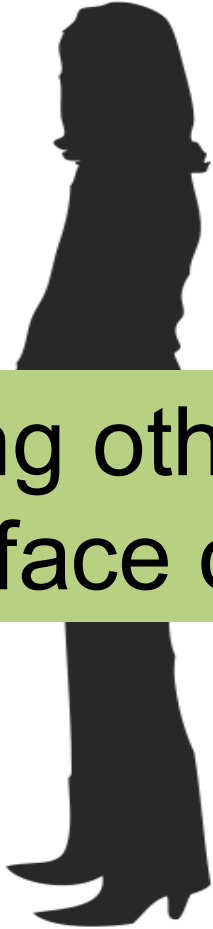
- › How close to or far away is your local from interdependent leadership?
- › How does your work shift across these leadership models?

# Who are leaders?



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

# If leadership is...

A black silhouette of a woman standing, facing left. She is wearing a long-sleeved top and high-heeled shoes. The silhouette is positioned behind a light green rectangular box that contains text.

Taking responsibility for enabling others to achieve shared purpose in the face of uncertainty

# Then leaders...



**Have followers who trust and respect them.**

# Leaders...

- ›Are TRUSTED and RESPECTED

- ›Have followers

# Key Points



- › Campaigns allow for the identification of leaders who can share power, responsibility and authority.
- › Well planned campaigns intentionally build structures that distribute power, responsibility, and authority.

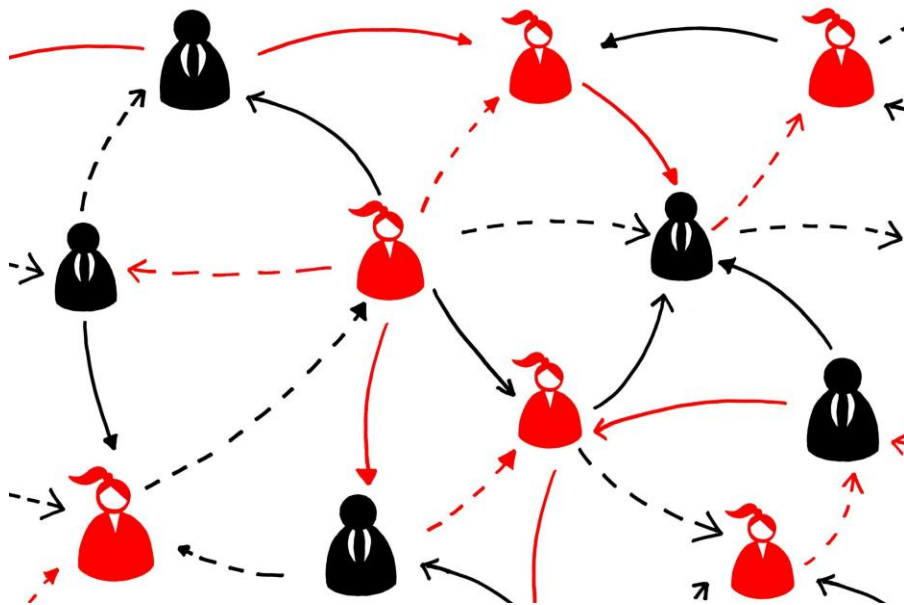


Dr. Taraja

# Worksite Mapping: People in the Campaign



# Why Worksite Mapping Matters



## Visualizing Workplace Structure

Worksite mapping helps leaders see who works where and when, revealing workplace structure and communication flow.

## Identifying Influence and Opportunities

Mapping uncovers key areas of influence and potential organizing opportunities within the workforce.

## Strategic Resource Allocation

Worksite mapping enables targeted outreach and efficient resource use, enhancing organizing effectiveness.

## Turning Goals into Action

Mapping transforms abstract goals into clear, actionable plans by depicting workplace dynamics visually.

# Organizers Ask

How do we know who our people are?

How do we know where our people are?

How do we know who they are connected to?

# Building Leader Capacity Through Mapping

## Mapping as Leadership Tool

Mapping transforms workplace views, helping leaders identify influencers and relationship strengths clearly.

