



Task Force Academy for Leadership and Action Training Sessions

The Task Force's **Academy for Leadership and Action** makes its debut at the National Conference on LGBT Equality: Creating Change 2008. The Academy serves as a primary leadership and skills development opportunity for activists in and associated with the lesbian, gay, bisexual and transgender (LGBT) movement. The Task Force's Academy is a long-term commitment to train and support leaders and potential leaders - primarily at the local and state-level - to fill the staff, board, activist, and volunteer roles critical to our success as a movement. Throughout each year, the Task Force's Academy will provide trainings in leadership, management, organizing, advocacy, and other key areas to existing and potential leaders and activists seeking to hone their skills. The breadth and depth of Academy trainings includes offerings through our strategic partnerships with other expert trainers, organizations, and consultants. Attendance at Academy sessions will also connect participants to a larger LGBT social justice agenda.

The Academy sessions at this year's National Conference on LGBT Equality: Creating Change, developed by Task Force staff with input from key community organizations, leaders, activists, and experts in their fields, comprise 25% of the overall programming offered at the Creating Change conference. In order to attend Academy sessions, participants must be registered for the Creating Change conference, pre-registered for the Academy, and have been accepted into the sessions.

To ensure the needs of participants are appropriately met, Academy for Leadership and Action sessions are designated as the following:

Fundamentals – Basic/entry level for new staff, board members, volunteers and activists, or existing staff, board, volunteers and activists with new responsibilities. Typically 0-1 year of experience in the topic area. Content covers terminology, basic theory and building essential skills.

Intermediate – Intermediate, 2-5 years experience. Content includes putting theory into practice, and practical application. Sessions deal with serious challenges or barriers to being effective. Some time is devoted to problem solving.

Advanced – Advanced, 5+ years of experience. Sessions tailored for lead volunteers and organizers, board chairs, executive directors and senior managers, and experienced lobbyists. Content includes advanced theory, organizational management, and best practices. In addition, advanced sessions can include case study examinations and high-level problem solving.

All Audiences – Session is suitable for participants at all skill levels.

Academy Session 1: Friday Feb. 8, 9:00 AM – 12:15 PM

Executive Directors Only - Leverage Your Leadership Series

It is going to take all you've got and more to lead your organization, community and movement. How you got the job no longer matters, how you do that job is all that counts. Join Mickey MacIntyre's realChange Partners for a series of three training academy sessions that will develop your leadership, management and people skills to make sure you have it all to give. Executive Directors are strongly advised to maximize the usefulness of this series by attending all three training sessions.

Executive Director Academy Part 1: If You Lead, Will They Follow? - Your Executive Director Leadership Skills *All Audiences*

We often think that there are natural leaders. We say she has charisma or that special something that makes people follow her. The reality is that these Executive Directors have just acquired the skills of leading and have been exercising them more often than you. Come and improve your so-called "soft-skills" of leadership so you can motivate and inspire others to join... and stay on your team. Together we will:

- Engage in an overview of leadership, management, and product skills development – there's a difference between the three that you need to know.
- Assess your leadership strengths and challenges – how do you stack up.
- Go in-depth into developing your personal leadership skills – those – "Soft Skills."
- Concentrate on the magic triangle of leadership that moves people – Vision, Trust, and Discipline.
- Create your own leadership development plan – let's get started right now!

Faculty: Mickey MacIntyre, Principal, realChange Partners, LLC, Barbara Green, Organizational Development Consultant, Seattle, WA

Voicing Your Values *Advanced*

To attend this session please be a leader who has engaged or plans to engage in public policy debates. This session will be limited to 25 participants.

