

Campaign Academy: Leaders and Structures for Winning Campaigns

February, 2026





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
- Learn key concepts of power building through the development of Leaders and Structures
- 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
- 3:00-5:00 Beyond the Bell

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
- 4:30-5:00 Networking and Adjourn

Sunday

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

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
PEPs Portal
Food
Room Temperature

Shout Out from Your Team and Around the Room

Name
Pronouns
Work Location



Caucus Social Contract

C. Scott
and Emily



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

Ben



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

Shared Language

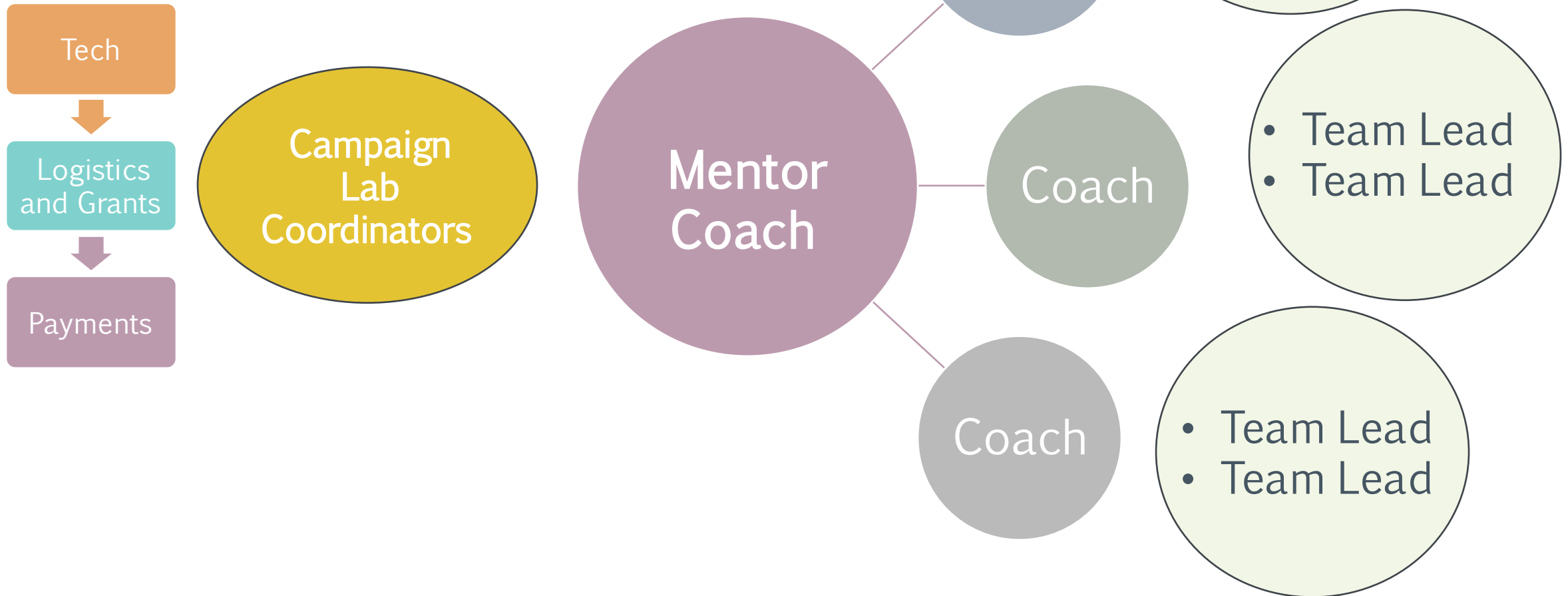
Ellen



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

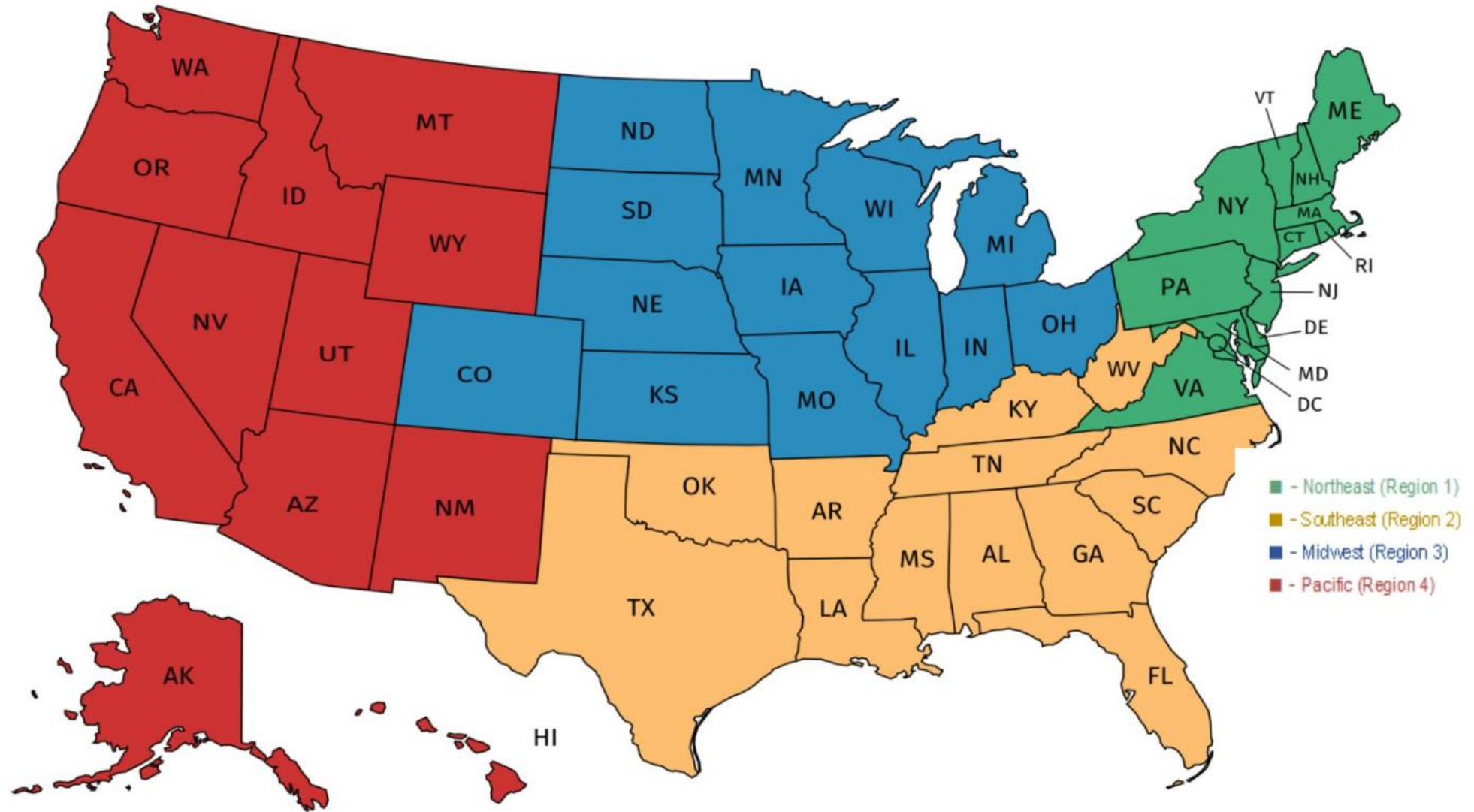
Team Lead

- 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

Strategies are Regional – Purpose is NOT



Committee or Caucus

In our unions, a **committee** is an official, structured body for specific tasks like handling legislation or policy (e.g., Finance Committee), while a **caucus** is a more informal group of members with shared interests (e.g., Progressive Caucus) that lobbies for policy, builds coalitions, and influences the agenda, often acting as a voting block or research arm, whereas committees are formal arms of the governing body.

Committees focus on assigned duties, while caucuses build power and consensus around common goals.

CLUB OR UNION

Turn and Talk:
Which of these
sounds like how
you do your
work?

Unorganized

Club

Union

Fighting Union

Clubs require little risk and are about individuals. Clubs create programs which are events that individuals self-select and require little risk to attend. These are necessary, but not sufficient to build the power we need.

Fighting Unions build power by creating campaigns that are build with the core practices of organizing:

- Interdependent Leadership

- Collective Risk and Accountability

- Shared Purpose

Key Points



- › The change you are able to make is driven by how you collectively decide to act.
- › You need to make intentional decisions about roles and structures so that you can act in ways that will allow you to win.



Network Building

Eric, C. Scott



**“Movements are born
of critical
conversations rather
than critical mass.”**

— Grace Lee Boggs

Who is in the Room?

- › My **name** is ...
 - › My **region** is ...
 - › I am here because ...
 - › I am concerned about ...
-
- › As a member of the LGBTQIA+ Community, **my connection to my union is stronger** at
[local, state, or national level]



Critical Conversations Amongst the Caucus



- › Count off by 10's
- › Each Number Group will assemble together to share reflections.
- › The Person closest to the floor should lead the debrief.
- › Prior to returning to your seat, place your name on the association you feel the most connected to.

Whole Group Networking Reflections

What did you hear?

What did you see?

What did you feel?

What does the charts say about our connectedness to our associations?





Welcome

Co-Chair

C. Scott Miller



BREAK



Centering Equity

Katie

What will it take to achieve equity in the “Big Hope” 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

Alok Vaid-Menon



“The best way to eliminate a group is to demonize them, such that their disappearance is seen as an act of justice, not discrimination.”

— Alok Vaid-Menon, Beyond the Gender Binary

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 Lens 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, public actions, inclusion, and risking their collective resources, for the meaningful change they want.

