

Organizing Model & Template for Integrated Issue-Based Comprehensive Campaigns

Organizing Campaign Model Overview

Our organizing model focuses on how to grow and strengthen our national, state, and local affiliates while addressing issues educators care about, including early career and veteran educators. The following principles underpin the My School, My Voice Integrated Campaigns Organizing Model:

- **ISSUES MATTER.** Authentic engagement on issues our members have identified as priorities leads to sustained membership growth and retention. Issues may vary, but there is always a traceable connection to educator voices.
- **WINNING MATTERS.** We must run campaigns and programs firmly aimed at achieving the demands related to our members' priorities. Wins could include school board policies, new contract language, legislation, or any policy or practice change that meets the demands articulated by our members.
- **FUNDING MATTERS.** Almost all our members' demands have one thing in common: they cost money. Money that most districts do not have. This means that campaigns cannot end with the new school board policy or improved contract language. We must ensure there is a consistent funding source to meet members' student-centered demands.
- **INTEGRATING LOCAL AND STATE AFFILIATE CAMPAIGNS MATTER.** We believe that opportunities for deep structural changes in affiliate membership growth depend on building supportive, integrated local and state affiliate campaigns and programs. This only happens when all affiliate stakeholders are involved from the beginning, to ensure that their voices are heard in the campaign planning process, and that all parties understand the local and state campaign plan to win!

Why is This Resource Different?

What makes this campaign model integrated?

These campaigns are integrated because they fuse NEA's Center for Organizing seasonal organizing programs into a unified campaign model. No longer are Education Summer, Summer Organizing, and Winter Worksite Campaign (now Winter Organizing) standalone programs. Instead, these seasonal organizing programs support an overarching, unified campaign plan to facilitate growth and strength.

Why is this campaign model comprehensive?

This model is comprehensive because it aligns NEA's various priorities into a unified campaign, including Educator Voice and Racial and Social Justice.

This organizing template will help affiliates establish a campaign plan that fits the unique work of uplifting and amplifying educator voices, while simultaneously growing their membership. This resource, the result of a partnership between NEA's Center for Organizing (C4O) and the NEA Education Policy & Practice (EPP), is tailored for state and local affiliates to use following participation in the Educator Voice Academy, hosted Summer 2019. We strongly encourage all affiliates to adopt this organizing model – not just those who attended Educator Voice Academies.

If you're planning to create and implement an Integrated Campaign, you are encouraged to use our other resources which may be helpful. The following is a list of other NEA Resources you may find helpful in Educator Voice Integrated Campaign work:

Resource	Description
Opportunity Checklist	A short, criteria-based tool to quickly assess what is available to students in your school.
Driving the Opportunity Checklist	C4O's resource for rolling out the Opportunity Checklist at your school or local. It includes a 10-minute meeting guide, hosting tips, and slide templates.
Opportunity Audit	A comprehensive needs assessment designed to dive deep into your school's opportunities for students. Rooted in NEA's research-based Great Public Schools criteria.
Advocating for Great Public Schools	A toolkit supporting locals, leaders, and activists to achieve wins for student opportunity and success by raising educator voices. This detailed advocacy guide takes you through all the steps of preparing and acting on member demands.
Raising Your Voice	A guide to opportunities within the Every Student Succeeds Act (ESSA) to take action and win greater opportunities for students' learning and success.

Most of these resources are available on NEA's My School, My Voice website, which can be found [here](#).

NEA provides its affiliates with a wide variety of resources, tools, and support. Our challenge is to determine how to combine these resources to support our affiliates' growth and strength.

This resource demonstrates how to weave together various NEA resources and programs to develop and implement state and local campaigns that result in membership growth and victories on the issues educators care about most.

