



2022–2024 Strategic Plan and Budget

Presented to the
Representative Assembly
July 2022

A decorative footer graphic consisting of a grid of colored squares and semi-circles in shades of orange, teal, and green.

**THE
NATIONAL
EDUCATION
ASSOCIATION**

National Education Association

The National Education Association is the nation's largest professional employee organization, representing approximately 3 million elementary and secondary teachers, higher education faculty, education support professionals, school administrators, retired educators, and students preparing to become teachers.

NEA Executive Officers

Rebecca S. Pringle, President

Princess R. Moss, Vice President

Noel Candelaria, Secretary-Treasurer

Office of the Executive Director

Kim A. Anderson, Executive Director

Karen M. White, Deputy Executive Director

Reproduction: No part of this report may be reproduced in any form without written permission from NEA, except by NEA affiliated associations and members. Address inquiries to NEA Executive Office, 1201 16th St., N.W., Washington, DC 20036-3290; (202) 822-7000.

Published June 2022

Copyright © June 2022 by the National Education Association

All Rights Reserved

2022–2024 Proposed Strategic Plan and Budget

Presented to the Representative Assembly
July 2022

This page has been left blank intentionally.

Table of Contents

The NEA Vision, Mission, and Values.	1
Report of the Program and Budget Committee.	3
2022-2024 Strategic Framework.	5
Budgeted Full Time Equivalent Members and Revenue.	7
S1: Build Safe, Healthy, Inclusive, and Future-Focused Learning Environments	8
S2: Support Professional Excellence and Respect	11
S3: Advance Racial Justice and Social Justice.	16
S4: Strengthen Public Education as the Cornerstone of Democracy	21
S5: Enhance Professional and Organizational Regard	27
S6: Enhance Organizational Capacity.	30
E1: Enterprise Operations	38
Budget Financial Line Item Definitions	48
Total Budget Comparisons by Line Item.	49
Appendices	
Appendix A: Recoveries	50
Appendix B: Highlights of The NEA Foundation’s Programs	52
Appendix C: Governance	54
Appendix D: How Your 2022-2024 Dues Dollars are Allocated – Active Teaching Professionals.	55
Appendix E: How Your 2022-2024 Dues Dollars are Allocated – Education Support Professionals.	56

This page has been left blank intentionally.



The National Education Association

Vision, Mission, and Values

Adopted at the 2006 NEA Representative Assembly

Rebecca S. Pringle
President

Princess R. Moss
Vice President

Noel Candelaria
Secretary-Treasurer

Kim A. Anderson
Executive Director

THE NATIONAL EDUCATION ASSOCIATION

We, the members of the National Education Association of the United States, are the voice of education professionals. Our work is fundamental to the nation, and we accept the profound trust placed in us.

OUR VISION

Our vision is a great public school for every student.

OUR MISSION

Our mission is to advocate for education professionals and to unite our members and the nation to fulfill the promise of public education to prepare every student to succeed in a diverse and interdependent world.

OUR CORE VALUES

These principles guide our work and define our mission:

Equal Opportunity. We believe public education is the gateway to opportunity. All students have the human and civil right to a quality public education that develops their potential, independence, and character.

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

Democracy. We believe public education is the cornerstone of our republic. Public education provides individuals with the skills to be involved, informed, and engaged in our representative democracy.

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

Partnership. We believe partnerships with parents, families, communities, and other stakeholders are essential to quality public education and student success.

Collective Action. We believe individuals are strengthened when they work together for the common good. As education professionals, we improve both our professional status and the quality of public education when we unite and advocate collectively.

This page has been left blank intentionally.

Report of the Program and Budget Committee

The NEA Program and Budget Committee (“The Committee”) unanimously recommends the Strategic Plan and Budget for 2022-2024 to continue NEA’s commitment to our vision, mission, and core values. In completing its work, the Committee considered contributions from an unprecedented number of engagements with the broadest possible range of leaders and stakeholders across the organization. Given the unique circumstances we find ourselves in, as we seek to recover from the global pandemic, we are recommending a new Strategic Plan and Budget for 2022-2024 to address the anticipated needs and challenges that our members, their students, and communities will face.

The Committee appreciates the uncharted territory our nation and our organization will face in the coming years. While we begin the 2022-24 strategic planning period with a positive Federal environment, losses are predicted in the mid-term election cycle. Public education remains inextricably linked to many of the broader social and political fights around democracy, equity, privatization, and culture wars intended to dismantle educators’ ability to teach the truth and prepare the next generation to address injustice. Our experiences during the pandemic have taken their toll on educators’ morale, and many have left the professions and others are signaling their intention to leave the professions. Within the context of ever-rising workloads, perceived decreases in community attitudes toward public schools, and inflation driving up the cost of living across the U.S., inadequate compensation has served as a primary accelerator of departures.