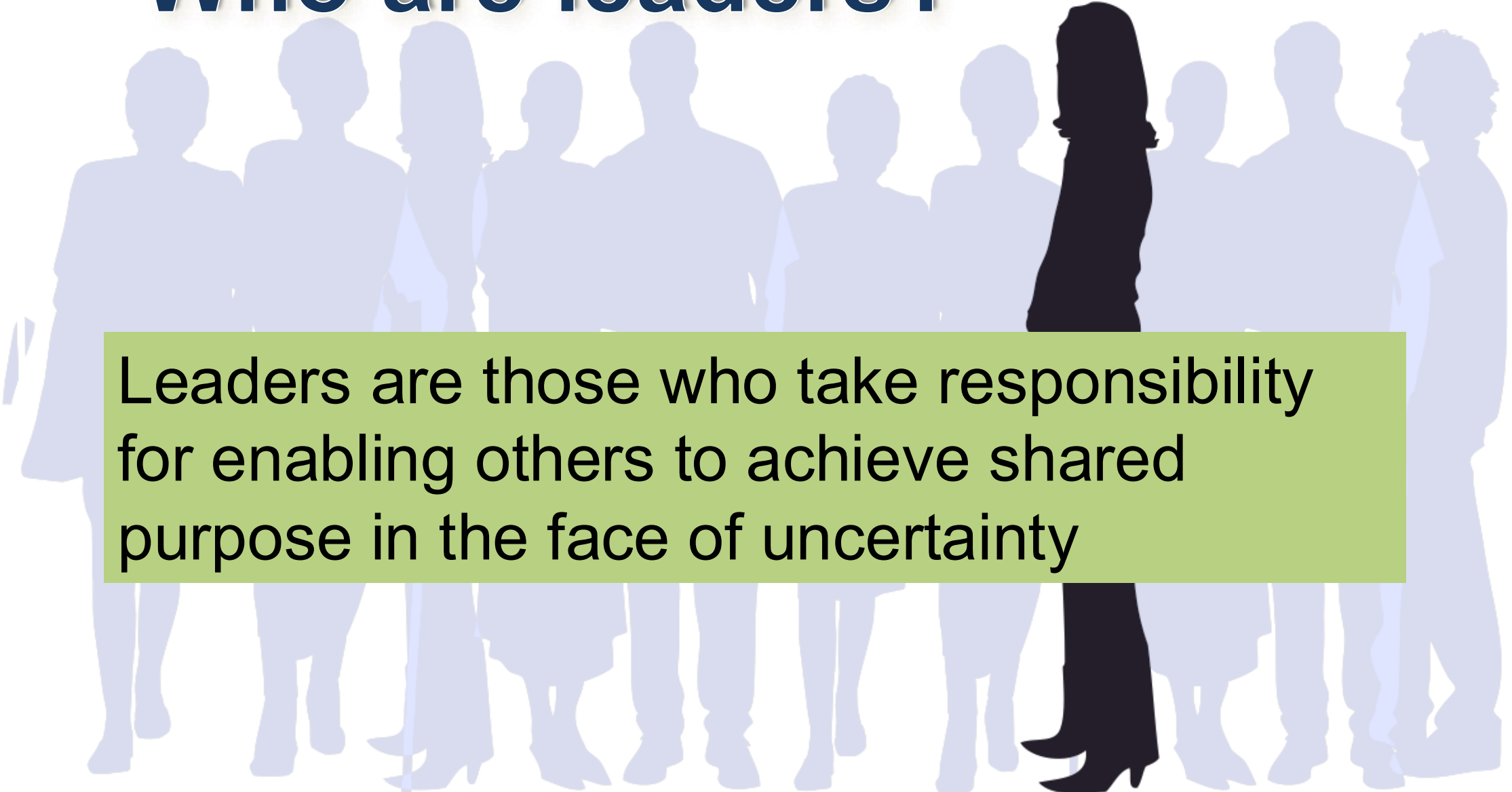


Defining Leaders and Structures

Who are leaders?

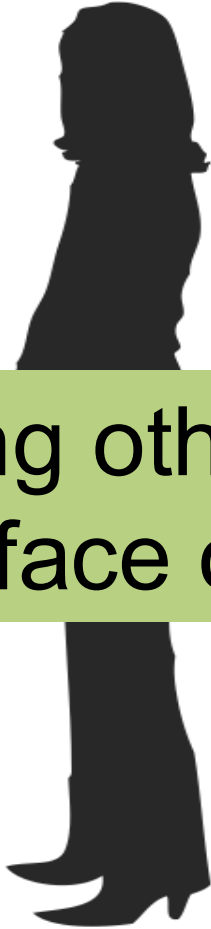


Who are leaders?



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 has long hair and is wearing a long-sleeved top and high-heeled shoes. The silhouette is positioned on the right side of the slide, partially overlapping the green text box.

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

Then leaders...

A group of approximately 12 stylized human silhouettes in light gray, standing in a line. One silhouette, positioned towards the right side of the group, is solid black, representing a leader. A green rectangular box is superimposed over the middle of the group, containing the text 'Have followers who trust and respect them.'

Have followers who trust and respect them.

Leaders...

- ›Are TRUSTED and RESPECTED
- ›Have followers

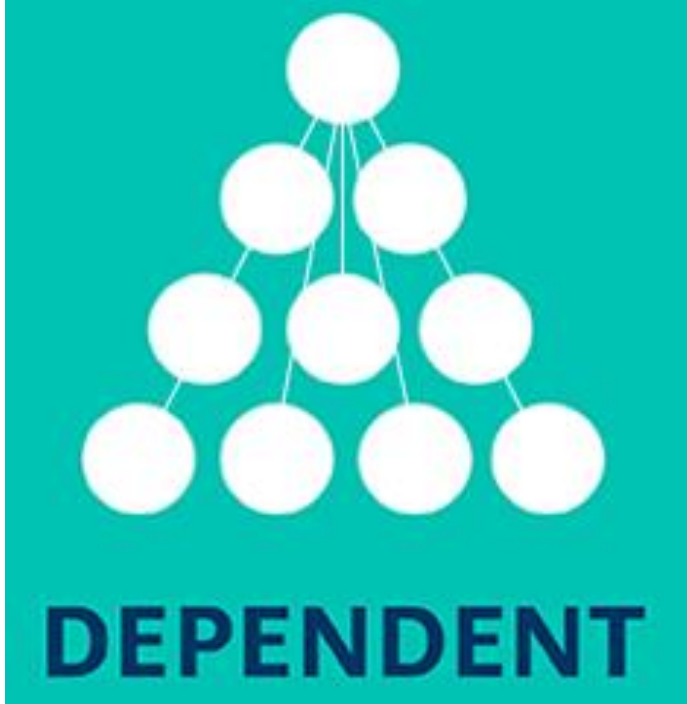
Structures

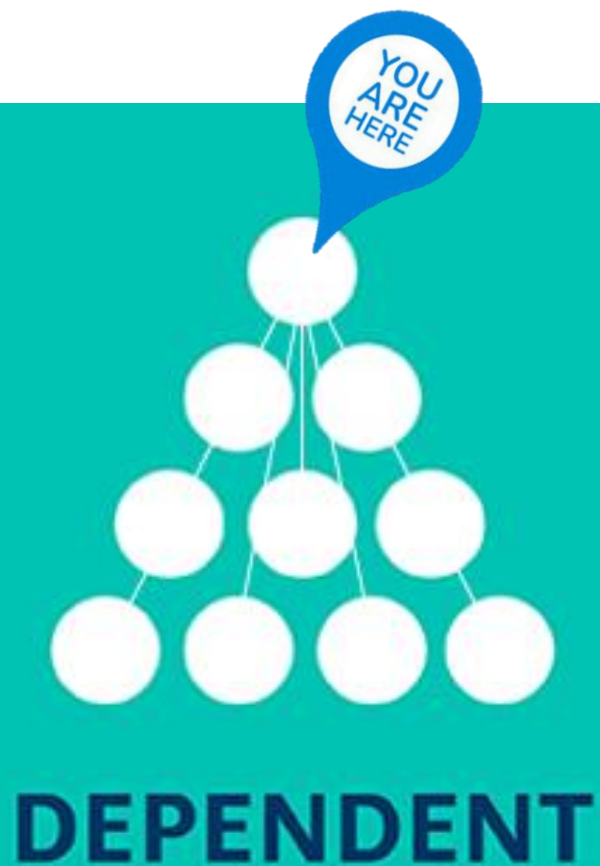
Structures are groups of people who choose to use their agency to achieve a common goal.