What are your critical values? What values are highly regarded by the public? How are progressive values different from conservative values? What do we mean by "progressive"? The goal of this session is to work with participants to: understand the concept of "framing with values"; develop a style of persuasive communications; elevate issue debates to values consensus. Each participant will be asked to present her/his values frame, and the groups offer helpful critiques, and after all participants present a general de-brief. Finally, participants will be challenged to wrestle with the "hardest questions you will ever be asked" and offer ideas to avoid rhetorical traps and turn hostile questions into opportunities to discuss shared values. The overarching goal of this session is to understand that people make choices on the basis of values – or should make choices in this manner – and that you can build power in an organization or politically by using values.

Faculty: Tim McFeeley, Executive Director, Center for Policy Alternatives
Bernie Horn, Policy Director, Center for Policy Alternatives

It doesn't have to be lonely at the top: how to promote and develop new organizational leaders *Advanced*

This session is intended for those who have a strong desire to build a larger team of leaders engaged in your organization's highest priority work; and/or who are in a position to coach, supervise, or support other staff, board, or volunteers.

Ever feel like you're the only one leading your organization? Have you struggled to mentor others to take on more? This track will help existing organizational leaders grow their skills at mentoring and developing new leaders from amidst staff, board, and volunteers. Participants will learn the theory and practice behind effective leadership supervision, training, and support. By the end of this training, participants will have the skills needed to grow dramatically the number of leaders engaged in their organizations' highest priority work. With this in mind, concepts will be taught using case studies from LGBT-related ballot measure or grassroots lobbying campaigns, where the promotion and mentorship of large numbers of leaders were critical for the LGBT community's success.

Learning objectives:

Be able to identify and inventory your leadership needs.

Match the right staff, board, or volunteers to the appropriate leadership roles.

Understand the key responsibilities of an effective supervisor.

Be able to identify and provide the type of supervision and skill development your potential leaders need.

Develop the capacity to coach and support your leaders and volunteers through side-by-side action.

Faculty: Moof Mayeda, Senior Field Organizer, National Gay and Lesbian Task Force; Sarah Reece, Organizing and Training Project Director, National Gay and Lesbian Task Force

Authentic Collaboration and Followership as Pathways to Breakthrough Social Change *Advanced*

This training is best suited for organizational leaders as well as capacity builders (including funders) who want to facilitate or support inter-organizational planning and action.

"Accountability" is the buzzword du jour in the nonprofit sector. Donors, funders, boards, and constituents all want to see results from nonprofit organizations. And yet, social change requires long-term and collective efforts by many – no single nonprofit could single-handedly achieve "impact," and certainly not in the short term. So, on the one hand, nonprofits must be more rigorous and savvy about identifying, measuring, and communicating their results; on the other hand, stakeholders must be more realistic about what it takes to create meaningful and sustainable social change or "impact."

In this space of greater understanding, the need for more systematic and authentic collaboration emerges. But "collaboration" is another one of those buzzwords that demands greater examination and attention. In this highly interactive session, we will explore and build models for collaborations that achieve impact far greater than the sum of their parts.

We also will look at how power can be shared to enable authentic collaborations, and explore the notion of “followership” as an essential aspect of effective and authentic collaboration. Our culture worships leaders. We look to people in leadership roles for vision, direction, solutions, and support. And yet, most of us spend most of our time following (a boss, a board, a constituency, a mission). The final segment of this session aims to lift up and reclaim the practice of followership and, at the same time, to reframe leadership as a dynamic relationship, rather than a fixed position, that encompasses leaders and followers. How we follow informs how we lead, and vice versa. Using a video prompt, paired and group dialogue, silence, and journaling, participants will reflect on their followership styles and explore what make them “exemplary followers” who can lead and follow from wherever they are.

Faculty: Gita Gulati-Partee, OpenSource Leadership Strategies, Inc.

Full Inclusiveness: Taking Transgender Inclusion to the Next Level *Advanced*

This session is intended for those who are in a leadership position within their LGBT organization that is mostly or nearly almost “trans-inclusive”; have read the guide: Transgender Inclusion: How to Do it Well by Mottet/Tanis; are optimistic and are solution-finders; have a working knowledge of transgender people, issues, and the politics of trans-inclusion.