For these reasons, the Committee recommends a Strategic Plan and Budget that addresses the needs of our affiliates, members, and their students, and communities, while also supporting those most in need. Recommended investments are focused on anticipating the opportunities and challenges that our affiliates, members, and students will face in the aftermath of the pandemic, and support them, and our communities in overcoming the racial, social, economic, political, and educational injustices marked by inequitable conditions and disparate impacts exacerbated by the pandemic.

Throughout the process, the Committee reiterated the need for rapid response, flexibility, dynamic alignment, and clarity as our country seeks to rebound from the pandemic. A deeper and continued investment in priorities aligned with affiliate and member needs will help us unite our members and the nation to attain our vision of great public schools for EVERY student. There is no doubt that our society has endured a tremendous crisis but throughout the U.S. recovery, our members will say that we were responsive to their needs, and those of their students in this time. They will say that their association helped them feel connected to one another and to their professions. And, they will feel even more united with students and communities as we pursue our goals of enhancing the well-being of America’s students, their families, and their communities by advancing opportunities to transform public education into a just, equitable, and excellent system and ensuring the success of the public education system, our members, and those they serve by developing the structures, processes, and practices that strengthen our organizational capacity across the Enterprise.

Chairperson	Noel Candelaria, Secretary-Treasurer
Vice Chairperson	Princess Moss, Vice President
Members:	James Frazier, ESP Director At-Large, New Jersey Gina Harris, Director from Illinois Dana Livermont, Director from South Dakota Shannon McCann, Director from Washington Brenda Robinson, Director from Arkansas Denise Specht, State President, Minnesota

This page has been left blank intentionally.

2022-2024 Strategic Framework

"Shared responsibility to ensure all students, all educators, all schools are excelling, and everyone knows it."

Strategic Goals

To achieve our mission and to grow and strengthen our association to promote quality public education for students, educators, and America's schools, we the NEA will:

1. Enhance the well-being of America's students, their families, and their communities by **advancing opportunities** that will transform public education into a just, equitable, and excellent system.
2. Ensure the success of the public education system, our members, and those they serve by developing the structures, processes, and practices that **strengthen our organizational capacity** across the enterprise.



Strategic Objectives

In partnership with our Affiliates, NEA will:

Build Safe, Healthy, Inclusive, and Future-Focused Learning Environments: Support the development of modern, safe, and supportive learning environments that are affirming to all students and employees and resourced to meet the academic and developmental needs of today's students.

Support Professional Excellence and Respect: Enhance and maintain an enterprise-wide system of Association-convened, member-led professional learning and supports for all educators across their career continua to ensure student success, to diversify the professions, to continuously improve their professional skills, and to secure professional authority, collective autonomy, and compensation.

Advance Racial Justice and Social Justice: Support members in advancing racial justice and social justice in education and improving conditions for all students, families, and communities through awareness, capacity-building, partnership, and individual and collective action.

Strengthen Public Education as the Cornerstone of Democracy: Use all available means, including organizing, collective action, policy, legal, legislative, and electoral, to safeguard the rights of students, communities, and educators; to advance economic justice; to protect the future of public education; and to ensure that students are prepared in a learner centered environment to participate fully in our democratic society.

Enhance Professional and Organizational Regard: Enhance member and public recognition of the positive contributions of the NEA, its affiliates, and its members; demonstrate the value that the organization provides to educators, students, and communities; and the positive outcomes to the public education system when professionals are in union with one another.

Enhance Organizational Capacity

Develop and leverage the collective organizational proficiencies across our association to advance the mission of the NEA and its Affiliates, with particular focus on Member Engagement, Organizing & Connectedness; Educator Voice, Autonomy & Leadership; Racial Justice Culture; Coalitions & Partnerships; Dynamic Alignment; and Enterprise/Affiliate Health.

Enterprise Operations

Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.

This page has been left blank intentionally.

Budgeted Full Time Equivalent Members and Revenue

Members	Proposed ^	Preliminary*
	2022-23	2023-24
Active - Teaching Professionals	1,637,000	1,637,000
Active - Education Support Professionals	263,000	263,000
Active - Life	35,000	35,000
Retired - Annual	98,000	98,000
Retired - Life	231,000	231,000
Subscriber	13,000	13,000
Reserve and Staff	3,500	3,500
Aspiring Educators	43,000	43,000
Community Ally	6,300	6,300
Total Members	2,329,800	2,329,800
Revenue		
Active - Teaching Professionals	\$ 333,948,000	\$ 333,948,000
Active - Education Support Professionals	32,217,500	32,217,500
Active - Life	-	-
Retired - Annual	3,430,000	3,430,000
Retired - Life	1,250,000	1,250,000
Subscriber	65,000	65,000
Reserve and Staff	316,750	316,750
Aspiring Educators	645,000	645,000
Community Ally	157,500	157,500
Subtotal	\$ 372,029,750	\$ 372,029,750
Other Income and Adjustments	1,980,000	1,980,000
NEA Foundation Endowment Fund	(1,770,250)	(1,770,250)
Total Revenue	\$ 372,239,500	\$ 372,239,500

2022-23 Dues Determination (Adopted) ^

The 2021-22 average annual salary of classroom teachers, as determined by NEA Research, is projected to be \$64,234 and the 2021-22 average annual salary of education support professionals, as determined by NEA Research, is estimated to be \$35,401.