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



3 Types of Leadership Structures

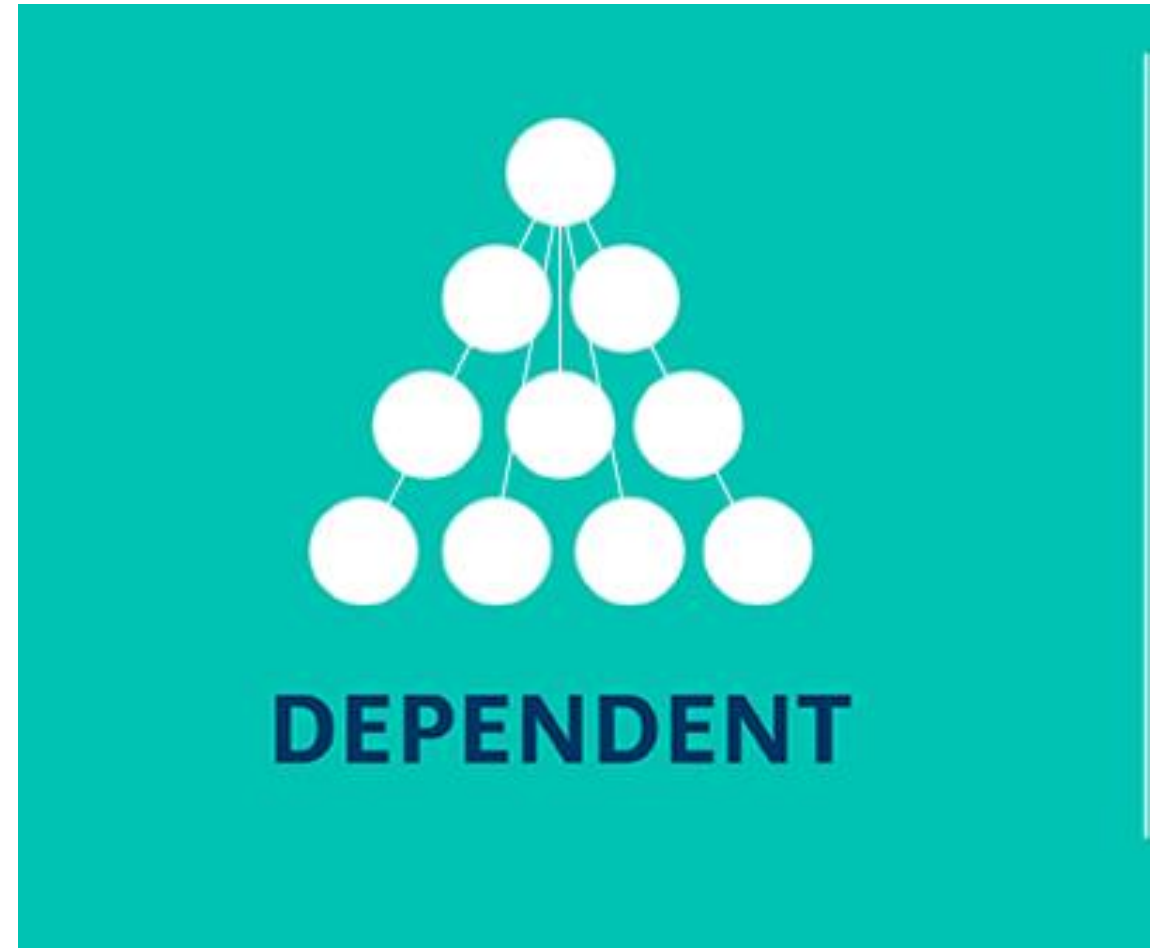




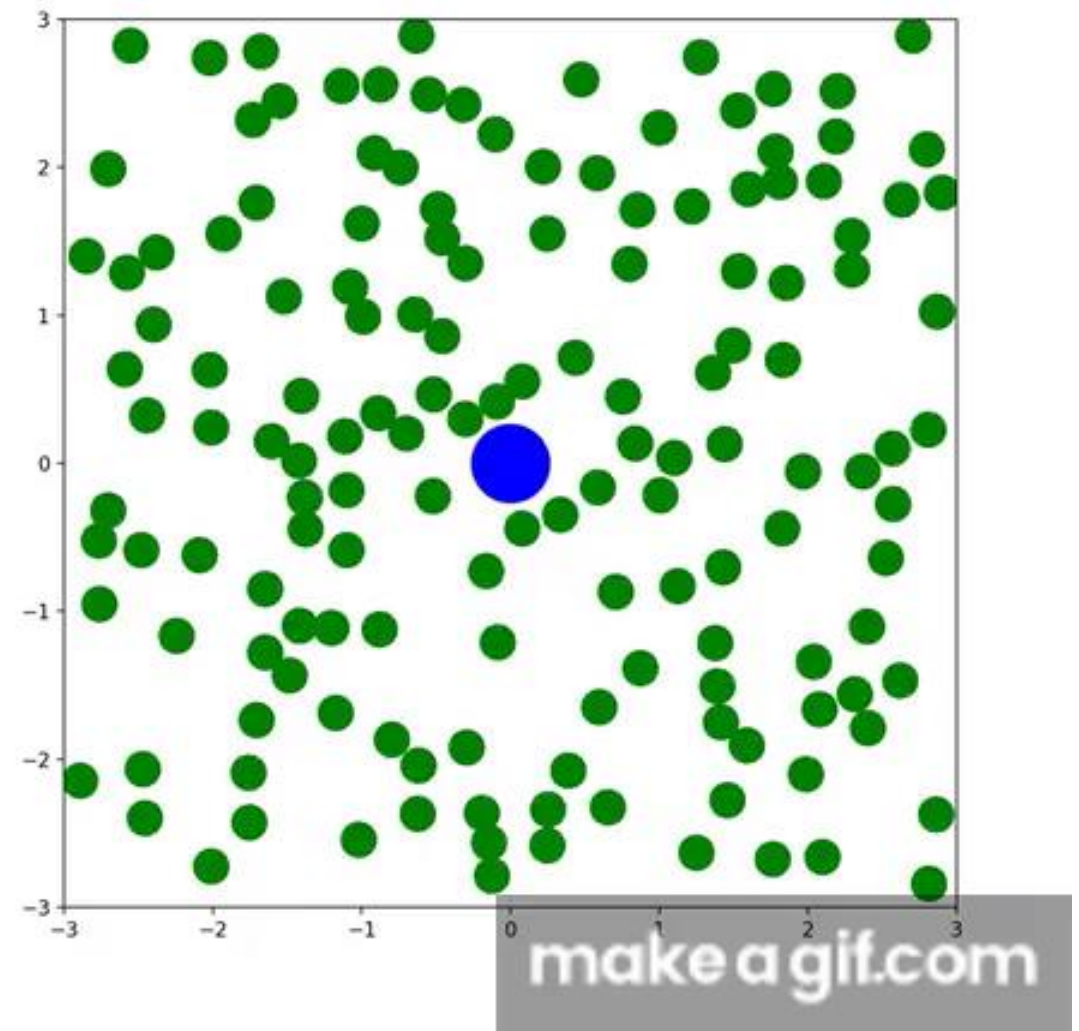
If you are
the only
leader...



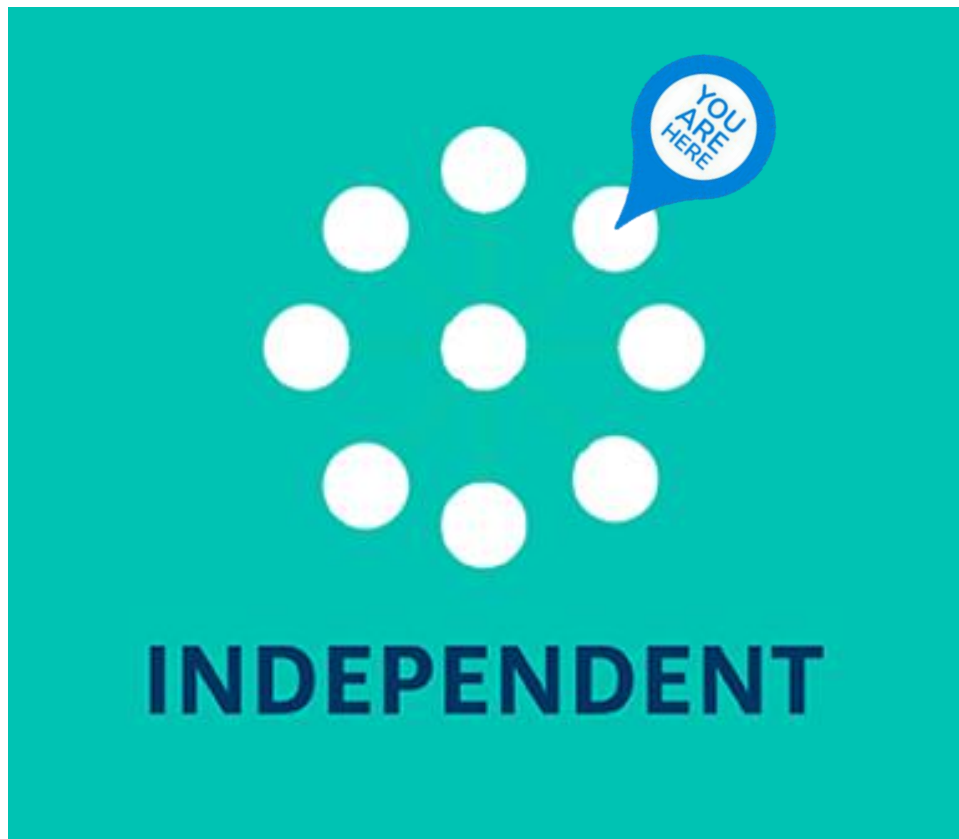
- › Where is the power?
- › Is this a powerful or sustainable model?
- › Where are the resources? Who benefits?
- › What happens if the kingpin is knocked out?



If we are
all leaders...



If we are
all leaders...



- › Where is the power?
- › Is this a powerful or sustainable model?
- › Who benefits from the resources?
- › What happens to the resources?





- › In this model – where is the weight?
- › Where is the power?
- › Is this a powerful or sustainable model – Who benefits from the resources?



- How are they different from the dependent model?
- What are the qualities of a diamond that we get from this structure?



INTERDEPENDENT

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 caucus (state, region of national) from interdependent leadership?
- › If you were truly an interdependent leadership structure - what indicators and evidence at the regional and national level of your caucus would we see?
- › How does your work shift across these leadership models?

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.



Building Power

Ben

Power of Post Its



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 some 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 and interdependent structures



Discussion

Think about your Hopes and Villains chart

- What kind of power will you need to achieve these hopes you have?
- Think in terms of structures and leaders
 - Structures and Teams of people

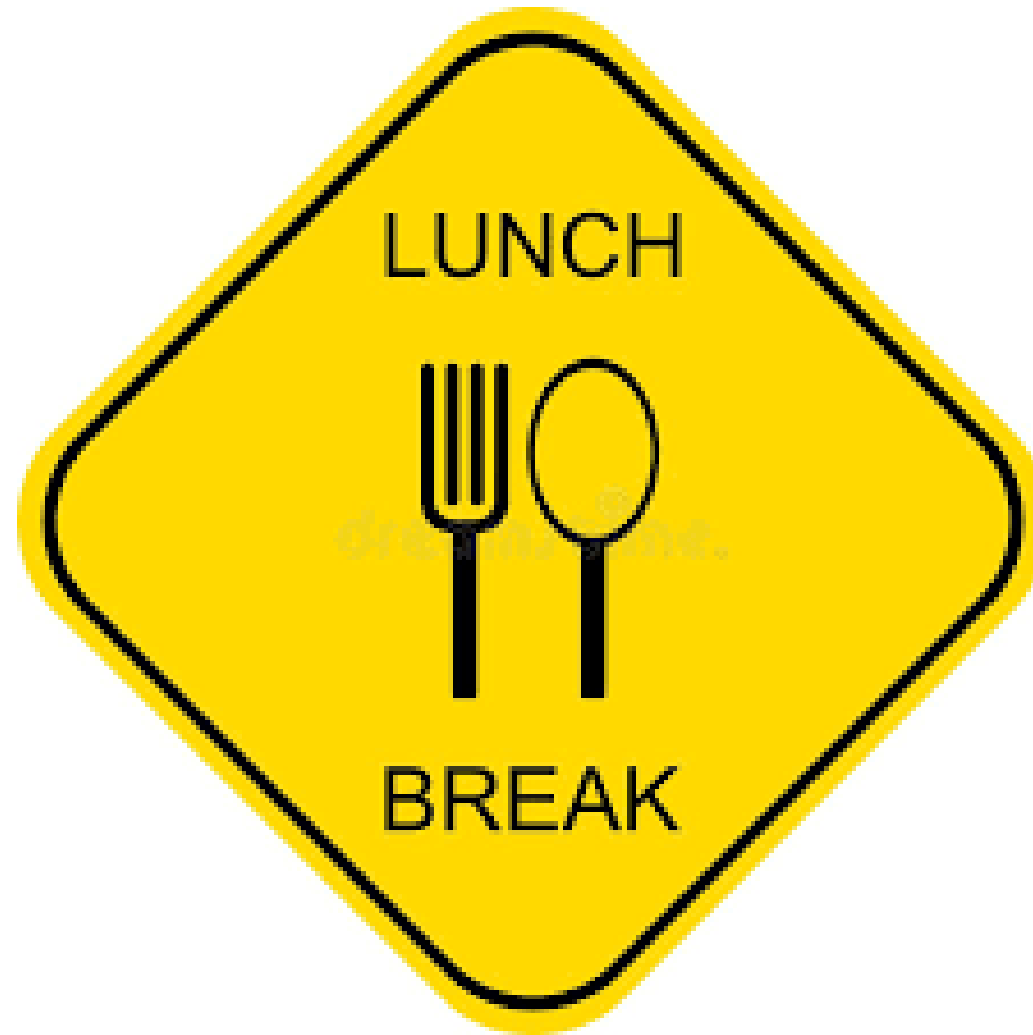


Key Points



- ❑ 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.