Most LGB(T) groups have embraced transgender people and issues, but many groups have done so with incomplete results. Whether your LGB(T) organization is an advocacy, faith-based, support, or direct services organization, there are common principles that can help you fully integrate transgender people into your organizations mission, power structure, and work. This academy covers the higher level trans-inclusion issues such as creating written policies, dealing with resistance amongst LGB/allied leaders of the organization, addressing the health care needs of trans staff, understanding on a deeper level the internal conflict of the role of a trans ally, and getting over those final organizational barriers to transgender-inclusion.

Learning Objectives:

Leave with concrete actions to take back home to advance true trans inclusion within their organization, such as policies to adopt, and specific methods to utilize.

Understand how to overcome psychological or emotional barriers to trans-inclusion.

Be able to talk persuasively with naysayers about the importance of trans inclusion to the success of the organization.

Understand institutional and structural barriers to trans-inclusion and how to overcome them.

Learn ways to renew organizational energy to address barriers to trans inclusion.

Faculty: Lisa Mottet, Transgender Civil Rights Project Director, National Gay and Lesbian Task Force, Washington, DC; Justin Tanis, Program Manager, National Center for Transgender Equality, Washington, DC

Media Essentials: Making Your Voice Heard *All Audiences*

This workshop will be capped at 40 participants and is open to participants of all experience levels.

The Media Essentials workshop will help you learn how to turn your personal stories into messages and talking points that can be used in media contexts to move public opinion and change hearts and minds. The workshop will address building relationships with reporters and developing targeted community-based campaigns to draw media attention to LGBT issues. Participants will engage in hands-on exercises on message development and will leave the presentation with a set of talking points about issues facing their communities suitable for media contexts.

Faculty: Rashad Robinson, Senior Director of Media Programs, New York, NY

A Hole in the Fabric: Examining (and Correcting) the Absence of LGBT Aging Issues in the Building of Our Agenda for Social Change *Advanced*

You do not need a background in LGBT aging work, but you must be a seasoned activist, with 5 or more years of organizing and leadership experience. Especially seeking people doing intersectional work or who are interested in developing an intersectional perspective in their work, which includes issues of age and aging. This workshop will be capped at 20-25 people.

Many social change activists are getting older and trying to figure out the politics of aging in the movements they helped to build and in which they now work. For many younger activists, they have little information about issues uniquely queer and aging/elder and no idea where to go for this knowledge even if they wanted to build it into their work. Come to this three hour workshop to gain knowledge and a critical overview concerning LGBT aging policy and advocacy concerns, discuss ways in which to move this issue into more visibility in the work you are doing and join with others to help address this absence in our movements.

Faculty: Amber Hollibaugh, Senior Strategist at the National Gay and Lesbian Task Force and a leading expert on LGBT aging and will be leading this three-hour session.

Academy Session 2: Friday Feb. 8, 3:00 – 6:15 PM

Executive Director Academy Part 2: Leaders Manage Systems - Executive Director Management Skills *All Audiences*

Great Executive Directors take risks and seemingly move mountains. But they only succeed for their organizations if their foundation of management systems is in place. Management skills give leaders the discipline that others gravitate and stick to. These systems also help you determine the teams of people you need to create, manage and reward, so you aren't doing all the work yourself. No matter how big or small every organization needs systems in all 8-function areas of non-profit management. The solutions are scalable to your specific management needs. So join us and improve your non-profit management skills today.

Faculty: Mickey MacIntyre, Principal, realChange Partners, LLC; Barbara Green, Organizational Development Consultant, Seattle, WA

Assessing Differences in Resolving Conflicts and Promoting Policy Preferences

Intermediate

This session is for board and staff members of LGBT organizations and will be capped at 30 participants.