2023-24 Dues Determination (Adopted) *

Preliminary dues for 2023-24 are based on the 2022-23 amounts pending updated average salaries for Classroom Teachers and Education Support Professionals to be presented at the February 2023 Board of Director's meeting.

Based upon these average salaries, the dues for proposed 2022-24 will be:	Proposed ^	Preliminary*
	2022-23	2023-24
Active - Teaching Professionals	\$ 204.00	\$ 204.00
Active - Education Support Professionals	\$ 122.50	\$ 122.50
Retired - Annual	\$ 35.00	\$ 35.00
Reserve and Staff	\$ 90.50	\$ 90.50
Subscriber	\$ 5.00	\$ 5.00
Aspiring Educators	\$ 15.00	\$ 15.00
Community Ally	\$ 25.00	\$ 25.00
Dues allocation to UniServ	\$ 35.00	\$ 35.00

^ Adopted 2022-23 amounts are based on updated membership counts and dues amounts that were adopted at the February 2022 Board of Director's meeting.

*Pending update of membership dues amount at February 2023 Board of Director's meeting.

Strategic Objective 1: Build Safe, Healthy, Inclusive, and Future-Focused Learning Environments

Support the development of modern, safe, and supportive learning environments that are affirming to all students and employees and resourced to meet the academic and developmental needs of today's students.

The goal of this objective is to develop programs and policies that support physical safety, along with the social and emotional wellbeing of students and educators, and encourage equitable access to excellent learning environments and education opportunities.

The work in this area involves developing partnerships and strategies to reduce environmental and physical threats, while emphasizing environmental sustainability, as well as programs and policies that support the social and emotional wellbeing of students and educators. Of particular interest is ensuring that educator voice is a key driver in the delivery of School Rescue Funds (ARPA) along with school revenue advocacy and implementation. Also, this objective will inspire the re-examination and evolution of assessment systems so that assessments can support teaching and learning, rather than undermine it. This work will involve a new emphasis on raising awareness and building leadership around the many intersecting forms of structural discrimination that impact individuals with disabilities and their opportunities to learn, in addition to growing members' skill and ability to lead on equitable policy solutions and raising awareness of and advancing policy solutions to address educator shortages, equitable access, and availability of well-rounded educational opportunities for all public school students.

Work in this objective will include:

- Developing programs and policies that modernize learning environments, support students' and educators' health, physical safety, and social-emotional wellbeing, and strengthen the ability of NEA affiliates and members to engage on health and safety issues;
- Leveraging the delivery of School Rescue Funds (ARPA) to ensure that educator voice is a key driver in distribution and implementation; and
- Advocating for non-punitive assessments and policy solutions to address educator shortages.

S1: Build Safe, Healthy, Inclusive, and Future-Focused Learning Environments

01	Safe, Healthy, Inclusive & Future-Focused Learning Environment	2022-2023	2023-2024
01	<p>In collaboration with affiliates and allies, advocate for policies, programs, and resources that support building safer, greener, healthier, and more modernized worksites and virtual environments where all students and educators can thrive.</p> <ul style="list-style-type: none"> • Build and execute programs and policy advocacy campaigns that help ensure all public school students have access to safe, healthy and modern learning environments from early childhood to post-secondary. • In collaboration with partners and affiliates, develop legal tools and strategies to support stronger education systems including by way of challenging inequitable school funding systems and unsafe working conditions. • Leverage a mix of communications tools and channels to inform, persuade and mobilize members, allies, partners, affiliates and activists to advocate and advance policies protecting the safety of students and educators. • Partnering with affiliates, members, leaders, and other stakeholders, promote healthy, safe, and equitable learning conditions for students and educators through the development and impartation of health and safety knowledge and skills and the achievement of related advocacy and policy wins. 	\$ 2,934,610	\$ 2,934,610
02	<p>In collaboration with affiliates and allies, advocate for educator-informed policies, programs, and resources that ensure well-rounded curricula, holistic educational opportunities, and healing-centered supports; ensuring all students thrive academically, socially, culturally, and developmentally and are prepared to fulfill their full potential as empowered individuals, constructive members of their communities, productive participants in the economy, and engaged citizens of the U.S. and the world.</p> <ul style="list-style-type: none"> • Build and execute programs and policy advocacy campaigns that help ensure all students have access to excellent and equitable public education opportunities from early childhood to post-secondary. • Ensure educator influence and build greater student voice in policy solutions and implementation. • In collaboration with partners and affiliates, develop legal tools supporting members seeking to ensure state standards require students to learn the full sweep of U.S. history. • Leverage a mix of communications tools, channels and targeting to advance member-informed policies and programs designed to shape education policies, curricula and opportunities to meet comprehensive needs of students. • Through partnerships, expand NEA’s reach, influence and ability to positively impact educational policy and student outcomes. 	\$ 5,164,149	\$ 5,164,149