LUNCH

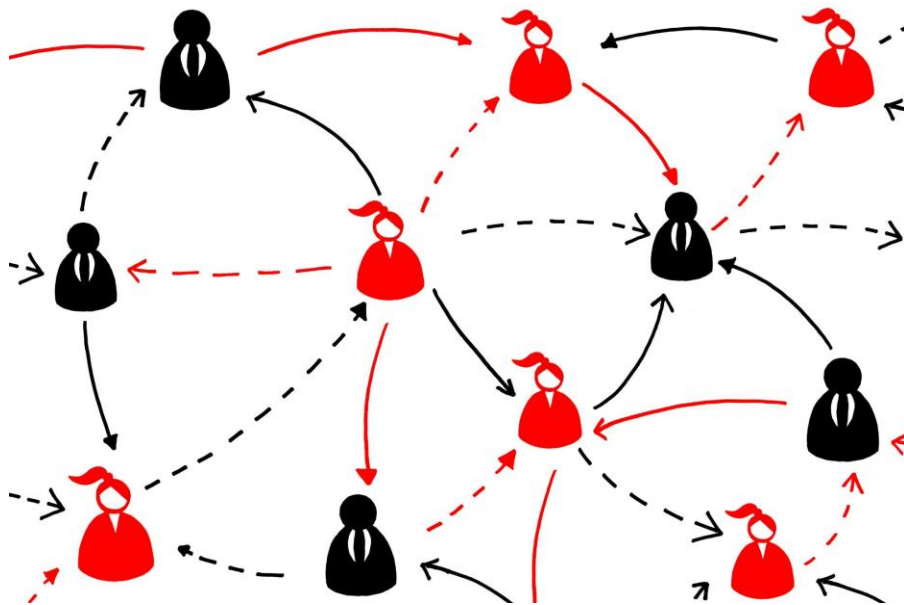


Worksite Mapping: People in the Campaign

Zac



Why People Mapping Matters



Visualizing Structures

People mapping helps leaders see who works where and when, revealing network structures and communication flow.

Identifying Influence and Opportunities

Mapping uncovers key areas of influence and potential organizing opportunities within our communities.

Strategic Resource Allocation

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 enables us to transform views, helping leaders identify influencers and relationship strengths clearly.

Identifying Key Leaders

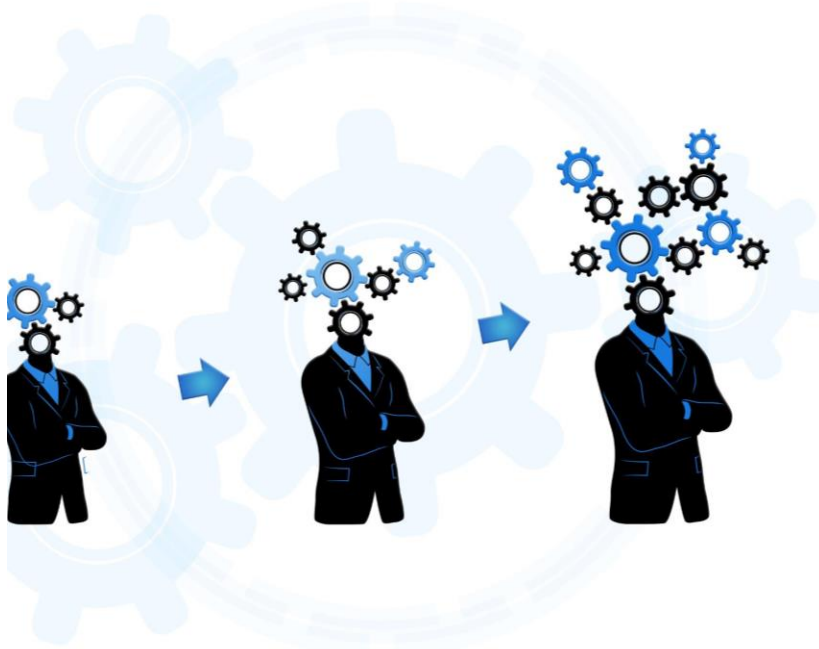
Mapping helps spot natural leaders and activists to play pivotal roles in campaigns.

Strategic Clarity and Mobilization

Mapping provides clarity on where our people are, enabling leaders to strategize and mobilize effectively.

Fostering Engagement and Confidence

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



[illegible]

An Example You Might Know- Spreadsheet

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

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.

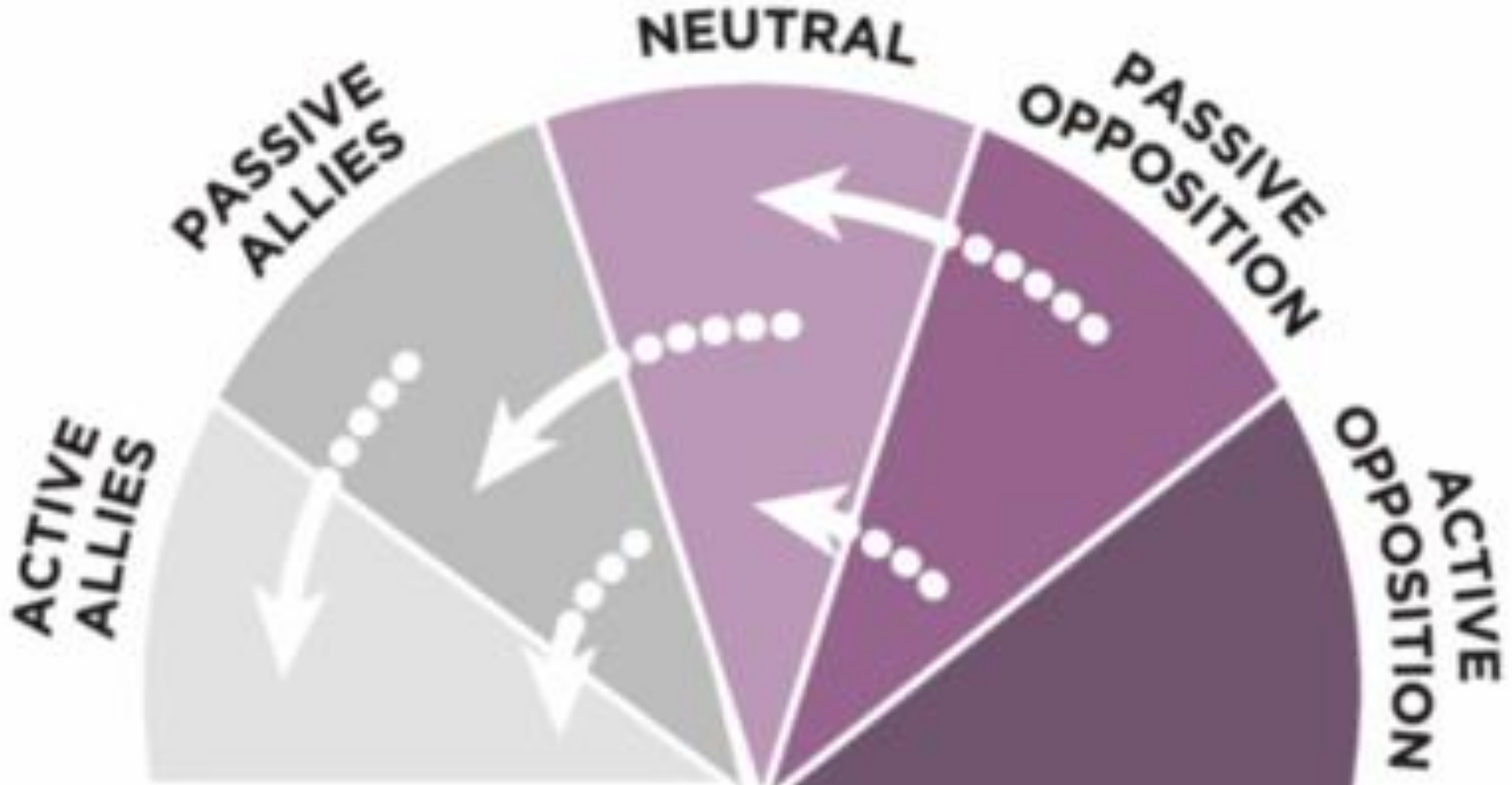


Activists bring their potential.



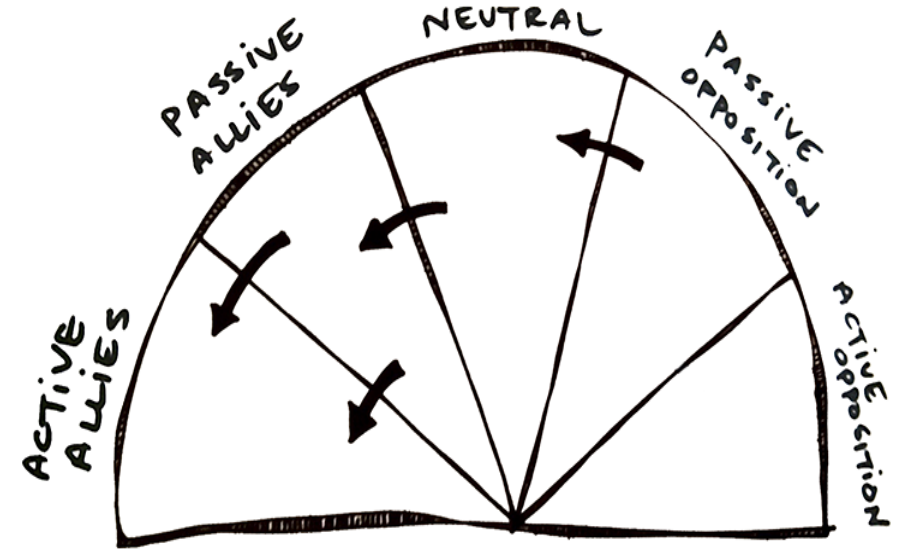
Not yet engaged – What is your plan?

