

TRAINING FOR **CHANGE**

**ANNUAL
REPORT**

2024-2025

OVERVIEW

For over 30 years, Training for Change has supported social justice movement builders around liberatory pedagogy, group facilitation, and organizing skills. We believe transforming society requires facilitators who can turn strategy into collective action, trainers who can multiply leadership, and educators who can help movements learn in real time.

Forces of authoritarianism and oligarchy are tightening their grip on power, threatening immigrants, trans kin, advocates for freedom in Palestine, and all their political opposition. Cultivating skills for adaptation, collective learning, and creative resistance is crucial now, more than ever.

Our programs this year spanned public workshops, customized training partnerships, coaching, and facilitation support for groups—all rooted in experiential praxis to activate the power within leaders to play the many movement roles the moment requires.

If you'd like to learn more, please be in touch!



BY THE NUMBERS

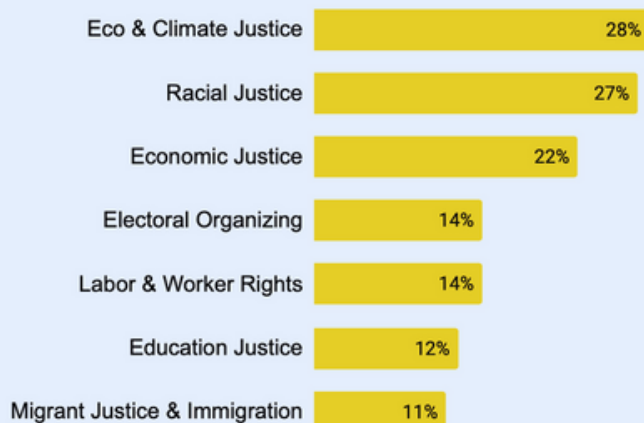
Between July 2024 and June 2025, we trained and coached **910 participants** across TFC programs.

PUBLIC WORKSHOPS

- We trained **184 participants** through in-person, multi-day, **training for trainers intensives**.
- We trained **278 participants** in **online** public workshops on fundamental **organizing skills**.
- **~75% of trainees** across all programs were **Black, Indigenous, and/or People of Color (BIPOC)**.
- A **majority** of our public program participants identified as **working class and/or poor**.

PARTICIPANT ISSUE PRIORITIES

Public Workshops, Top Issues



PARTNERSHIPS

- We **partnered** with **37 organizations** for training, facilitation, and coaching, supporting **448 leaders**.
- Through fiscal sponsorships, joint workshops, and special projects, we supported an additional **2,750 participants**, including on campaign strategy, visual strategy, and across Latin America.

PARTNERSHIPS, CONTENT FOCUS

Trainer Reported



OUR PROGRAMS

TRAINING FOR TRAINERS

The core of our work is liberatory training and facilitation. We train organizers, trainers, and movement educators in the art and science of curriculum design, group dynamics, and facilitative leadership. These skills are fundamental to organizing and movement building, but leaders don't often get the opportunity to build them rigorously.

This year, we led 8 **Training for Trainers** intensive workshops, through various formats:

- **Regional T4Ts** brought our foundational T4T workshop directly to organizers in Central Appalachia and Pennsylvania. These place-based trainings allowed us to deepen local relationships and tailor designs to regional contexts.
- **National T4Ts** gathered leaders across regions, issues, and sectors to develop training skills.
- **Partnership T4Ts** worked directly with allied organizations to build training capacity within their teams, bringing the T4T experience to specific movements contexts, from labor organizing to youth climate organizing.
- **The Advanced Training of Trainers (ADTOT)** returned for its second year since its redesign. This intensive workshop took experienced trainers deeper into group dynamics, emergent design, and cultivating inner awareness as facilitators.



*I am self-taught through observation so getting **concrete tools and frameworks** was so helpful. Observing trainers lead the workshop was the most impactful for me, because **I got to experience high quality training** and a model.*

-Jules Mandel, Alliance for Youth Action, PA Training for Trainers, July 2024

*The **debriefs/support deep dives** were all beautiful and such powerful models of being fully with what is and not shying away... Also **every moment we got to practice skills** was **transformative** even if it was scary. I learned so much about myself as a facilitator and what some things are that I can be practicing to live into the facilitator I want to become.*

-Clarise McCants, The Organizing Center, Advanced Training for Trainers, March 2025

OUR PROGRAMS

ORGANIZING SKILLS INSTITUTE (OSI)

ORGANIZING
SKILLS
INSTITUTE

The *Organizing Skills Institute* offers cross-movement spaces where community, labor, and electoral organizers learn key organizing skills together across organizing traditions and experience levels. This year, we:

- **Offered public skill-building workshops.** We led **11 online workshops** focused on essential organizing skills: one-on-one organizing conversations, meetings for base-builders, and campaign strategy.
- **Revamped the *Campaign Strategy 101* curriculum** to deepen practice with strategic decision-making in the workshop.