This two-hour session will focus on how to resolve conflicts with people like/unlike you. It will also equip participants with the skills they will need to out-manuever their opponents! The session is divided into two parts. The first part of the session will focus on the way participants deal with conflict. Do they avoid, compete, compromise, etc.? We then review the characteristics of each type, and after that, divide the group into like/unlike groups and ask them to address particular challenges. The second part determines the “ethical preferences” of the participants – how do they promote their policy goals in the public debate? We review the differences in these groups and then break into small groups to discuss outcomes and self reflections.

Faculty: Tim McFeeley, Executive Director, The Center for Policy Alternatives, Washington, DC; Diallo Brooks, Director of Legislator Relations, The Center for Policy Alternatives, Washington, DC

Many hands make light work: Building a large and sustainable volunteer team *All Audiences*

This session is intended for those who possess a strong desire to build a big team of volunteers engaged in mass action that builds political power; and who serve in a volunteer recruitment or management capacity within an organization.

When was the last time you had more than 100 constituents meet and lobby a legislator on an LGBT issue? Or had 100 or more volunteers go door-to-door to talk with voters? Never, you say? This workshop will give you the skills to recruit the large volunteer team you'll need for effective political action. In many campaigns, building a big volunteer team can mean the difference between winning and losing. The Task Force has helped communities develop unparalleled expertise at finding many new volunteers, motivating them to work hard, and training them to be effective. If you've never recruited a volunteer for political action, this session will teach you how. If you have volunteer recruitment experience, this session can help you achieve much better results.

Learning Objectives:

Understand the key components of an effective volunteer recruitment ask.
Develop the capacity to write effective and compelling volunteer recruitment scripts.
Know how to train others to recruit volunteers.
Be able to motivate new volunteers to come back again and again.
Be capable of insuring that your volunteers show up.

Faculty: Kathleen Campisano, Senior Field Organizer, National Gay and Lesbian Task Force; Dan Hawes, Acting Director Organizing and Training, National Gay and Lesbian Task Force

Making Schools Safe: Training the Trainers *Advanced*

This session will be a high-level training for individuals interested in returning to their communities able to build an effective Safe Schools Project to conduct anti-bullying trainings in schools. The target audience will be activists, educators, and attorneys already working on anti-bullying trainings in the schools in their communities, or highly interested in doing so.

Half of the seminar will focus on the nuts and bolts of forming a multidisciplinary collaboration, developing a dynamic educational curriculum for secondary teachers, administrators, and school staff, supporting Gay-Straight Alliances, and discussing the practical issues and obstacles that training teams face in the field. The other half of the seminar will be devoted to a real-life interactive training facilitated by a master teacher, attorney, college student, and professional educator.

Faculty: The training will be lead by a team from the Ohio Safe Schools Project, which has successfully conducted trainings in schools in Ohio, including Dr. Susan Telljohann, Dr. Lisa Pescara Kovach, Attorney Rob Salem, Dr. Michelle Stecker, Kim Welter, Noah Gillespie, and Brenda Spurlin.

Media Essentials: Rapid Response Communications *All Audiences*

The workshop will be capped at 25 participants and is open to participants of all experience levels.

The Media Essentials workshop will help you to organize rapid response to media in local communities. Defamatory coverage of the issues faced by the LGBT community can create challenges as we work to move public opinion. This workshop will discuss organizing techniques for coordinating rapid response to local media, how do develop op-eds and letters to the editor to generate conversation in local media outlets about the LGBT community, and strategies for mobilizing media response to hate crimes and other urgent, unexpected incidents.

Faculty: Paul Karr, Director of Media Field Strategy, GLAAD, New York, NY; Sarah Kennedy, Media Field Strategist, GLAAD, Central Region, New York, NY

The Writes and Wrongs of Legislative Drafting *Advanced*

This session will be a training for individuals interested in learning how to draft LGBT legislation. The target audience is leaders in LGBT advocacy organizations (such as public policy directors) and individual activists with a legal background (law students, law school graduates, and practicing attorneys) who are interested in assisting LGBT advocacy organizations with drafting LGBT-related legislation. Interested individuals will be identified through statewide LGBT advocacy and bar associations. The target audience size is approximately 10-20 people.