## Strategic Clarity and Mobilization

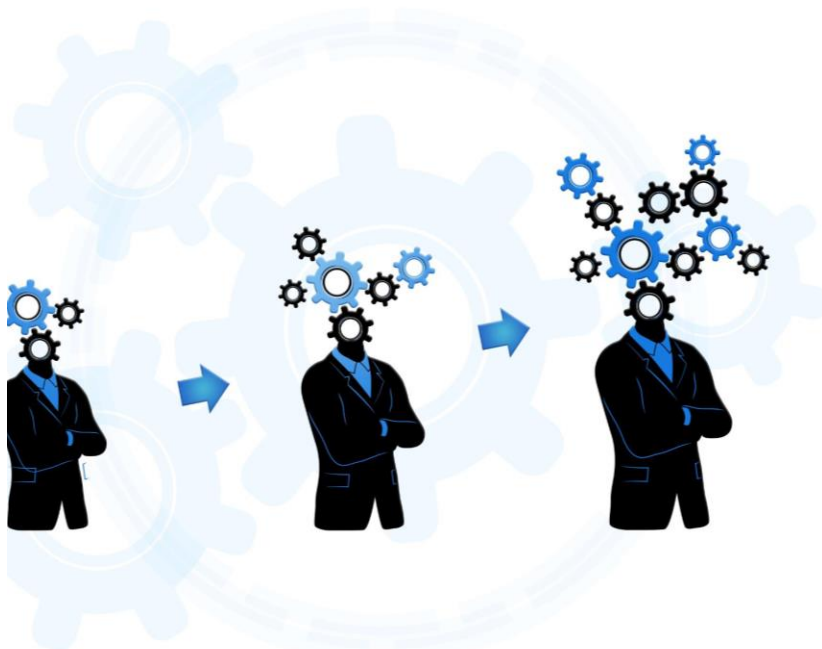
Mapping provides clarity on workplace layout, enabling leaders to strategize and mobilize effectively.

## Identifying Key Leaders

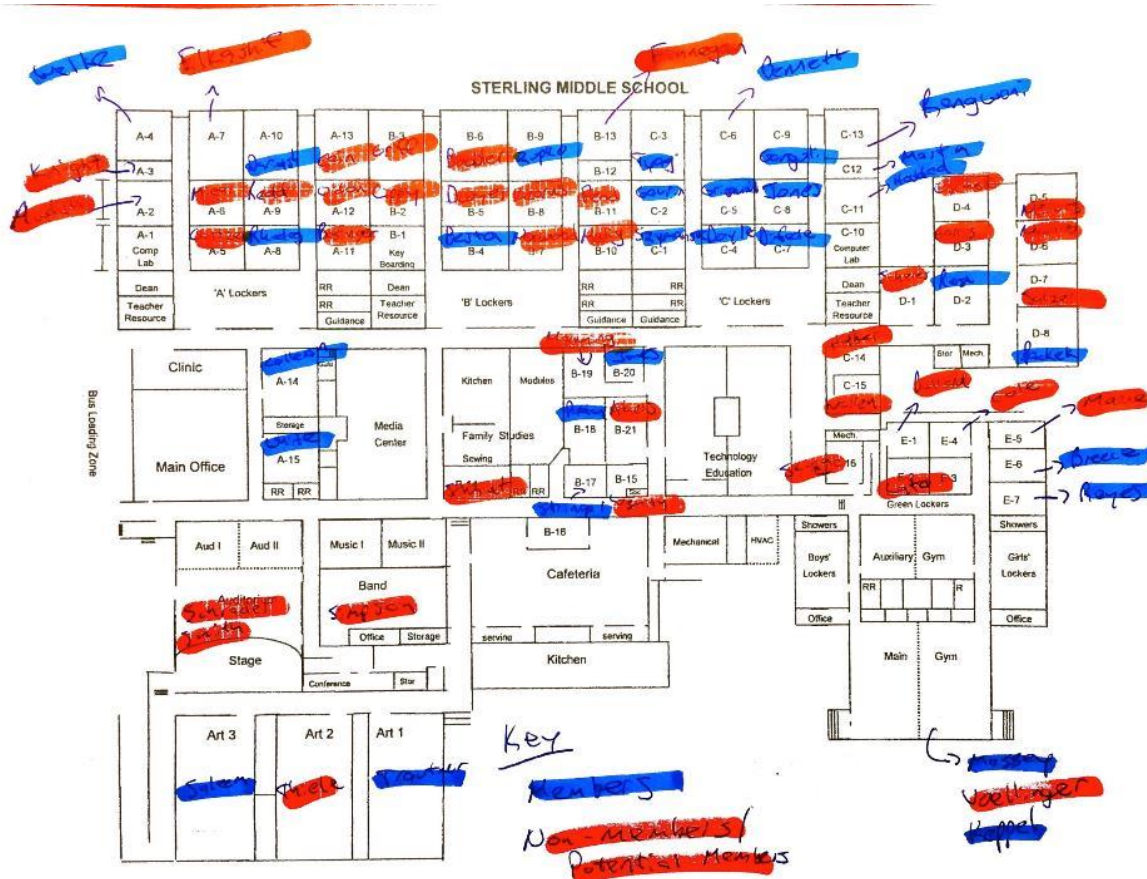
Mapping helps spot natural leaders and activists to play pivotal roles in campaigns.