*I'm doing a lot of organizing trainings right now, and this was the best one. The model of **working through a real case study** and **stopping at various points to ask what we'd do next**, and **explain our reasoning**, was very practical - but also let us explore and **understand the overall principles behind the choices** we were making. It was an engaging way of showing us that organizing is dynamic and contextual - there's not always one right answer or a one-size fits all pathway to make change. I also very much appreciated that the **training was online, accessible, and on a sliding scale**.*

- Lee Paczulla, Love Thy Neighbor Chester County, Campaign Strategy 101, January 2025

- **Released *Craft of Campaigns* Podcast Special Episodes.** This year, we released two episodes exploring broader strategic themes related to issue-based campaigning.
- **Launched the second edition of the *Campaign Strategy Workbook*.** Our open-source compendium of theory, case studies, and worksheet templates for campaign planning and strategy returned in an updated version, incorporating new examples and refined frameworks based on organizer feedback and evolving organizing conditions.

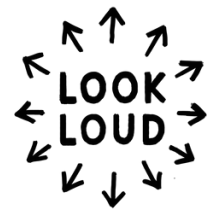


OUR PROGRAMS

ORGANIZING SKILLS INSTITUTE (CONTINUED)

ORGANIZING
SKILLS
INSTITUTE

- Supported **11 organizers** through **campaign coaching**. Our **Campaign Strategy Fellowship** continues to pair campaign organizers with a strategy coach for one-on-one and small group support on issue-based campaign development.
- Partnered with movement organizations on **organizing skills training and coaching**. We collaborated with **The Organizing Center** to offer **Campaigning for Power** workshops, building campaign skills among their network of organizers. We also supported a five-day intensive training and online workshops with **Look Loud** on multi-faceted visual strategy, from messaging development, fabrication, action staging, to documentation.



*This was one of the **most meaningful weeks of my life**. This training came at a time when I had been burned out and frustrated. This week fully turned that around for me. I really appreciate how **involved y'all were in offering 1:1 instruction**, confirming that tasks were being done correctly, and offering new ideas/prompting experimentation. I also really appreciated the range of ages, bases, and lived experiences. I learned much more than just visual strategy skills this week."*

— Stef Funk, Grassroots Co-Director at National Sustainable Agriculture Coalition, Visual Strategy Intensive



Visual Strategy Intensive, Philadelphia, PA

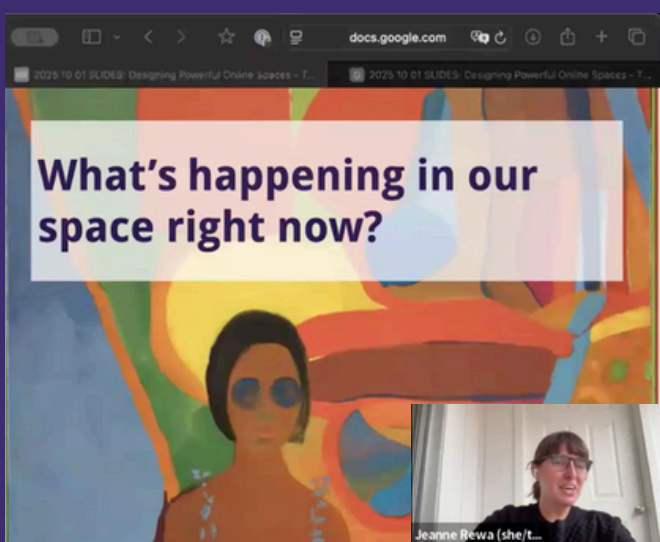
OUR PROGRAMS

ONLINE FACILITATION LAB

The Online Facilitation Lab brings TFC's experiential pedagogy to virtual movement spaces – making them more creative, dynamic, and effective. Through the Covid-era online surge and up to this year, we trained thousands of leaders through seven unique public workshops.