The drafting topic will depend on interest/need indicated during recruitment of participants. One half of the seminar will be a drafting training, while the other half will be an actual drafting exercise. The drafting training will include the fundamentals of LGBT legislative drafting, including model definitions of sexual orientation and gender identity or expression and drafting

tricks for accomplishing transgender inclusion. It will also include the research and drafting particulars associated with whatever the drafting topic is that the participants requested beforehand. The drafting exercise will be devoted to drafting manageable portions of an actual bill for the participants' jurisdictions.

Faculty: Kara Suffredini, State Legislative Director, National Gay and Lesbian Task Force, Washington, DC; Chris Edelson State Legislative Director, Human Rights Campaign, Washington, DC

Academy Session 3: Saturday, Feb. 9, 9:00 AM – 12:15 PM

Executive Director Academy Part 3: Leaders Manage Relationships and Build Teams - Your Executive Director People Person Skills *All Audiences*

If you are alone, chances are there is no organization there. Being a successful Executive Director means that you have to be able to effectively manage people, relationships and teams. Inspiring others with your leadership skills is far different than ensuring their continued participation with your management skills. In this workshop we are going to look specifically at managing people, including you. Learn to become a people person today!

- Managing Yourself – prevent burn-out the #1 demise of Executive Directors - time management and personal goal-setting.
- Managing Your Board – create a partnership that moves your mission farther than ever before - dismantling the board monolith to create winning partnerships.
- Managing Your Staff – paid & volunteer – recruiting, managing, terminating in's and out's, building staff structures, and peak performance evaluation.
- Managing Your Collaborative Relationships – coalition and collaboration partners need as much management as your staff and volunteers - effects of money, power and control on collaborative relationships and the tools to manage them.

Faculty: Mickey MacIntyre, Principal, realChange Partners, LLC; Barbara Green, Organizational Development Consultant, Seattle, WA

Donor Management Software – List Management & Beyond! *All Audiences*

Looking for donor management software? Have the tool but not the know how? This workshop will help you define your donor management needs, from List Management to Data Mining. Topics covered include: using the development plan as an information guide, technology terms for non-techies, critical information elements, key software functions and data mining. Join us for a fun overview of your donor management options and opportunities!

Faculty: Mickey MacIntyre, Principal, realChange Partners, LLC; Brinah Vincent, CFRE, Consultant, realChange Partners, LLC

In Our Own Words: Cultural Competency and Media Advocacy *Advanced*

This workshop will be capped at 25 participants and is recommended for Communications Directors and other advocates who routinely engage in media advocacy work.

Media outlets and media audiences vary dramatically from community to community, and cultural competency plays a key role in communications strategy and media advocacy when speaking to outlets that target specific communities, particularly LGBT and ethnic media outlets. The workshop will address how to develop culturally competent messages that speak to your audience, media cultivation and pitching to ethnic media outlets and GLAAD's anti-defamation efforts in Spanish language media as a case study for culturally competent media advocacy. Participants will gain skills around message development and media strategy for LGBT and ethnic media outlets, as well as other forms of community based media.

Faculty: Katina Parker, Media Strategist, Communities of African Descent, GLAAD, New York, NY; Chuy Sanchez, Spanish Language Media Strategist, GLAAD, New York, NY

In the Spirit of Justice: Doing The Work of Individual and Collective Spiritual Reclamation-Part I *Advanced*

If you work with groups and in communities where religious oppression impacts your work, and you would like to strengthen your ability to address these forces, you will benefit from this workshop. It would be most effective for one or two people to come from an organization or community group in order to bring back the tools to their work at home.