S1: Build Safe, Healthy, Inclusive, and Future-Focused Learning Environments

01	Safe, Healthy, Inclusive & Future-Focused Learning Environment	2022-2023	2023-2024
----	--	-----------	-----------

- Track and analyze trends in the educator workforce, including recruitment, retention, and shortages, in order to develop products that will support NEA and affiliate staff in advocating for the funding and other resources necessary to fully staff public schools.
- Launch labor management collaboration initiatives that grow state and district partnerships, test NEA’s framework for building a system of collaborative practices, and result in sustainable processes that increase our members’ influence on teaching and learning decisions in their schools, districts, and states.

Direct Cost:	\$4,529,480	\$4,529,480
Personnel Cost:	\$3,569,279	\$3,569,279
Total:	<u>\$8,098,759</u>	<u>\$8,098,759</u>

Strategic Objective 2: Support Professional Excellence and Respect

Enhance and maintain an enterprise-wide system of Association-convened, educator-led professional learning and supports for all educators across their career continua to ensure student success, to diversify the professions, to continuously improve their professional skills, and to secure professional authority, collective autonomy, and compensation.

This objective will strengthen and promote an education system that focuses on professional excellence and is undergirded by educator-led learning and supports to ensure student success and professional authority, collective autonomy, and compensation.

Work in this objective highlights the educators' role in developing and leading on education, policy making and implementation related to professional issues for all members and will emphasize the continuous development, scaling, spreading, delivering, and organizing around professional supports at each phase of an educator's career. Advocating for policies and practices to promote and implement the six pillars of NEA's Community School strategy as the foundation of a student-focused and equitable education system also is included in this objective, along with efforts to support and promote Educational Support Professionals as respected professionals essential to the success of ALL students, educators, schools, and community connections. The objective also includes efforts to strengthen and promote an education system and policies that value and respect a diverse, prepared and professional educator workforce, and the role of the association as crucial to the success of that system.

Work in this objective includes:

- Collaboration to scale, spread, deliver and organize around educator-led professional supports, so that all educators know their Association invests in their professionalism;
- Increased advocacy and implementation of the Community Schools strategy as the model for school system innovation;
- Increased efforts to ensure that Education Support Professionals are recognized, respected, and compensated as essential education professionals; and
- Developing policies and promoting an education system that meets the needs of ALL students and educators.

S2: Support Professional Excellence and Respect

01	Professional Excellence & Respect	2022-2023	2023-2024
01	<p>To promote a union-led culture of professional excellence, collaborate with affiliates and partners to continuously develop scale, spread, deliver, and organize around professional supports at each phase of an educator’s career, including aspiring educators, education support professionals, higher education professionals, and retired educators.</p> <ul style="list-style-type: none"> • Administer and track metrics on Great Public Schools’ grant programs to support affiliate innovation and identify promising affiliate-developed supports. • Build and disseminate materials and resources for affiliates. • Collect, curate and promote member-informed, sourced multi-media content to promote NEA professional excellence programs, share knowledge, skills and best practices among practicing educators as a value of membership and an integral way to grow professional excellence. • Develop and implement a mixed-model content strategy to engage, reach and inform Aspiring Educator members via NEA Today for Aspiring Educators and other content distribution channels reaching current and prospective Aspiring Educator members. • Develop and implement policies, alliances and learning opportunities which will support the knowledge, skills and understanding to secure safe, healthy and just learning environments for all students. • Develop, edit, and produce materials that promote professional learning resources for affiliates and individual members; liaise with Communications to promote these materials on NEA properties and on social media platforms. • Host and deliver research writing boot camps at Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MSIs). • In partnership with Aspiring Educator Leaders, plan and deliver the Aspiring Educator Conference, work with the Aspiring Educator Chair and Aspiring Educator Advisory Committee to implement activities and events; and provide technical assistance to state affiliates in implementation of Aspiring Educator Programs. • Partner with affiliates and NEA content departments to develop, maintain, and improve micro-credential and member engagement programs. 	\$ 15,471,977	\$ 15,471,977