Make This Your Own

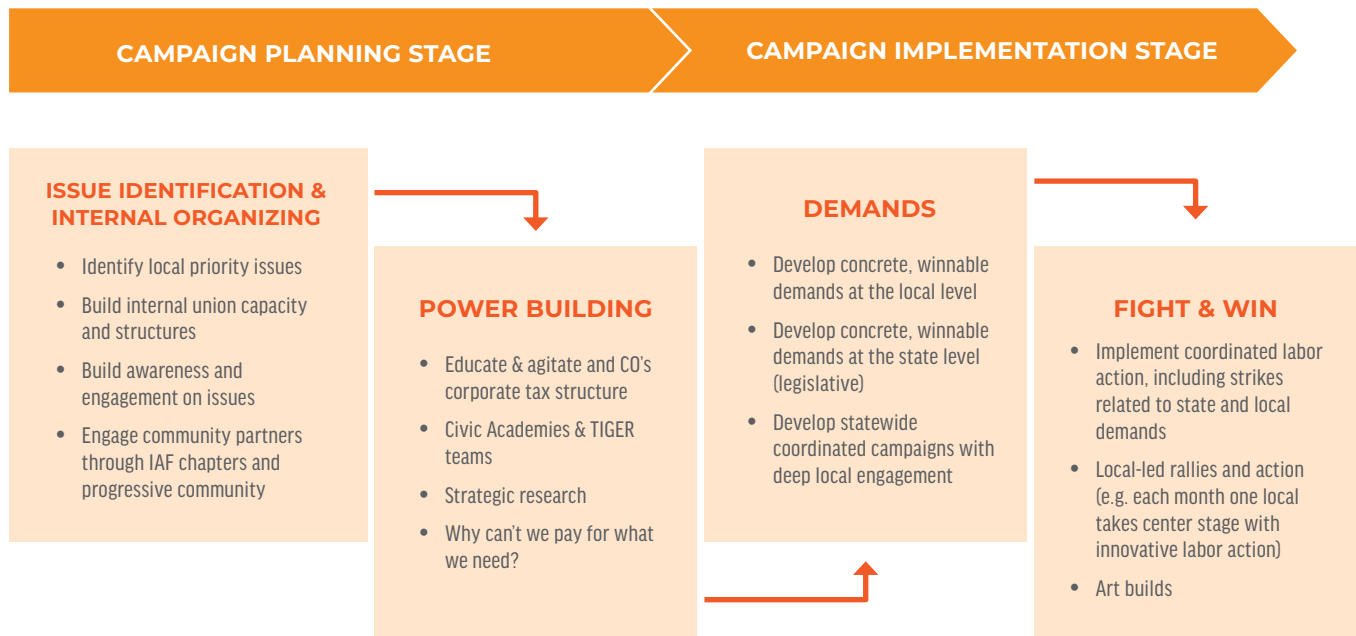
While this organizing model has specific modules, NEA does not restrict affiliates in choosing when to take a specific organizing step (and sometimes, not even the tools that are used). For instance, if your targeted local affiliates are prepared to make concrete, winnable organizing demands during the Winter Organizing period, go for it! On the other hand, if your targeted local affiliates want to focus on identifying authentic organizing issues during Winter Organizing, that's more than acceptable.

It's okay if your targeted locals want to use their own bargaining survey or the Opportunity Checklist. Our goal here is to ensure that the tools used during specific campaign steps facilitate deeper educator engagement and advance the campaign.

We also understand that affiliates will need to choose the campaign sections and modules that make sense for them at this time. This might not include statewide campaign planning, but rather an emphasis on local affiliate campaign planning. That's okay, too.

Organizing Campaign Model

It's important to know that the campaign steps below are evergreen. In other words, you can implement "Issue Identification & Internal Organizing" during any NEA seasonal organizing program. For instance, you could identify organizing issues during the Back to School, Winter Organizing, Spring Early Enrollment, Education Summer, or Summer Organizing periods. What's important is that your affiliate and its locals identify issues that matter most to your members.



Integrated Campaign Plan Cycle

Below is an Integrated Campaign Cycle that combines NEA's seasonal organizing programs into a long-term campaign plan. We understand that we may be unable to achieve our campaign goals within a single year, but this campaign plan can be repeated to build upon successes year after year.

Campaign Step	Issue Identification & Internal Capacity	Power Building	Demands	Fight & Win
Seasonal Program	Ed Summer or Summer Organizing	New Educator Campaign	Winter Organizing	Spring Early Enrollment

Sample Integrated Issue-Based Comprehensive Organizing Campaign Plan

EDUCATION SUMMER	NEW ED PROGRAM	WINTER ORGANIZING	EARLY ENROLLMENT
<ul style="list-style-type: none"> • Opportunity checklist campaign at targeted worksites in targeted locals • 1-on-1 campaign • Building rep training 	<ul style="list-style-type: none"> • Opportunity checklist campaign at targeted worksites; new employee orientations • Leadership identification campaign • Civic academy campaign prep 	<ul style="list-style-type: none"> • Civic academy series campaign • Art Build campaign • Town hall meetings with school board members or state legislators 	<ul style="list-style-type: none"> • Action days at the Capitol • Rallies/walkouts • Informational picketing • School board actions
GOALS	GOALS	GOALS	GOALS
<ul style="list-style-type: none"> • Complete at least 1,500 opportunity checklists • Conduct at least at least 150 1-on-1 meetings 	<ul style="list-style-type: none"> • Develop an organizing team & civic academy committee • Identify at least 10 potential institutions • Identify potential allies in elected leadership 	<ul style="list-style-type: none"> • Receive a public commitment, in favor of demands, from targeted elected officials 	<ul style="list-style-type: none"> • Adoption of a policy that meets the demands of the campaign

Organizing Campaign Planning Template Structure

The Center for Organizing and the NEA Education Policy & Practice divided the organizing campaign planning template into two (2) distinct Phases. Within each Phase, there are campaign planning Sections and Modules that are described in greater detail.

PHASE I: CAMPAIGN PLANNING

1. Section I: Stakeholder Buy-In & Campaign Plan Development

- a. Module I: Executive Leadership & Affiliate Statewide Campaign Planning
- b. Module II: Local Education Association & Statewide Campaign Planning

2. Section II: Identifying Priorities & Building Capacity

- a. Module I: Identify Issues at the District Level with Local Education Affiliate
- b. Module II: Identify Issues with Community Organizations & Coalition Partners

PHASE II: CAMPAIGN IMPLEMENTATION

1. Section I: Developing Campaign Demands

- a. Module I: Develop Local Affiliate Demands
- b. Module II: Develop State Affiliate Demands

2. Section II: Fight & Win – Going Public with Campaign Demands

- a. Module I: Execute Local Actions
- b. Module II: Execute State Actions
- c. Module III: Putting on Pressure & Accountability



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