As Queer people -- particularly those of us in non-urban and southern communities -- struggle toward creating a more a just world, the loudest voices against our movement are usually cloaked in religious doctrine. Often our families of origin and faith communities encourage our individual and collective self hatred through this same rhetoric. Those of us committed to building a stronger Queer movement need to be better equipped both personally and collectively to resist religious oppression and support the reclamation of our spiritual lives. We need individual and collective practices of healing and reclamation woven into our movement work at every level.

How do we address the deep impact of religious oppression, spiritual violence and loss of spiritual connectedness in queer communities? How can queer organizations better respond to such forces? This session will explore both individual and collective practices for building an analysis around the impact of religious oppression on Queer movement work -- from our individual heartbreak to the ways in which queer organizations are often stymied at how to best address these forces in a meaningful way. We will offer useful tools for building healthy organizations, and ultimately a healthy movement, rooted in practices of healing and liberation.

Faculty: Chantelle Fisher-Borne, OpenSource Leadership Strategies, Inc.

Media Cultivation: Media Strategy and Communications Capacity *Advanced*

This workshop will be capped at 25 participants and is recommended for organizational spokespeople and communications professionals.

The Media Cultivation workshop, aimed at organizational leaders and communications professionals, will help you to develop high level media skills. The workshop will cover cultivating high level relationships with reporters, pitching strategies, and spokesperson interview techniques for print and broadcast media. The trainer will lead practice media interviews to help participants hone interview techniques and will map out strategies for cultivating reporter relationships and pitching story ideas around key issues.

Faculty: Vaishalee Raja, Associate Director of Media Field Strategy, Los Angeles, CA

Organizational Excellence: Building Organizations that Build the Movement *Advanced*

You must have 5+ years of capacity building and organizational leadership to register for this session. This session will be capped at 25 participants.

Taken together, the many state and national organizations that serve the LGBT community are often referred to as “the movement.” Yet, many of these organizations would not explicitly say that their mission is to further build the movement. The focus of many of our LGBT organizations is on advancing issues or winning campaigns--while the work involved in building an inclusive and dynamic movement is articulated as an important but secondary goal. This session will focus on how to build the kind of systems inside your organization that connect the day-to-day work that you are already doing to movement building for the long haul.

Faculty: Lisa Weiner-Mahfuz, Director of Capacity Building, National Gay and Lesbian Task Force, Washington, DC; Beth Zemsky, former Co-Chair of the National Gay and Lesbian Task Force Board of Directors and organizational development consultant, Minneapolis, MN

Public Story-Telling for Strategic Action *Advanced*

Participants should have at least 5 years experience with organizing with religious traditions and come prepared with clear goals for what they wish to accomplish within their movements.

Our religious communities harbor some of the worst homophobia, heterosexism and gender-phobia, yet they also provide some of the greatest resources for transformation of society. In order to counter the lies and un-truths and leverage the power and resources of the different traditions, this 3-hour training will focus on one key organizing strategy—public story-telling. But it will do so with specific goals in mind.

Faculty: Rev. Tiffany Steinwert, pastor to Cambridge Welcoming Ministries. She is a veteran of many United Methodist campaigns and secular legislative struggles. Recently, she was honored for her organizing work as the religious outreach coordinator for Mass Equality. Rev. Rebecca Voelkel, Institute for Welcoming Resources and Faith Work, National Gay and Lesbian Task Force. She comes with 25 years of experience in organizing within religious movements on racial and economic justice, foreign policy, sexual and domestic violence and LGBT justice.

Academy Session 4: Saturday, Feb. 9, 3:00 – 6:15 PM

Leveraging the Power of Leadership Change to Strengthen Organizational Capacity *Advanced*

This session is intended for current executive directors and board leaders of organizations going through leadership transitions.

Executive Director transition is a fact of nonprofit life. Planning for future leadership and executive director transition is critical to ensuring the long-term health and continuity of your organization. Whether or not you are currently involved in a leadership change, this workshop will give you the tools to help your organization not just manage, but thrive, during one of the most difficult aspects of nonprofit life. Workshop participants will examine how to determine when it is time for a leadership change, how to successfully prepare for a new leader, how to take advantage of the ambiguity that transitions afford, and will identify the next steps in succession planning for their own organizations.