This year, we paused our *Online Facilitation Lab* public offerings to assess and redesign the program. Using lessons from our legacy workshops, we consolidated fundamental tools and approaches into two new, more intensive workshops: **Leading for Engagement Online** and **Designing Powerful Spaces Online**. These new, 3-hour online workshops use artistry, curiosity, and a large toolkit of online activities to model what's possible in online spaces for movement building.

During our re-design period, **coaching** and **partnership workshops** continued. We supported groups doing mass organizing skills training, leading youth Palestinian solidarity efforts, and resourcing reproductive justice advocates to develop their online facilitation skills. We continue to offer our legacy workshops privately through partnerships.



*One topic we covered in coaching is **room set-up in relation to line of sight** - setting things up so that when she looked at her slides she was looking towards the group and that when they were looking at the slides they were looking towards her.*

*We also covered "**the emotional life of the facilitator**" - I asked how she was feeling going into it and what she needed to do to take care of herself, which was an ah-ha moment for her. We ended up discussing how her vulnerability could support the container, since she was asking for vulnerability from the group as a key part of her workshop.*

-Jeanne Rewa, reflections from a coaching session with staff from the Abortion Care Network

PARTNERSHIPS

We partnered with organizations around pedagogy, organizing skills, strategy, and online facilitation. Here are some highlights.

PARTNERSHIP SPOTLIGHTS

SERVICE EMPLOYEES INTERNATIONAL UNION

Custom 3-day training for trainers

The Service Employees International Union (SEIU) is a cross-sector union representing about 2 million members. We partnered with the SEIU's Organizing Capacity Center to lead a 3-day Training for Trainers for their organizers and labor educators. Participants are applying lessons in trainings and meetings across departments and locals, including digital organizers, new organizers, senior organizers, campaign researchers, strategic planners and constituency/identity trainings.



ABORTION CARE NETWORK

Six-months of coaching and support

Abortion Care Network organizes and resources independent abortion clinics amidst ongoing threats to reproductive rights. We trained their staff on in-person and online facilitation skills, including a focus on intentionally curating participant journeys throughout a training, and leading secure and accessible sessions so participants feel protected. Over six months, we offered 1:1 coaching, online workshops, and support on a multi-day gathering.



Abortion Care Network

Campaigning for Power, Philadelphia PA



*The **breadth of tools and activities** I'm leaving with is so impactful already. The examples of how to remix them are helpful. The practice groups were great and getting time for designing an upcoming workshop was helpful. **Honestly loved it all.***

— Nell McNamara, Senior Digital Organizing Training Coordinator at SEIU

PARTNERSHIPS & COACHING

We partnered with the following organizations on workshops and group facilitation:

Abortion Care Network
Advocacy Institute
American Friends Service Committee
American Friends Service Committee WV
ARCH2 Ad Hoc Group
Association for Women's Rights in Development
Campus Climate Network
Catalyst Miami
Climate Justice Resilience Fund
Coalfield Development
Coming Clean
Dream Defenders
Fayette Fair Share
Grassroots Leadership
Momentum Community
National Education Association
New Roots Community Farm
NY Renews
Public Service Alliance of Canada
Robert Sterling Clark Foundation
Rural Defenders Union
Service Employees International Union (SEIU)
We Make the Future
WV Can't Wait
WV Center for Budget and Policy
WV Women's Health Center

We coached leaders from the following organizations on training pedagogy, facilitation, and organizing strategy:

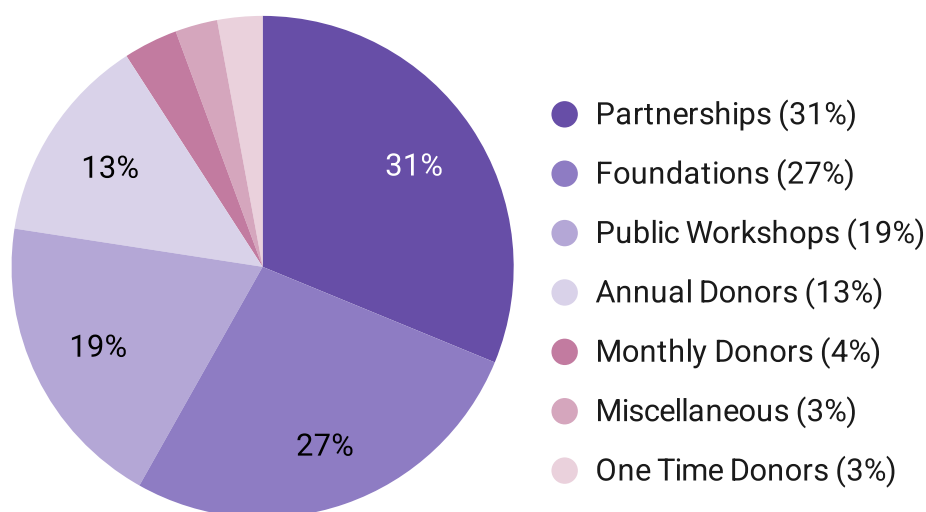
18 Million Rising
Black Alliance for Just Immigration
Bozeman Tenants United
Californians for Justice
CSEA-NY (Civil Service Employees Association)
Dissenters
Greenpeace
Kentucky Civic Engagement Table
Metro Justice
National Education Association
NY Renews
Organizing for Power (O4P)
Resource Generation
SOGI Campaigns
Standing Up for Racial Justice, Toronto
VietLead
Working Families Party