## Fostering Engagement and Confidence

Engaging in mapping encourages ownership, enhancing leader confidence and commitment.



# Strategic Organizing with Worksite Maps



## Identifying Communication Gaps

Worksite maps help leaders identify communication and representation gaps in the workplace to ensure full coverage.

## Supporting Planning and Outreach

Maps support planning meetings, actions, and visibility events by showing where support is strong or requires improvement.

## Tracking Progress Dynamically

Leaders track contact, attendance, and commitments on the map, enabling data-driven adjustments in organizing tactics.

| Name          | Role                 | CEA<br>Member? | ABC<br>Member? | Works Well With                | Union<br>Support<br>Rank | Attended<br>Board Mtg | Joined<br>Rally | Displayed<br>Union Poster | Personal<br>Contact<br>Updated | Concerns                 |
|---------------|----------------------|----------------|----------------|--------------------------------|--------------------------|-----------------------|-----------------|---------------------------|--------------------------------|--------------------------|
| Alex Johnson  | Math Teacher         | Yes            | Yes            | Leo Martinez,<br>Morgan Taylor | Leader                   | Yes                   | Yes             | Yes                       | Yes                            | Class size concerns      |
| Jamie Patel   | School Nurse         | Yes            | No             | Riley Brooks,<br>Samira Ali    | Supporter                | No                    | Yes             | No                        | Yes                            | Safety protocol clarity  |
| Morgan Taylor | English Teacher      | Yes            | Yes            | Alex Johnson,<br>Taylor Green  | Leader                   | Yes                   | Yes             | Yes                       | Yes                            | Grievance process delays |
| Riley Brooks  | Counselor            | Yes            | No             | Jamie Patel,<br>Samira Ali     | Ally                     | No                    | No              | No                        | No                             | Caseload limits          |
| Samira Ali    | SPED Teacher         | Yes            | No             | Riley Brooks,<br>Jamie Patel   | Undecided                | No                    | No              | No                        | No                             | Planning time            |
| Leo Martinez  | Science Teacher      | Yes            | Yes            | Alex Johnson,<br>Drew Santiago | Leader                   | Yes                   | Yes             | Yes                       | Yes                            | Lab safety resources     |
| Taylor Green  | Librarian            | Yes            | No             | Morgan Taylor,<br>Jordan Kim   | Supporter                | No                    | No              | No                        | Yes                            | Access to materials      |
| Jordan Kim    | Art Teacher          | No             | No             | Taylor Green                   | Undecided                | No                    | No              | No                        | No                             | Supply budget            |
| Quinn Harper  | Kindergarten Teacher | Yes            | No             | Drew Santiago,<br>Samira Ali   | Supporter                | Yes                   | No              | No                        | Yes                            | Evaluation support       |
| Drew Santiago | PE Teacher           | Yes            | No             | Leo Martinez,<br>Quinn Harper  | Leader                   | Yes                   | Yes             | Yes                       | Yes                            | Assault protocol         |

How to Assess Your  
Building/Department  
Union Power

| Category                 | Value     | Count |
|--------------------------|-----------|-------|
| Union Support Rank       | Leader    | 4     |
| Union Support Rank       | Supporter | 3     |
| Union Support Rank       | Undecided | 2     |
| Union Support Rank       | Ally      | 1     |
| Personal Contact Updated | Yes       | 7     |
| Personal Contact Updated | No        | 3     |
| Attended Board Mtg       | Yes       | 5     |
| Attended Board Mtg       | No        | 5     |
| Joined Rally             | Yes       | 5     |
| Joined Rally             | No        | 5     |
| Displayed Union Poster   | No        | 6     |
| Displayed Union Poster   | Yes       | 4     |

# Making Mapping Actionable



## Evolving Living Document

Maps should be updated regularly to reflect staffing changes and workplace shifts for accuracy.

## Setting Goals and Measuring Success

Leaders use maps to set goals, measure progress, and coordinate organizing efforts effectively.