Faculty: Barbara Green, Organizational Development Consultant, Seattle, WA; Rea Carey, Deputy Executive Director, National Gay and Lesbian Task Force, Washington, DC

Advanced Fundraising: Increasing Your Donor Mind/Market Share through Donor Relationship Building *Advanced*

This session intended for development directors, senior development and fundraising staff, executive directors, and persons who take a large role in fundraising for an organization.

You have done all the basics. You have gotten donors to make the gift and they are committed to giving something to you annually. So what's next? How do you build mindshare with each donor that leads to more advanced individual relationships and enhanced giving? Take your major donor program to peak performance and maximum return on investment through the techniques in this workshop.

Workshop Outline:

- Recognize and Leverage Your Place in Your Donor's World
- Understanding and Using Capacity and Readiness Ratings on your prospect research.
- Creating Individualized Donor Plans (using Moves Management)
- Moving to Multi-Year Funding
- Managing Donor Driven Agendas
- Transitioning Donors from One Solicitor to the Organization
- Reading Donor Satisfaction Indicators (like donor referrals)

Faculty: Mickey MacIntyre, Principal, realChange Partners, LLC; Brinah Vincent, CFRE, Consultant, realChange Partners, LLC

Playing to Win at the Ballot Box: Developing Effective Campaigns to Defeat Anti-LGBT Referenda *Advanced*

This training is intended for those who currently serve, or anticipate serving, a staff or volunteer leadership role in a campaign to defeat an anti-LGBT ballot measure.

For over 30 years, anti-LGBT initiatives and referenda have persistently remained part of our community's political landscape. Between 2004 and 2006 alone, the LGBT community has faced, and lost the vast majority of, anti-LGBT referenda in dozens of states and municipalities on issues ranging from the freedom to marry to banning anti-LGBT job discrimination. More such measures already loom on the horizon for 2008. Defeating these requires not only unprecedented people and financial power but smart strategies and tactics capable of winning over the hearts and minds of the electorate.

For the last five years, the Organizing and Training team of the National Gay and Lesbian Task Force has helped diverse communities to fight back and defeat these attacks. In this training, experienced Task Force organizers will share their best thinking about what's worked and what hasn't in a range of ballot measure campaigns from across the country.

Learning objectives:

Understand winning campaign strategies that enable you to best prioritize tactics amidst the many choices available in any election campaign.

Develop new ideas for building a winning campaign that don't sacrifice your community's values.

Learn tips for effectively working with teams of pollsters and other consultants that are necessary for a strong campaign.

Understand campaign messages that have been used in a wide range of campaigns, especially marriage-related ones.

Develop strategies for building a big team of leaders, volunteers, and fundraisers for your campaign while maximizing LGBT and allied community buy-in.

Faculty: Thalia Zepatos, former Director Organizing and Training, National Gay and Lesbian Task Force

In the Spirit of Justice: Doing The Work of Individual and Collective Spiritual Reclamation, Part II *Advanced*

If you work with groups and in communities where religious oppression impacts your work, and you would like to strengthen your ability to address these forces, you will benefit from this workshop. It would be most effective for one or two people to come from an organization or community group in order to bring back the tools to their work at home.

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collectively to resist religious oppression and support the reclamation of our spiritual lives. We need individual and collective practices of healing and reclamation woven into our movement work at every level.

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Faculty: Chantelle Fisher-Borne, OpenSource Leadership Strategies, Inc.

Media Mastery: Advanced Media Advocacy and Communications Strategy *Advanced*

This workshop will be capped at 15 and is recommended for Executive Directors, high level spokespeople and other leaders motivated to improve communications planning.