S2: Support Professional Excellence and Respect

01 Professional Excellence & Respect	2022-2023	2023-2024
<ul style="list-style-type: none"> Promote the 5 Keys to transformation (passion for learning, assessment for excellence, culture of collaboration, authentic autonomy, and worth of each person/community) as common elements of culture and values that drive each phase of the professional career. Provide member developed and facilitated “just-in-time” supports, in partnership with affiliates to meet evolving member professional learning needs. (webinars, independent study courses, blended learning, Learning Management System, etc.) Support and deliver the Higher Education and Retired Conferences to build the capacity of leaders. Support and deliver virtual webinars focused on retired issues and professional development for leaders in retired affiliates. Work with Affiliates receiving grant money from Center for Professional Excellence & Student Learning to include ESP and Specialized Instructional Support Personnel members in trainings. 		
<p>02 As a systemic transformation of teaching and learning, collaborate with affiliates and partners to advocate for policies and practices that promote and implement the six pillars of NEA’s Community School strategy as the foundation of a student-focused and equitable education system.</p> <ul style="list-style-type: none"> Develop and promote resources and tools to support community school implementation. Develop, implement and adjust communication plans that promote community school policies driven by affiliates, partners and NEA. In partnership with local and state affiliates and community partners, design and implement an institute to prepare teams to advocate for policies and practices that support community schools. 	\$ 2,665,868	\$ 2,665,868
<p>03 Collaborate with affiliates and partners to lead and support efforts to strengthen and promote an education system and policies that value and respect a diverse, prepared and professional educator workforce, and the role of the association as crucial to the success of that system.</p> <ul style="list-style-type: none"> Advance association and affiliate efforts to adopt policies that create rich learning environments for students with a qualified and diverse workforce. Collaborate with partner organizations to advocate for high quality programs and practices that engage NEA members and leaders. (e.g. Council for the Accreditation of Educator Preparation Board of Directors, American Association of Colleges for Teacher Education, National Association of State Directors of Teacher Education, Learning Forward) 	\$ 5,445,052	\$ 5,445,052

S2: Support Professional Excellence and Respect

01 Professional Excellence & Respect	2022-2023	2023-2024
<ul style="list-style-type: none"> • Collaborate with partners to advocate for development and implementation of high-quality supports across the teacher continuum. (teacher residencies, ethics, grow your own, Educator’s Rising and Cadet Programs, and professional learning strategies) • Create and disseminate content policy documents and resources. • Develop and provide professional learning programs, in partnership with affiliates, that encourages teacher leadership and professionalism throughout the career continuum. (Teacher leadership -- Teacher Leadership Institute, Coaching and Mentoring Institute, Teaching Fellows, National Board) • Support activities that highlight educator quality and professionalism. • Support affiliates with the development and implementation of union-partnered induction programs and policies for early career educators in effort to increase teacher retention. (Early Leadership Institute, Early Career Learning Labs) • Utilize coaching and improvement science as a problem-centered approach to improve teaching and learning. 		
<p>04 Collaborate with affiliates and partners to lead and strengthen efforts to support and promote Educational Support Professionals (ESPs) as respected professionals essential to the success of ALL students, educators, schools, and community connections.</p> <ul style="list-style-type: none"> • Develop and inform strategy and partnerships to strengthen ESPs’ professional practice and stature. (e.g. Integrated Pest Management, National Farm to School Network, affiliates, etc.) • Develop and launch a professional learning opportunity for ESPs focused on social-emotional wellbeing, including the impacts of trauma, adverse childhood experiences, and grief. • Develop ESP leadership skills through ESP Leadership Institute (ESPLI) and facilitate the application of those skills to needs and opportunities at the local, state, and/or national level. • Develop, maintain, and/or improve ESP micro-credential and blended learning offerings. • Elevate and share the stories of ESP members, and curate and promote NEA resources that support education support professionals’ skills and roles as essential roles within their school communities. 	\$ 4,169,888	\$ 4,169,888

S2: Support Professional Excellence and Respect

01 Professional Excellence & Respect	2022-2023	2023-2024
--------------------------------------	-----------	-----------

- 2023-2024 Host a national conference that creates opportunities for ESPs to provide professional development to their peers, provides time and space for ESP community building, and raises awareness of NEA and affiliate-offered professional growth programs and resources.
- Improve understanding and scale use of the ESP Professional Growth Continuum.
- Increase the number of affiliates who are either directly offering or collaborating with their district to offer ESP mentoring programs.
- Manage NEA’s ESP of the Year (ESPOTY) program.
- Re-launch Building Winning Teams as a resource to strengthen the effectiveness of paraeducator-teacher teams.
- Strengthen ESPs’ professional stability, stature, and effectiveness.