## Fostering Collaboration and Alignment

Sharing maps ensures team alignment and collaboration, enhancing campaign cohesiveness.

## Guiding Activities and Tracking Milestones

Actionable maps guide daily activities, track milestones, and adapt to changing needs.

# Who are we mapping?

- › **Leaders** – Trusted and respected by their colleagues in ways that cut across communities of workers- are connected by values and influential relationships with mobilizers, activists, and those not yet part of the work. Get people to move their thinking and take action.
- › **Mobilizers** – Are already convinced members, who are already willing to take action. They are connected to the other already convinced.
- › **Activists** – Supportive and willing to act if invited but not able to move others.

# Roles of People Within Your Campaign



Leaders bring their followers.



Mobilizers bring their loyalty to leaders and their reputation with colleagues.



Activists bring their potential.



Not yet engaged – What is your plan?

# Things to Consider When Assessing Your Worksites

1. How many people have been identified as trusted and respected by a number of people in the worksite/local?  
(Leaders connect mobilizers into structures)
2. How many people are actively working in support of the union and have a group of folks that they influence?  
(Mobilizers get activists to show up and act)
3. How many people are ready to take pro-union action?  
(Activists see their relationship with the union as a participatory one)

# Key Points

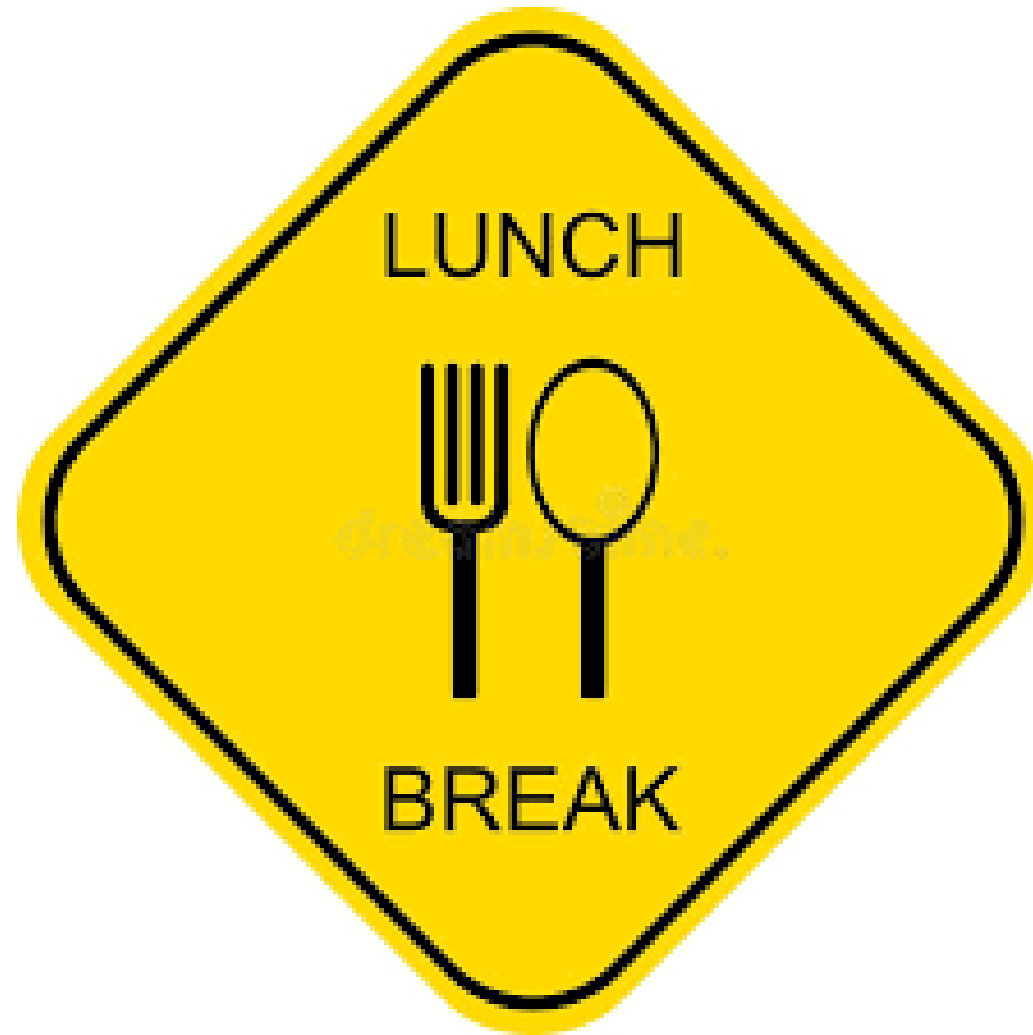


Mapping is an analysis tool for members to use.