Spectrum of Allies pg. 29-30



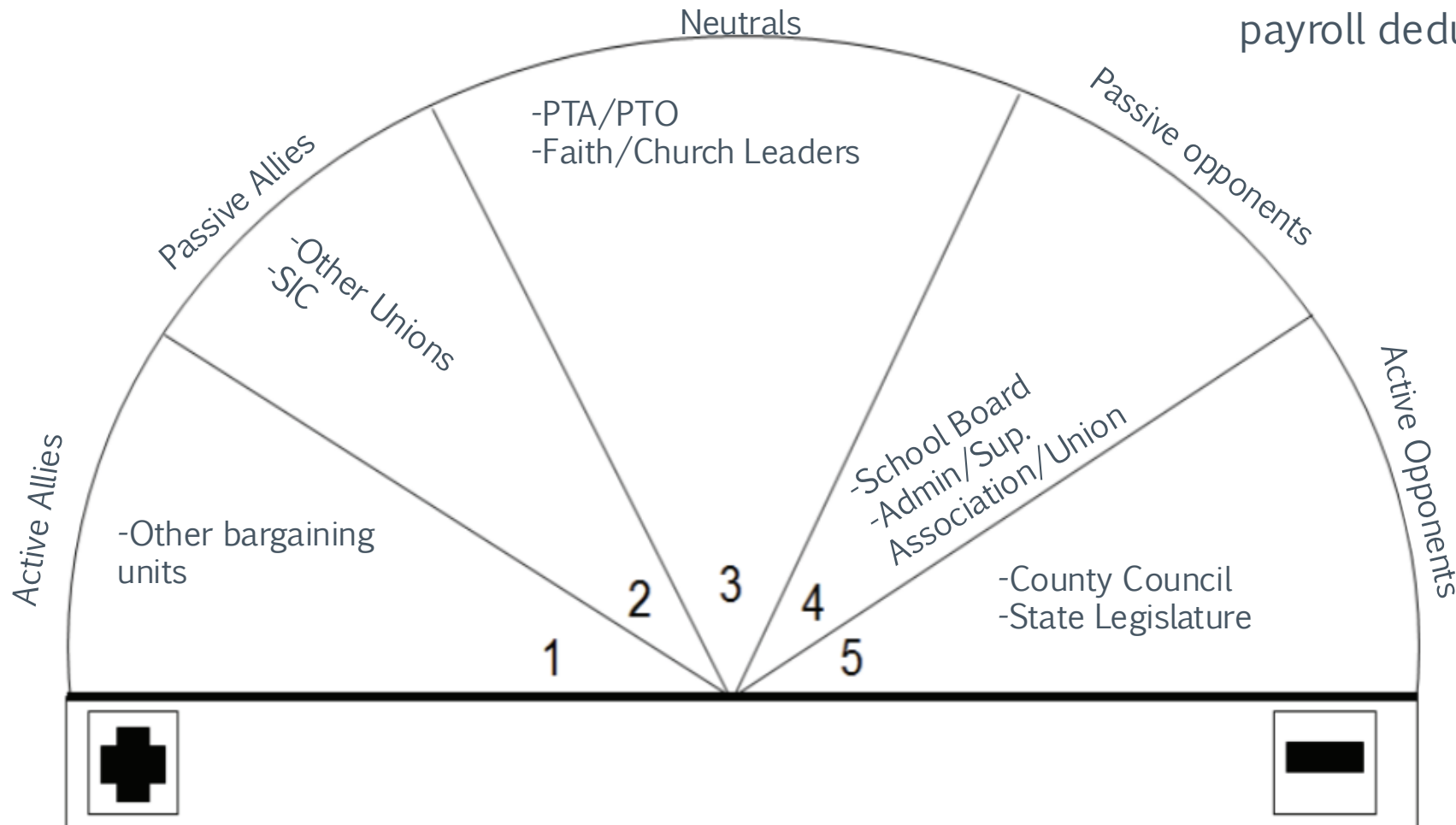
Spectrum of Allies

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



Spectrum of Allies Example

- Issue: Removing payroll deduction for ESP members
- Target: State Legislature
- Demand: Stop bill that would remove payroll deduction for ESP members



Key Points



Mapping is an analysis tool for members to use.

Helps organizers think about their people differently.

.

Things to Consider When Assessing Your Region

1. How many people have been identified as trusted and respected by a number of people in the region/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)

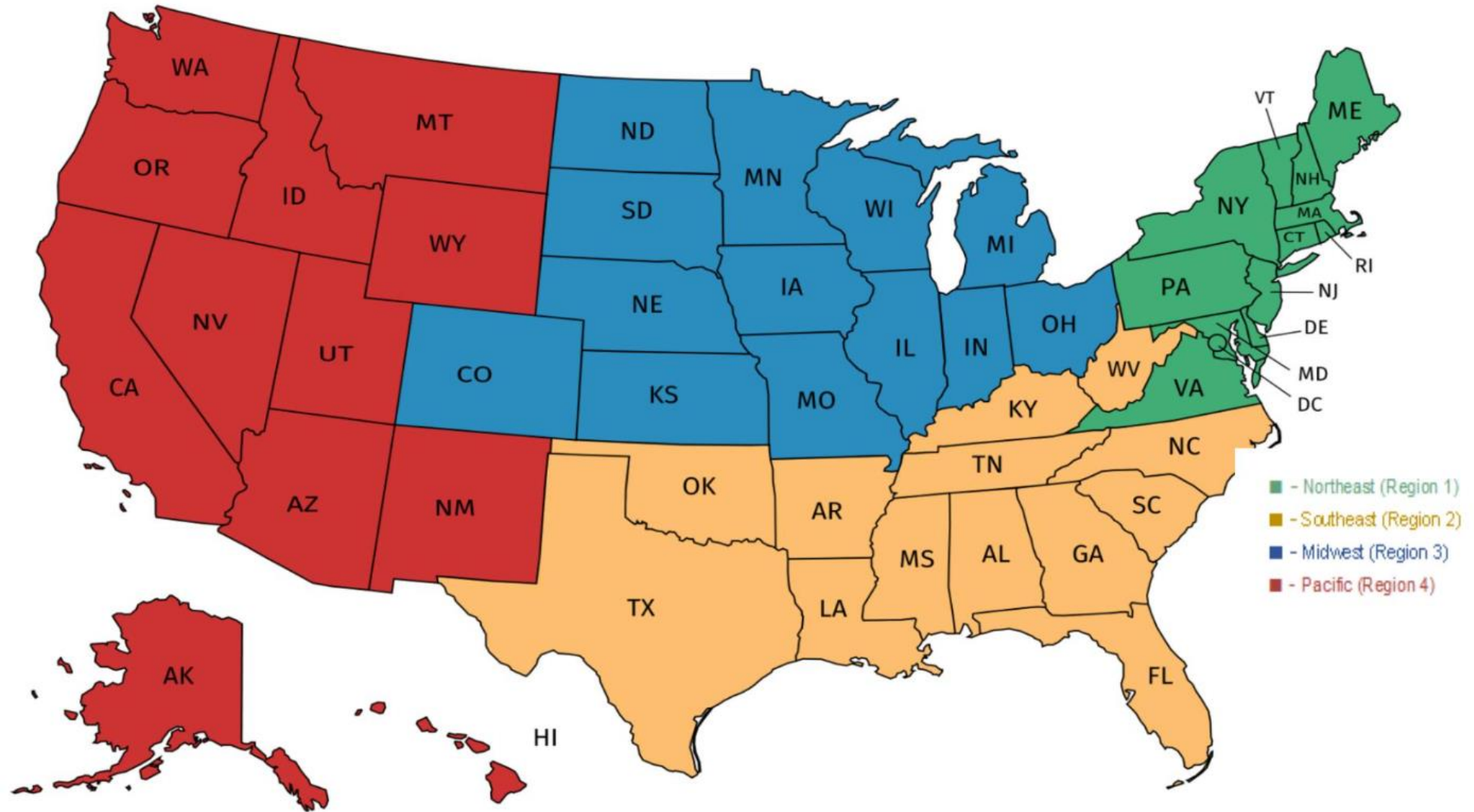
Page 23 Base Building Plan

Base Building Plan

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

GOALS			
OUTREACH HOURS How many outreach hours will you do each week? What is your total number of hours for the month?	CONTACTS How many new contacts - name & phone/email - do you expect to make this month?	ONE-TO-ONES How many one-to-ones will you do each week? What is your total number for the month?	COMMITMENT & TURNOUT 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.			

Mix by NEA Region



Group Work

How do you Map your caucus (local, state, region, national) to find your leaders?

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

Group Work (25 min)

- › Visualize structure(s)
- › ID Key leaders
- › List information/resources needed

Key Ideas



Mapping is an analysis tool for members to use.

Helps organizers think about their people differently and plan for effective use of power.



Self- Assessment

Dr. Taraja

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?

Self-Assessment Cycle



Key Points

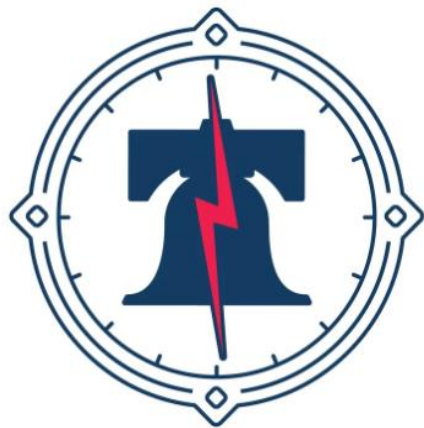


- ❑ Weaker locals are fixed, are leader sparse, are not focused on winning fights, are limited in capacity beyond single issues, and do not have enough resources to achieve the wins they want. Focus is on Growth.
- ❑ Stronger locals are nimble, leader dense, have the ability to focus on a number of campaigns,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