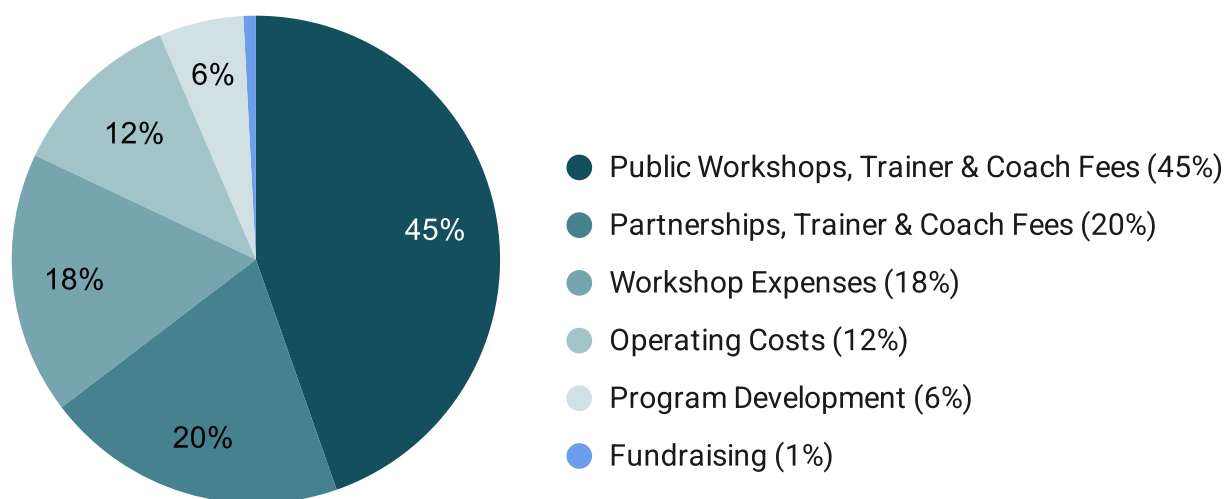
FINANCIALS

We rely on a range of sources to sustain our work. In addition to earned revenue from workshops, **we rely on support from grassroots donors** who allow us to develop new materials and programming, offer low-cost and no-cost partnerships to community organizations, and keep public workshops financially accessible. This fiscal year, our total expenses were \$672,400.

Income



Program Expenses



SUPPORT TFC

Become a monthly donor: Monthly Sustainers are the backbone of our grassroots funding, making general operations sustainable and innovative programming possible. Sustainers give any amount monthly and receive behind the scenes TFC updates.

Become a major donor: Major Donors provide vital support to TFC programs, scholarships, and operations. Major Donors give at least \$300 a year and receive additional information about our work. Whether you're able to give \$300, \$3,000, or \$30,000, larger gifts help our work thrive.

Plan a Bequest or Legacy Gift: In recent years, bequests – donors adding TFC to their will – have enabled new programs, grown our staff, and increased accessibility for all of our workshops. We're so grateful for these very personal and thoughtful gifts. If you're interested in exploring giving through a bequest, we'd love to talk with you.

To become a one-time or monthly donor, visit
trainingforchange.org/donate

OUR PEOPLE

CORE TRAINERS

Andrew Willis Garcés
Kim Huynh
Celia Kutz
Katey Lauer

Nikki Marín Baena
Zein Nakhoda
Andrea Parra

CORE STAFF

Nicole Ektnitphong
Zein Nakhoda
Ali Roseberry-Polier
Naomi Roswell