Direct Cost:	\$17,285,995	\$17,285,995
Personnel Cost:	\$10,466,790	\$10,466,790
Total:	\$27,752,785	\$27,752,785

Strategic Objective 3: Advance Racial Justice and Social Justice

Support members in advancing racial justice and social justice in education and improving conditions for all students, families, and communities through awareness, capacity-building, partnership, and individual and collective action.

The goal of this objective is to enhance the advancement of racial and social justice in education to improve educator practice, along with conditions for students, families, and communities.

In partnership with NEA affiliates, work in this area seeks to identify and support direct member engagement, mobilization, and activism on racial and social justice. Training, resources, and leadership development will be used to encourage members' deepened understanding of the application of racial and social justice principles to enhance their practice and create just learning environments. Work in this objective will develop and leverage partnerships that engage families and communities alongside educators in advancing a student-centered agenda on racial and social justice. This objective also seeks to raise awareness of the effects of institutional and systemic racism and social inequities, and to provide technical assistance to affiliates working to advance just policies, practices, and budgets.

Work in this objective will include:

- Identifying and supporting direct member engagement, mobilization, and activism on racial and social justice through training, resources, and leadership development;
- Partnering with targeted state and local affiliates in raising awareness of the effects of institutional and systemic racism and social inequities, and provide technical assistance to these affiliates' work to advance just policies, practices, and budgets; and
- Developing and leveraging national, state, and local partnerships to engage families and communities alongside educators in advancing a student-centered agenda on racial and social justice.

S3: Advance Racial Justice and Social Justice

01	Racial & Social Justice	2022-2023	2023-2024
01	<p>Create and provide professional and leadership development opportunities and resources to members that strengthen their capacity and increase their awareness, engagement, mobilization, and activism regarding racial and social justice to enhance their professional practice and create safe, just and equitable learning environments and communities.</p> <ul style="list-style-type: none"> • Advance racial and social justice issues through student-centered bargaining, bargaining for the common good and other advocacy efforts through grants, technical assistance, and advocacy tools for state and local affiliates. • Continue to engage and grow, via NEA Ed Justice, social media and online engagement tools, targeted ads, member and community-based audiences on racial and social justice issues and actions. • Develop a network of co-conspirators members who build and strengthen their capacity and accountability to engage in anti-racist work; apply their learnings to their own racial justice journey; and catalyze action to advance racial justice throughout NEA. • Develop legal tools and legal interventions to combat discrimination, harassment, and inequity in schools against students and educators. These legal tools and interventions will focus on ending the school-to-prison pipeline, immigrant rights, LGBTQ rights, the rights of pregnant and parenting educators, Honesty in Education, and protections for advocates. Use legal tools and opportunities to advance racial and social justice particularly by raising awareness of systematic racial inequities and advocating for effective tools to redress those. Strengthen relationships and partner with allies to do the same. • Engage and organize local affiliates on issues related to social, racial and economic justice. • Engage members and non-members in collective action on racial, social, and economic justice issues impacting Black, Brown, AAPI, Indigenous, immigrant, women, LGBTQ, students, and communities via online and offline actions, as appropriate. • Hold the annual Human and Civil Rights Awards Program to honor heroes for racial, social and economic justice. • Implement the NEA Conference on Racial and Social Justice with a focus on developing activists, innovating new engagement strategies and providing issue-based education to strengthen our collective organizational capacity as leaders in the movement for racial, social and economic justice. • Partner with state affiliates to increase member recruitment and retention at Historically Black Colleges & Universities (HBCUs) and Minority Serving Institutions (MSIs) and empower them to be engaged as advocates for their students and their schools. 	\$ 9,451,824	\$ 9,451,824

S3: Advance Racial Justice and Social Justice

01 Racial & Social Justice	2022-2023	2023-2024
<ul style="list-style-type: none"> • Provide racial explicit communications, resources, celebrity partnerships, art activations and engagement campaigns that assist affiliates in engaging members, partners, allies, leaders and staff to shape the public narrative around key issues in our schools and communities on the association’s racial justice work. • Support affiliates by developing professional learning opportunities that promote teacher leadership development and professional excellence grounded in racial and social justice throughout the career continuum. • Utilizing blended learning and member-led delivery strategies, provide professional development to impact educator practice, to address racial and social justice including topics related to gender, race, LGBTQ bias, and cultural differences; and enhance the capacity of targeted and interested affinity groups and affiliates to deliver professional development to scale. Develop asynchronous, self-directed professional development and digital learning resources and online tools. • With a focus on identifying and engaging early career educators and emerging leaders, conduct the Minority and Women’s Leadership Training Seminar programs with a competency-based focus, to prepare educators of color and women educator leaders to be powerful advocates for their students, their professions, and their association, and to organize around issues impacting their schools and communities. 		
<p>02 Provide technical assistance and strategic planning to state and local affiliates (inclusive of coaching, analysis, assessments and workshop facilitation) to build the necessary foundations and narratives that accelerate our affiliates’ ability to organize, build power to promote change, and operationalize principles of equity, racial and social justice throughout their programs, policies, and practices.</p> <ul style="list-style-type: none"> • Administer the Center for Racial and Social Justice Grant program to support the state and local affiliates engaged in operationalizing organizational change efforts, projects aimed to win specific policy or practice changes and enhancing educator practice, engagement, organizational change, membership growth, and leadership development. • Develop and support a network of state and local affiliate staff to facilitate enterprise wide learning, sharing, coordination and collaboration on Association initiatives and priorities on racial, social, and economic justice. • Engage state and local affiliates to apply principles and frameworks of racial, social and economic justice to organize and operationalize internal systems change to build power. • Grow capacity around the Race Class Narrative to increase the recognition and demand for equity in education by moving more people to NEA’s vision and solutions. • In partnership with state and local affiliates broker, nurture and grow family-school-community partnerships that are member-driven and advance a student-centered agenda on racial and social justice. 	\$ 4,359,222	\$ 4,359,222