Helps organizers think about their people differently.

Use your local tools, such as NEA 360, to gather data.

# LUNCH



# Things to Consider When Assessing Your Worksites

1. How many people have been identified as trusted and respected by a number of people in the worksite/local?  
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2. How many people are actively working in support of the union and have a group of folks that they influence?  
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# Page 23 Base Building Plan

## Base Building Plan

| TARGET AUDIENCE<br>Who is your most important target audience?<br>(parents? students? other community members?) | KEY CONTACTS<br>Who can help you connect with that audience? | OUTREACH SITES<br>Where are the best places to find and talk to your target audience? |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                 |                                                              |                                                                                       |

| GOALS                                                                                                                                                                                                                                                                       |                                                                                            |                                                                                                     |                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| OUTREACH HOURS<br>How many outreach hours will you do each week? What is your total number of hours for the month?                                                                                                                                                          | CONTACTS<br>How many new contacts - name & phone/email - do you expect to make this month? | ONE-TO-ONES<br>How many one-to-ones will you do each week? What is your total number for the month? | COMMITMENT & TURNOUT<br>List any events & meetings you have this month, and goals for how many commits to attend, and how many people turn out. |
|                                                                                                                                                                                                                                                                             |                                                                                            |                                                                                                     |                                                                                                                                                 |
| Organizer Math: For new outreach, about 1 in 3 of people you reach out to will agree to come to an event. About 1 in 2 of the people who committed to come will actually show. So you need to outreach to about 6x the number of people who you want to come to your event. |                                                                                            |                                                                                                     |                                                                                                                                                 |

# Group Work

How do you Map your organization to find your leaders?

- › What tools, resources, supports do you need? What do you have access to at this moment?
- › Name, Role, Location, Work Schedule, Etc
- › What roles do you need them to play in a particular campaign?
- › A list of what you do not yet have

# Key Ideas



Title does not indicate a leader.

Leadership characteristics (think True Colors do not make natural leaders.

Our primary job is to identify leaders who can build shared power, responsibility, and authority.

We grow our campaign's resources for action by intentionally and continually increasing the base of people.

Our people are our greatest resource.



Pete



Building Power

# Campaign Lab is a Structure to Build Power



It is an intentionally created and networked leadership structure focused on building and using power within and across issue campaigns.

**Organizing is about  
building power.**

# DEFINING POWER

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

Power is organized people and organized resources (money).

Power is not static, it is either waning or growing.



# UNDERSTANDING POWER

Power is neutral

Our values affect the  
way we use power



# TRUTHS ABOUT BUILDING POWER

- Power has to be consistently built or it is waning
- Not everyone wants us to have power and actively work to take our power away
- Public actions through shared vision, shared purpose, shared resources, shared risk, and unity is how we build power
- The bigger the win you want– the more power you need
- Building power requires leadership



# Key Points



- ❑ Intentional campaigns, not programs, build power.
- ❑ The power to win is only built through people with a shared vision, making public commitments to act, to risk their collective resources, for the big meaningful changes they want.
- ❑ The kind of power we need depends on a distributed and interdependent leadership structure.



Hedy and Beth



# Self- Assessment

# Strength and Growth Page 6



- › Strength is the ability to use power to win.
- › Growth is a focus on building the base of members, leaders, structures, and partners.
- › Think about the base building plan you just worked on.