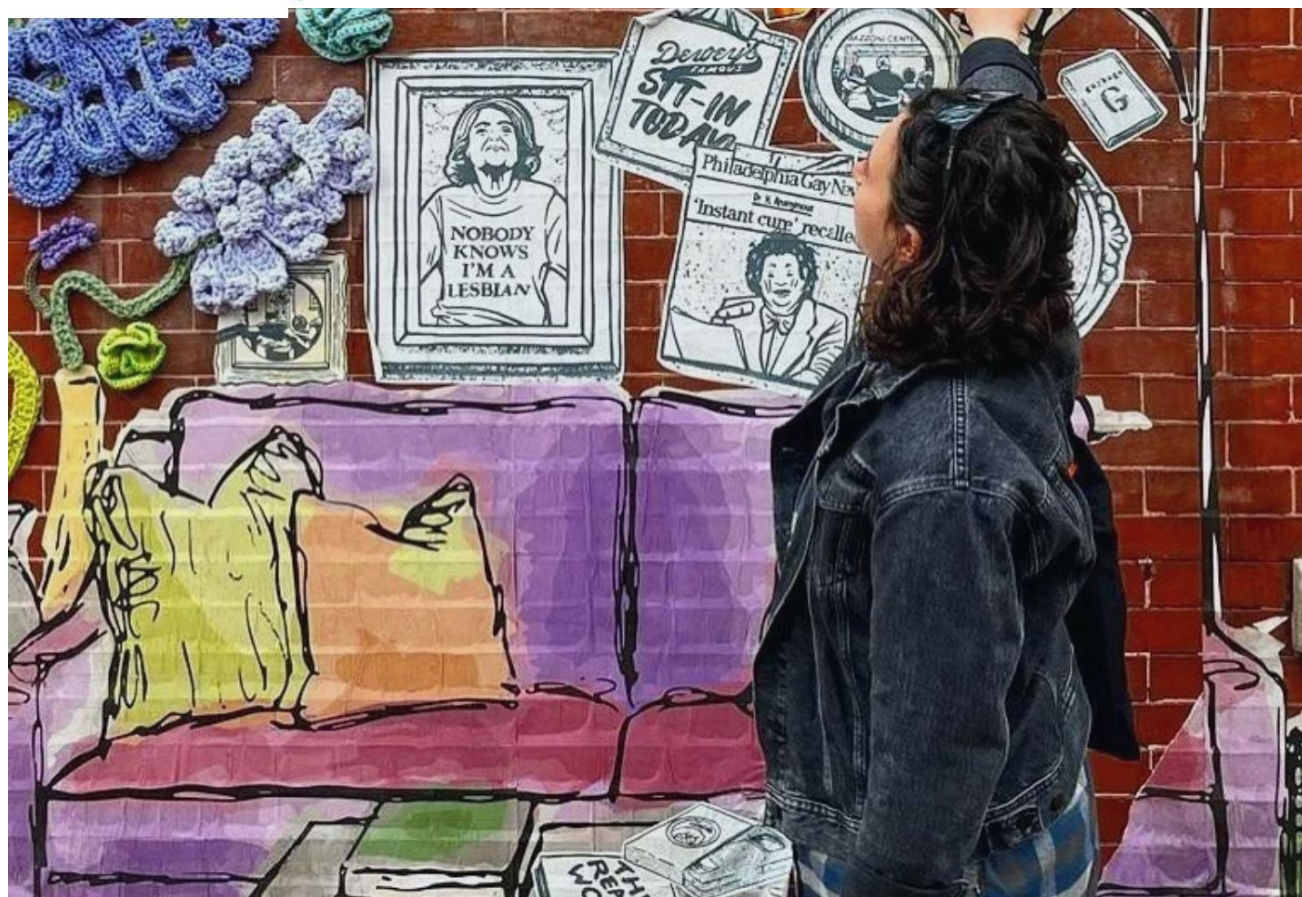


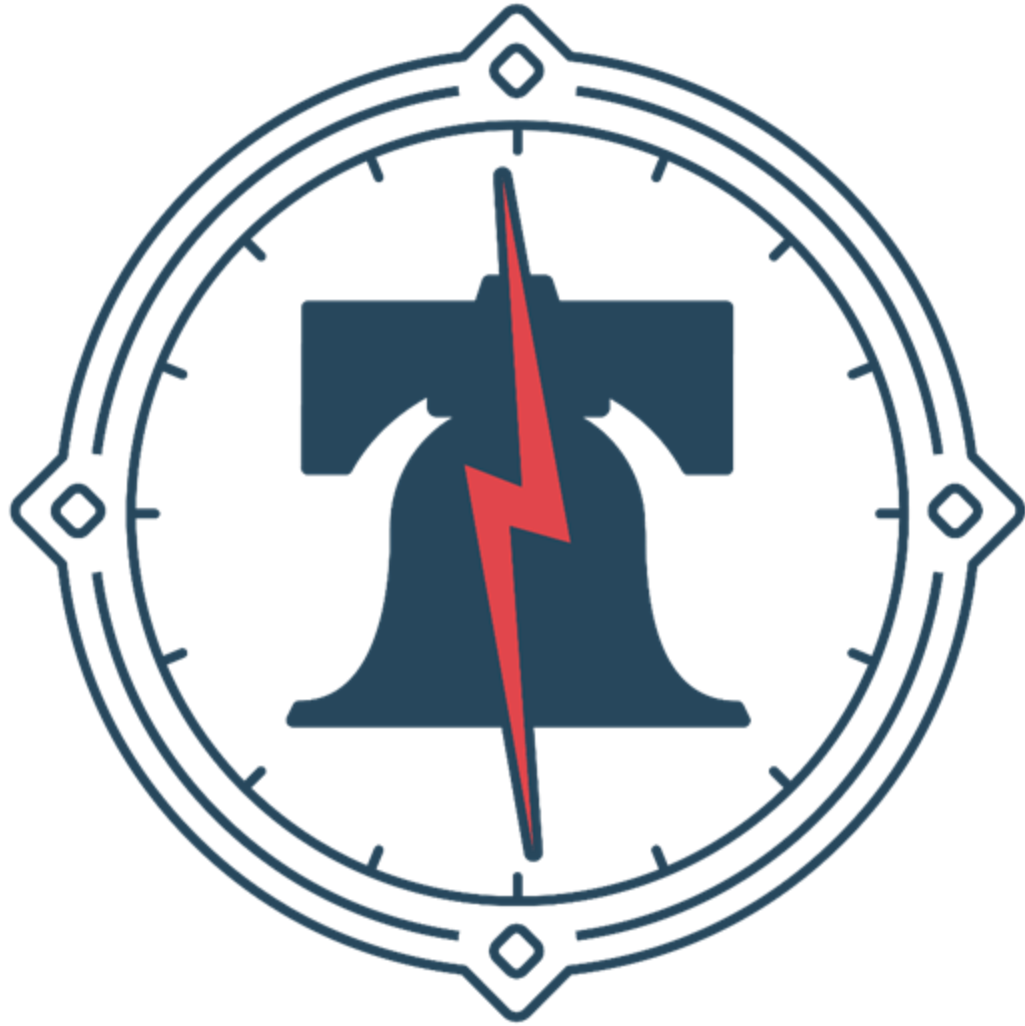
Beyond the Bell Tour

Eric



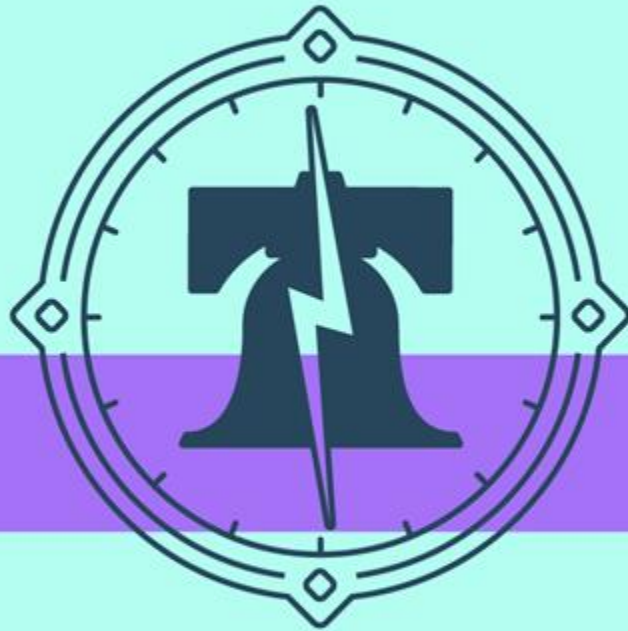
Beyond the Bell Tours





Beyond the Bell Tours

Rebecca Fisher (she/her)
Co-Founders



Beyond the Bell

Gayborhood
Tour

Beyond the Bell Tours

Explore Philadelphia with the city's [#1 rated tour company](#).



We are a social enterprise committed to Putting the People Back into People's History.

We create inclusive historical walking tours of Philadelphia highlighting marginalized communities, peoples, and histories.

We tell stories of people we love and admire. People who have shaped our city through movements, activism, and resistance.



