Unite, Inspire, Lead
Our Students, Our Union, Our Future

Lessons Learned: Transforming our ESP Affiliate from a Service-Centered Association into a Student-Centered, Member-Led Organization – Session GOV320

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2017 NEA National Leadership Summit | February 24-26, 2017
This session will address:

• USEA’s Transformation Story

Our learnings in changing our organization using proven change theories that are in alignment with NEA Strategic Goal 2: Empowered Educators for Successful Students.
COMPETENCY: Governance & Leadership

– Advances the organization by internalizing its mission, vision, and core values
  
  • Level 1: Foundational,
    – Uses the purpose, culture, and history as well as educational/union trends to influence the direction of our work.
  
  • Level 2: Mobilizing & Power Building
    – Empowers others and promotes a culture that appeals to the different motivations of members while recognizing the contributions of all
  
  • Level 3: Agenda Driving
    – Implements strategies that move people to act and uses the mission, vision, and core values to drive our work and culture.
Session Outcomes

• From transaction to transformation: The USEA Story
  – Member-led and Student
• Video

– Kotter’s Our Iceberg is Melting
Local Scenario

• Activity
Step 1: Create Urgency

– For change to happen, it helps if the whole association really wants it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving.
Our Urgency

• USEA Membership Trends
Step 2: Form a Powerful Guiding Coalition

– Convince people that change is necessary. This often takes strong leadership and visible support from key people within your organization. Managing change isn't enough – you have to lead it.

– Create a diverse team!

  • Include Leadership, Stakeholders, etc.
USEA Guiding Coalition

• USEA President
• USEA VP
• USEA Executive Director
• Roxanne Dove, NEA Director of ESP Quality
• NEA
• Jon Falk & Lisa Connor, Senior Policy Analyst, ESP Quality
Step 3: Create the Vision for Change

– When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember.
Step 4: Communicate the Vision

– Your vision will have strong competition from other day-to-day communications, so you need to communicate it frequently and powerfully, and embed it within everything that you do.
Utah School Employees Association

Our Vision and Mission

“Great Public Schools where school support professionals are recognized and respected as essential partners in student success.”

Our mission is to empower, support, and elevate school support professional careers to positively impact student success.

Our Core Values

Respect: We believe public education is vital to building respect and opportunity for the worth, dignity, and equality of every individual in our diverse society.

Community: We believe public education is the cornerstone of our community. Public education provides individuals with the skills to be involved, informed, and engaged in our community.

Professionalism: We believe that the expertise and judgment of school support professionals are essential to student success. We maintain the highest professional standards, and we expect the status, compensation, and respect due all professionals.

Relationships: We believe relationships with parents, families, communities, and other stakeholders are essential to quality public education and student success.

Unity: We believe individuals are strengthened when they work together for the common good. As school support professionals, we improve both our professional status and the quality of public education when we unite and advocate collectively.
Step 5: Remove Obstacles

– Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.
Step 6: Create Short-term Wins

– Within a short time frame (this could be a month or a year, depending on the type of change), you'll want to have some "quick wins” to Add to My Personal Learning Plan" that your staff can see. Without this, critics and negative thinkers might hurt your progress.
Step 7: Build on the Change

– Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change.
Step 8: Anchor the Changes in Corporate Organization Culture

– To make any change stick, it should become part of the core of your organization. Your culture often determines what gets done, so the values behind your vision must show in day-to-day work.
Kotter's 8-Step Process for Change

1. Create Urgency
2. Form Powerful Guiding Coalition
3. Build on the Change
4. Create Short-term Wins
5. Remove Obstacles
6. Communicate the Vision for Change
7. Incorporate into Organizational Structures

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Session Outcomes

• The content from this session can be used in the following ways in your current position/role:
  – Identify reasons for change in your organization
  – Utilize the 8 step model for change in your organization
  – Become an agent for change by being a key leader in your organization
Resources

• *Our Iceberg is Melting: Changing and Succeeding Under Any Conditions*
  – John Kotter and Holger Rathgeber

• *Leading Change*
  – John P. Kotter

• *The Fifth Discipline*
  – Peter M. Senge
Some Reminders...

• Please complete the evaluation for this breakout session! **Session ID: GOV320**

• Please visit the Leadership Development Resources website at  
  [www.nea.org/leadershipdevelopment](http://www.nea.org/leadershipdevelopment)