# Self-Assessment Cycle



# Tool Tour Page 6

Five broad categories with rows of descriptors

Rate each row then record a total for each category

Low Score is strength; High Score is growth focus

| Organizing and Engaged Membership |        |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                       |
|-----------------------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | Rating | 1                                                                                                                                                                                                                                                                           | 2                                                                                                                                                                                                                                       | 3                                                                                                                                                                                                                                     |
| Engagement                        |        | Members actively and regularly participate (60%+) in meetings, events, actions, and campaigns; active communication and involvement across all levels of the union; there is intentional and routine assessment of race, class, and gender inclusion with visible outcomes. | Members participate occasionally (30%-60%); inconsistent communication; some efforts to involve members; stated equity and inclusion goals in the local.                                                                                | Limited member participation and limited communication (<30%); engagement activities are rare or ineffective.                                                                                                                         |
| Structure                         |        | Clear, well-defined leadership roles and committees; effective organization supports union goals and member needs; there is a visible and measurable representation of leaders across race, class, and gender identities.                                                   | Basic structure in place; some roles or committees are unclear or underutilized; moderate effectiveness; there is a stated intent to be inclusive of all race, class, and gender identities.                                            | Lack of structure or poorly defined structure; leadership roles unclear; few ways for members to get involved or have input, union participation is represented by one social group; a small core of the same people do all the work. |
| Growth                            |        | Consistent and strong recruitment and retention strategies in place; membership recruitment tactics include strategies to intentionally recruit across race, class, gender identities, ability, language and other potential equity-based barriers.                         | Some growth observed; recruitment and retention efforts are sporadic or partially effective; demographic data is collected and occasionally analyzed, but there is little effort to intentionally reach out to underrepresented groups. | Membership stagnant or declining; little to no active recruitment or retention strategies.                                                                                                                                            |
| Leadership Development            |        | Comprehensive programs in place to identify, train, and mentor future leaders; leadership opportunities are accessible and actively promoted; leaders are involved with campaigns and activating the membership; intentional recruitment                                    | Some leadership development activities offered; identification and mentoring of leaders is inconsistent; there is a belief that diversity of leadership is good for the union.                                                          | No or minimal leadership development; few or no opportunities for members to develop leadership skills.                                                                                                                               |

# Report Out and Discuss

What did you notice?

Are these “internal” issues?

How can external campaigns help address your internal issues?



If there was a crisis, how prepared is your local?



# Five Questions for Consideration- page 11

1. Has your local set goals for membership growth and participation? If yes, what are they?
2. What do you think are your organization's main strengths that will allow you to build a strong union and effective campaign?
3. Overall, which of the areas above do you think are the largest challenges for your local?
4. In the areas that you've identified as your biggest challenges, what are the main barriers your local faces?
5. Which of the above areas do you think should be the top three priorities for your local to address?

# Key Points



- ❑ Weaker locals are fixed, are leader sparse, are not focused on winning fights, are limited in capacity beyond single issues, and do not have enough resources to achieve the wins they want. Focus is on Growth.
- ❑ Stronger locals are nimble, leader dense, have the ability to focus on a number of campaigns, are a series of interconnected structures, with the resources to achieve the wins they want. Focus is on Strength.



Amanda



Internal or External

# What is the difference between and internal and external campaign?



# Internal Campaign - Growth

**Goal:** To increase member engagement, leadership development, structural capacity, and activist participation.

**Focus:** Member-to-member communication, empowering members to address issues together, and breaking down the perception of the union as a distant service provider.

**Activities:** Training existing members to become leaders and activists, conducting member education, and building strong committees to ensure member involvement in union activities.



# External Campaigns - Strength



**Goal:** To win specific demands for members and partners.

**Focus:** Active participation of rank and file members and partners, building towards broader and bigger coalitions

**Activities:** Issue identification, escalating and public actions, strategic pressuring

Internal or External?



# How do we actually get eggs in your basket?

Email blast, or?

Survey blast, or?

Social Media, or ?

Hustle, or ?

Stuff a mailbox, or ?

That is why 1:10



# Guided Group activity

1. Write one metric that would indicate you are achieving the goal for your campaign.



# Guided Group activity

2. Given your current rep structure, how many worksites do you think would be able to get more than 50% of their workers to take a small action such as signing an online petition or wearing a sticker? If yes, you are ready for an external campaign.



# Guided Group activity

3. For the rest of us, how do we get there? Where do you even start? Make a list of worksites or groups (for example by job category or department) that starts with your most committed and ends with your “best worst” - groups or worksites at least have some sign of being active.



# Guided Group activity

4. Take some time to brainstorm how you might build those teams; refer to page 15 to help you with ideas. Put your ideas on your chart paper, and add questions you need to answer to put your plan in place.



Has your answer to this changed?  
If there was a crisis, how prepared is your local?



# Key Points



- › Internal campaigns build the power to win external campaigns.
- › External campaigns engage your constituents and bring in potential members and community support.
- › Internal and external organizing feed each other and are how locals build power.
- › Strategic campaigns combine multiple cycles of internal and external organizing to win on multiple issues towards long term strategic goals, such as achieving your vision for public schools.

What is  
becoming  
clearer?

What remains  
murky?

Housekeeping

# Closing the Day