Gayborhood, Philadelphia, PA

Gayborhood

Philadelphia, PA

Cloudy · 65°F
9:35 AM



Directions



Save



Nearby



Send to
phone



Share

Hotels

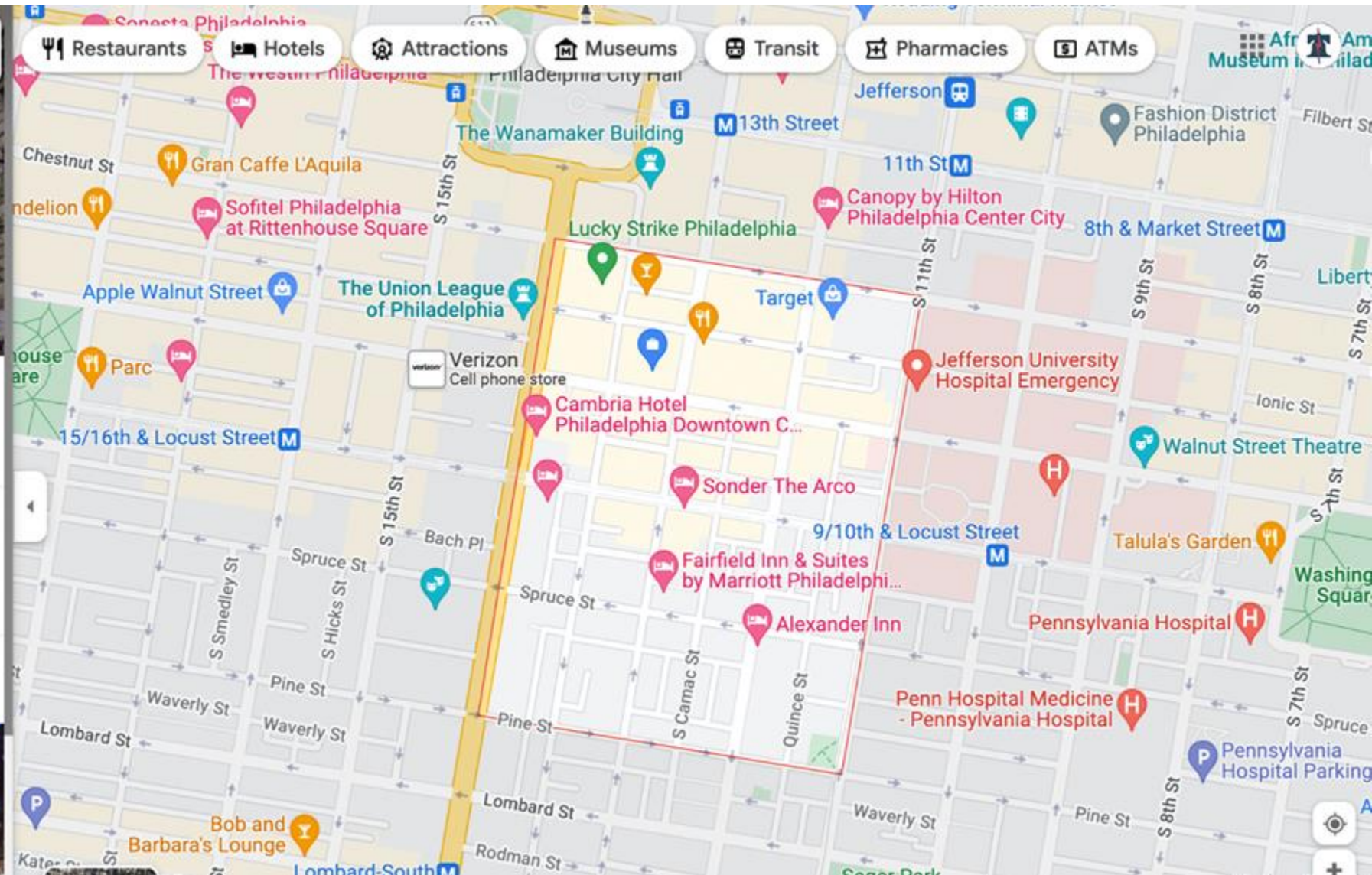
About pricing ⓘ



\$159



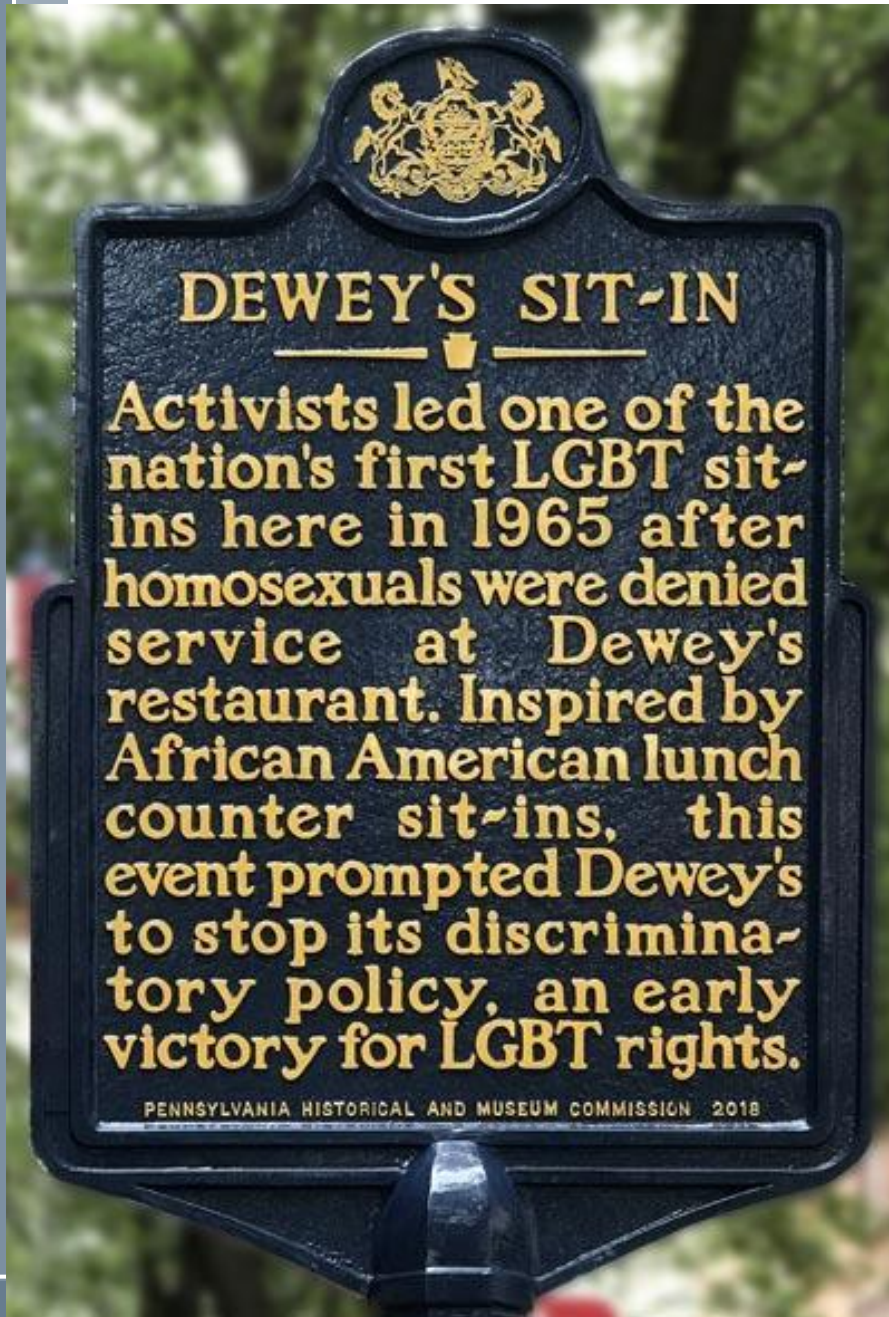
\$220













Gayborhood

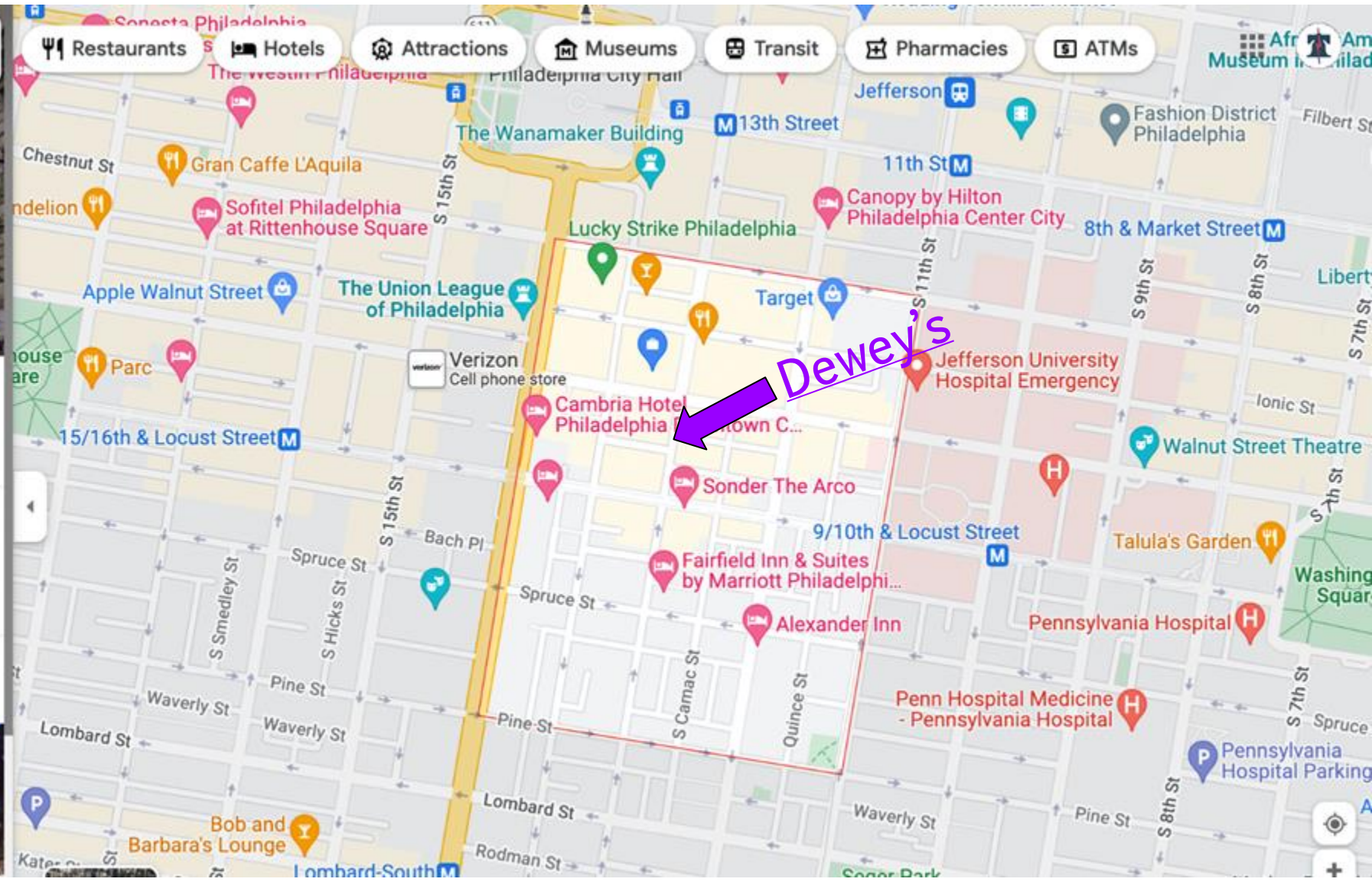
Philadelphia, PA

Cloudy · 65°F
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- Directions
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- Send to phone
- Share

Hotels

About pricing ⓘ



Dewey's







BEYOND THE BELL TOURS

BARBARA GITTINGS

1932-2007



NEW YORK PUBLIC LIBRARY

nea
NATIONAL
EDUCATION
ASSOCIATION



BEYOND THE BELL TOURS

ANNUAL REMINDER

1965-1969



BEYOND THE BELL TOURS

BARBARA GITTINGS

1932-2007



NEW YORK PUBLIC LIBRARY











BEYOND THE BELL TOURS

KIYOSHI KUROMIYA

1943-2000





Van Pelt Library





BEYOND THE BELL TOURS

GLORIA CASAREZ

1971 - 2014



12th STREET
GYM
We start... our members.









GLORIA CASAREZ (1971-2014)



Latina lesbian civil rights leader Casarez started her career as an activist fighting for economic justice, welfare rights, and affordable housing. She led the Gay and Lesbian Latino AIDS Education Initiative, developing nationally recognized programs serving men of color and transgender people. She was appointed Philadelphia's first director of LGBT Affairs. Under her leadership, the city adopted the broadest protections in the nation for LGBT people.