The Media Mastery workshop is a high level media strategy and communications planning workshop aimed at organizational leaders looking to increase capacity around media advocacy work and develop strategic campaigns to move public opinion in their communities. The workshop will cover high level media planning and strategy around specific organizational goals related to key campaigns, visibility efforts, legislation battles, elections and other issues. The trainers will lead a practice session on high level media interviews that will focus on hostile or combative interview settings. Participants will leave the workshop with drafts of communications plan around key issues relevant to their organizations.

Faculty: Paul Karr, Director of Media Field Strategy, GLAAD, New York, NY

Using the thinking: How research has a role to play in the fight for LGBT equality *Advanced*

The session is targeted at communications and public policy professionals working in any LGBT organization, as well as executive directors who are often called upon to be the spokespeople not just for their employer but also the broader community.

The myriad LGBT organizations that make up “the movement” are constantly called-upon to defend their positions and policies and, all too often, to *prove* that LGBT Americans really are discriminated against. In order to show the courts, state legislatures and other branches of government that protective legislation is necessary activists across the country must be equipped not only with the abundant evidence supporting our cause, but also with the requisite skills to present that evidence in a compelling fashion.

The Task Force’s Policy Institute (PI) is the movement’s leading think tank, examining all manner of issues critical to our movement for more than a decade. This work has included analysis of the epidemic of homelessness among LGBT youth, the experiences of API, African-American and Hispanic LGBT people, analysis of the particular impact of social security’s exclusionary rules and coverage of the ex-gay movement’s attempts to target ever younger

children. This research is informative and has been used by the Task Force in a variety of ways, but many activists around the country remain unsure as to how best to utilize this rich source of data.

This session is intended to help you learn how to use the PI's research (and that of other think tanks and academics) to advance the cause of LGBT equality in your home community. Utilizing one of the studies listed above, you will work in small teams to strategize and create compelling tools to advance a specific advocacy goal. What you'll take away is an overview of a variety of approaches that you can employ in your home community.

Faculty: Jaime Grant, Ph.D., Director, The Task Force Policy Institute; Nick Ray, Senior Policy Analyst, The Task Force Policy Institute; Lisa Mottet, Transgender Civil Rights Project Director, Public Policy and Government Affairs, The Task Force; Pedro Julio (PJ) Serrano, Communications Associate, The Task Force; Mandy Carter, Durham, NC

Power: The Third Rail of Progressive Politics (90-minutes, 3:00 PM – 4:30 PM) *Advanced*

This session is for organizational and movement leaders and is capped at 30 people.

Progressives (LGBT leaders and others) often have an innate distrust and fear of power. Using current examples from LGBT and other progressive movements, this session, which is simply a facilitated, interactive discussion, offers participants a guide to understanding the sources, uses, pitfalls and benefits of political and organizational power. We engage in a “great leaders” exercise: how did people in history (e.g., Khan, Washington, Ghandi, Eleanor Roosevelt, M. L. King, Jr.) acquire and use power? Is it okay to use power to get more power? How do we know whether power is being used properly? What's the difference between power and authority? Between leadership and authority? What are the burdens of power and leadership and how do leaders avoid losing power?

Faculty: Tim McFeeley, Executive Director, The Center for Policy Alternatives; Diallo Brooks, Director of Legislator Relations, The Center for Policy Alternatives

Financial Literacy for Executive Directors and Board Members (90 minutes, 4:45 – 6:15 PM) *All Audiences*

This workshop is targeted at executive directors and board members who do not have a background in finance or accounting. Session capped at 20 participants.

Some executive directors and board members feel lost or full of anxiety when it comes to responsibility and accountability for the organization's cash flow and financial compliance. This workshop is for executive directors and board members of LGBT organizations who would like to increase their understanding and competence regarding finance and accounting issues. The workshop covers reading and interpreting financial statements; setting financial policy and governance; and tracking financial capacity and performance.

Faculty: Jack Ziegler, Movement Advancement Project, Denver, CO