S3: Advance Racial Justice and Social Justice

01 Racial & Social Justice	2022-2023	2023-2024
<ul style="list-style-type: none"> In partnership with state and local affiliates, administer Community Advocacy and Partnerships Engagement grants to engage members to build capacity through the racial and social justice continuum to increase the academic achievement of students of color by collaborating and creating joint advocacy opportunities with national, state, and local organizations who represent communities of color. Support affiliates with data and information to create greater equity and opportunity in legislation and issue campaigns. 		
<p>03 Develop and leverage national, state, and local partnerships to engage students, families and communities alongside educators to advance student-centered policies and practices that achieve racial and social justice for every student.</p>	\$ 2,895,545	\$ 2,895,545
<ul style="list-style-type: none"> Advance the opportunities for educators to lead and participate in external organizations that advance the family/educator connection. Parent Teacher Home Visit (PTHV), National Association Family School Community Engagement (NAFSCE) Develop strategic content partnerships with organizations focused on human and civil rights, LGTBQ, women’s, and students’ racial and social justice to create policy and practice resources, training content and materials to advance NEA’s student-centered, education justice agenda. Develop strategic partnerships and conduct joint advocacy with partner organizations at the national, state, and local level around jointly shared core values and advocacy priorities, with an emphasis on leveraging relationships to directly impact communities of color and/or uplift social, racial, and economic justice. Leverage partnerships with the New American Majority (NAM) organizations at state and local level to support and engage NAM voters in targeted campaigns. Partner with NEA board members who are local presidents to inform our racial and social justice work to identify opportunities at the local level for continued raising awareness, building capacity and collective action. Partner with student-focused/student-centered organizations to uplift the education profession for K–12 students; specifically targeting students in Native communities and communities of color. Promote and advance the Diverse Asset Managers Initiative (DAMI) through our pension advocacy. NEA will continue to promote high performing diverse-owned asset management firms to manage member retirement funds. 		

S3: Advance Racial Justice and Social Justice

01	Racial & Social Justice	2022-2023	2023-2024
----	-------------------------	-----------	-----------

- Provide culturally rich and diverse online content, tools and resources for members and affiliates for Read Across America related activities at state and local levels that highlight diverse authors, illustrators, stories, and readers as well as uplift and recommended titles that represent an array of experiences and cultures.

Direct Cost:	\$ 9,830,244	\$ 9,830,244
Personnel Cost:	\$ 6,876,347	\$ 6,876,347
Total:	<u>\$16,706,591</u>	<u>\$16,706,591</u>

Strategic Objective 4: Strengthen Public Education as the Cornerstone of Democracy

Use all available means, including organizing, collective action, policy, legal, legislative, and electoral, to safeguard the rights of students, communities, and educators; to advance economic justice; to protect the future of public education; and to ensure that students are prepared in a learner centered environment to participate fully in our democratic society.

The goal of this objective is to protect the rights of educators, students and communities and the future of public education. Work in this area includes the use of all available means needed to strengthen public education as the cornerstone of democracy and to secure an environment that will positively undergird association efforts to foster quality public education and student success.

This objective seeks to use federal, state, and local legislative techniques to protect and strengthen public education, ensure opportunity for all students, empower educators to have a voice in teaching and learning, and foster social, racial, and economic justice advocacy. This objective will target federal, state, and local political and issue campaigns that increase and secure educator involvement, promote educational opportunities for all students, and support the association's pro-public education agenda message and leverage its partnerships with affiliates and other pro-public, pro-labor coalitions to obtain favorable outcomes. Work in this objective will also focus on defending against legal attacks that would diminish the rights of students, educators, and the association and building member capacity to bargain and organize around urgent policy issues. Ensuring quality benefits for educators through their health care and retirement security is critical to this objective.