PENNSYLVANIA HISTORICAL AND MUSEUM COMMISSION 2021



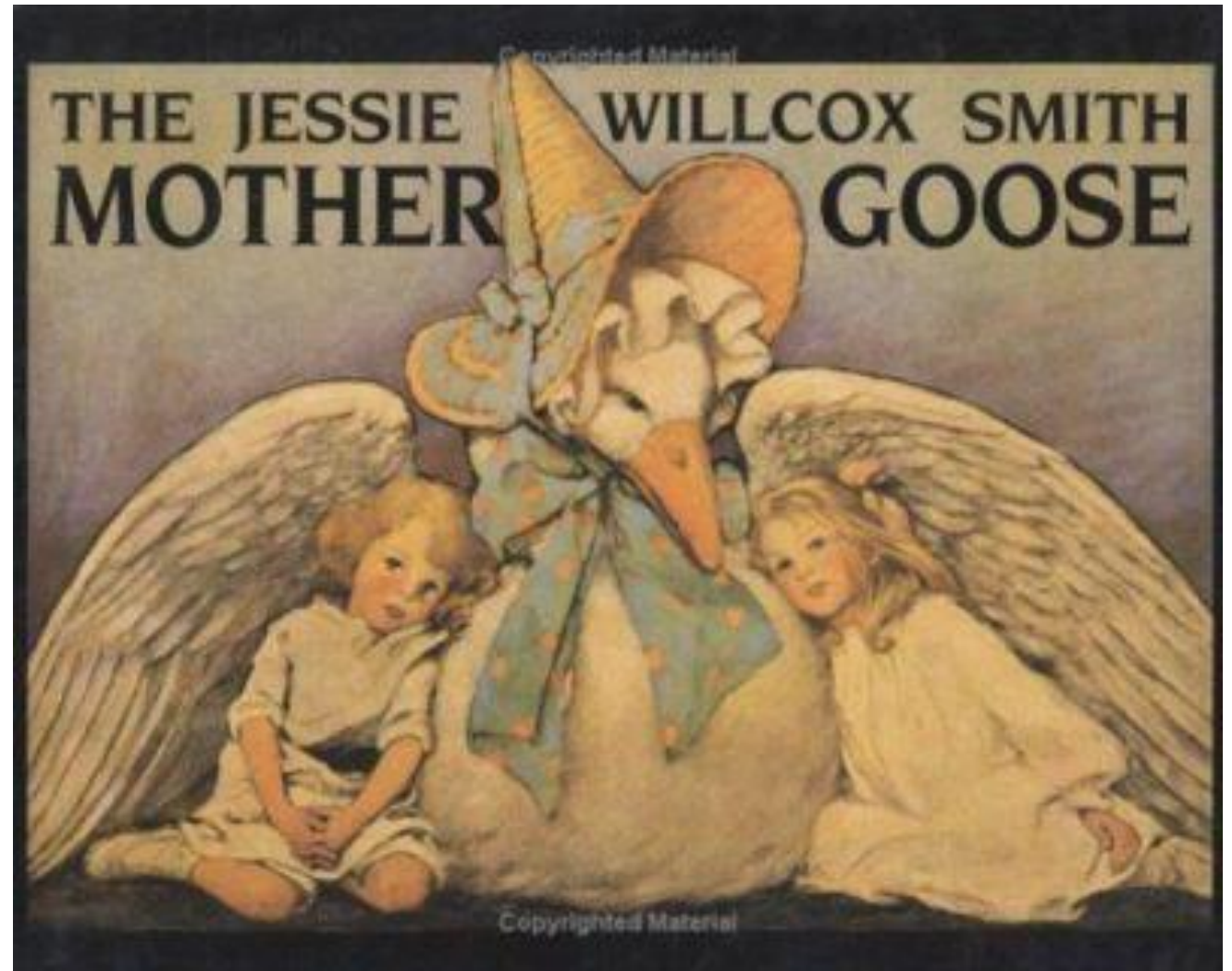




BEYOND THE BELL TOURS

JESSIE WILLCOX SMITH

1863 - 1935

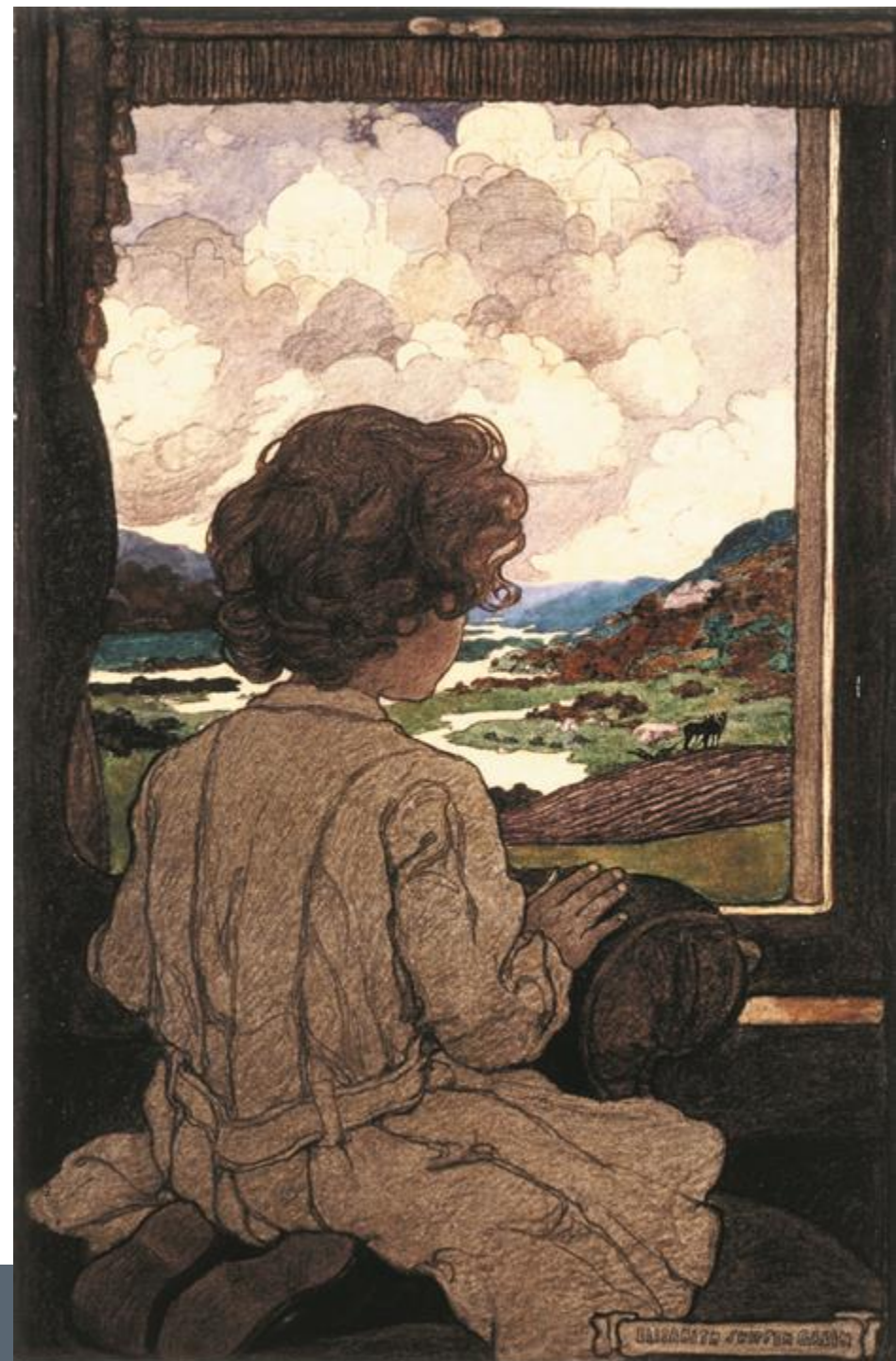


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BEYOND THE BELL TOURS

ELIZABETH SHIPPEN GREEN

1871-1954



BEYOND THE BELL TOURS

VIOLET OAKLEY

1874 - 1961







BEYOND THE BELL TOURS

CHARLENE ARCILA

1963-2015







SEPTA



SOUTHEASTERN PENNSYLVANIA
TRANSPORTATION AUTHORITY

BEYOND THE BELL TOURS



BEYOND THE BELL TOURS

le and ride the R7 from Trenton to TU daily, on multiple occasions, produce TWO forms of ID to prove I am female (as I am not gender only causes unwanted attention to me but has lead to harassment by exited the train in Trenton on two separate occasions. These male treats alluding to rape and there have also been unnecessary SEPTAs repeal of this requirement would make thus student's re peaceful experience."



"I only use tokens when traveling on SEPTA, because I cannot bear the scrutiny I face when using TransPass. I was never denied service when using a TransPass, thankfully, but I had regular incidents with bus drivers who were pretty sure I requested the wrong sticker at the booth... and how can I argue, when there are only two choices of sticker, and neither of them are entirely appropriate? End the gender stickers, enough is enough already."

ot only once but three times from different drivers while go to work, a community event, or activity.

ace during my earlier years of transition when I had just begun over refuse to let me utilize my female TransPass; the second le TransPass and the driver refuse to allow me to utilize it for I male and then this final time, the driver refused to allow me to as not a female despite me informing him that I was a trans-

BEYOND THE BELL TOURS



BEYOND THE BELL TOURS





GENDER STICKERS ON SEPTA PASSES ARE OVER!

From July 1st on, your SEPTA TransPass will no longer have an M or an F on it! For more information, go to Philadelphia RAGE's website
PhillyRAGE.org



[View details >>](#)

Monthly TransPass

CODE: C050111

Price: \$83.00

Product options:

Gender on Pass ☒ Select
Male
Female

Months:

[Add to cart >](#)



A portrait of Charlene Arcila, a Black woman with short dark hair, wearing a white top and a large bouquet of red and pink roses. The background is a solid pink color. The text "CHARLENE ARCILA" is overlaid in large white letters with a black outline.

**CHARLENE
ARCILA**









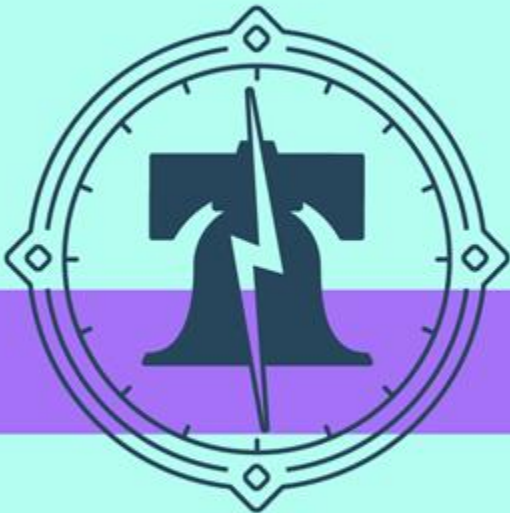
BEYOND THE BELL TOURS

ALAIN LOCKE

1885-1954



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www.beyondthebelltours.com
[\(484\) 416-0140](tel:(484)416-0140)



**Beyond
the Bell**
Gayborhood
Tour



Instagram: [beyondthebelltours](https://www.instagram.com/beyondthebelltours)



Twitter: [@bell_beyond](https://twitter.com/bell_beyond)

LGBTQ Caucus - Leaders and Structures Day 1

Campaign Lab



Feedback time

- › Goal – 100% Participation
- › 6 Short Questions
- › We use what you give us

What is
becoming
clearer?

What remains
murky?

Housekeeping

Closing the Day

Ellen