Work in this objective will include:

- Supporting the association's efforts, in partnership with affiliates, to protect and strengthen public education through federal, state, and local legislation that ensures opportunity for all students, empowers educators to have a voice in the legislative process, and further fosters the association's social, racial, and economic justice advocacy collaboration with partners;
- Targeting, in partnership with affiliates and other pro-public, pro-labor coalitions, federal, state, and local political and issue campaigns that increase and secure educator involvement, promote education opportunity for all students, and support the association's pro-public education agenda message; and
- Protecting and defending against legal attacks that would diminish the rights of students, educators, and the association, including but not limited to, advice, counsel, compliance assistance, and litigation and building capacity among members to bargain and organize around urgent policy issues.

S4: Strengthen Public Education as the Cornerstone of Democracy

01	Public Education as the Cornerstone of Democracy	2022-2023	2023-2024
01	<p>In partnership with affiliates and other pro-public education, pro-labor and social justice coalitions and allies, maximize opportunities for our members to advance, particularly at the federal level, the rights of all students to access high-quality public schools and to build a more just society by advocating for the rights of educators and other public sector workers. We will accomplish this through executive, legislative, legal and political action, as well as promoting the appointment or confirmation of pro-public education and pro-labor judges and executive branch personnel. Conversely, we will work with partners to defeat policies, practices, appointments and candidates who oppose public education, racial and social justice, and the rights of workers.</p> <ul style="list-style-type: none"> • Build and expand coalitions and partnerships to advance the association’s goals to elect candidates who support public education and opportunity for all students. • Develop and implement organizing campaigns with local associations, educators, students, parents, and community stakeholders to pass local policies that direct or increase funding towards measures that increase economic equity and strengthen public education. • Develop pilot and implement technical, analytical, and online tools to elect pro-public education candidates and defend against threats facing the association, affiliates, and campaigns. • Develop systems to monitor, identify and analyze mis/disinformation and attacks of public education, unions and educators online. Train and support efforts to increase internal capacity, while creating opportunities to leverage the voice of NEA’s members, leaders and allies to promote pro-public education and pro-union narratives. • Develop, execute, and win electoral campaigns by engaging and training members, third party validators, parents, and other pro-public education advocates. Develop and execute message, paid and earned media, and digital strategies that support local, state, and national electoral work. • Harness our partnership with the Administration to win policy victories, elevate quality models and use their bully pulpit to drive innovative uses of resources in a way that support students, educators and their communities. In addition, ensure that member voices are used for Administration conversations, events and decisions where educator expertise is needed. • In partnership with affiliates and allies, develop and implement comprehensive communications and advocacy plans that lift member voice and help advance pro-public and pro-labor education legislation, policies, regulations and nominations, and when necessary, defeat legislation, policies, regulations and legal attacks that work against the association’s pro-public education mission. Hold elected leaders accountable for living up to the promise of advancing the rights of all students to access high-quality public schools and advocating for the rights of educators and other public sector workers. 	\$ 11,622,139	\$ 11,622,139

S4: Strengthen Public Education as the Cornerstone of Democracy

01 Public Education as the Cornerstone of Democracy	2022-2023	2023-2024
<ul style="list-style-type: none"> In partnership with allies, develop and implement through lobbying and advocacy plans the successful advancement of pro-public education and pro-labor legislation, policies, regulations and nominations; and, conversely defeat anti-public education and anti-labor legislation, policies, regulations and nominations, particularly those that diminish the advancement of racial, social and economic justice for all students. Prepare for the 2022 election cycle by engaging members around their priorities and develop winning electoral campaigns to support federal legislative majorities and key state elections. Review, analyze and provide technical assistance on policies related to issues across the teacher continuum. Strengthen engagement with affiliates, members and partners by helping to raise educator voices, and providing tools and strategies to build relationships with federal lawmakers to assist in advancing pro-public education and pro-labor legislation, policies, regulations and nominations; and, conversely to assist in defeating anti-public education and anti-labor legislation, policies, regulations and nominations, particularly those that diminish the advancement of racial, social and economic justice for all students. 		
<p>02 In partnership with affiliates, other pro-public education and/or pro-labor coalitions and allies, and in response to state needs and opportunities, train and organize our members and others to: secure pro-public education and pro-public employee government officials and judges; identify and support opportunities to advance social, racial, and economic progress through legislative, executive, regulatory and other avenues; and use affirmative litigation and other means to advocate for the advancement of civil rights (including voting rights), students' rights, workers' rights, and public education, while also defending against efforts and entities whose aim is to threaten or eliminate or weaken those rights.</p> <ul style="list-style-type: none"> Conduct litigation at the federal and state levels, including by way of amicus filings and by challenging legislative and regulatory actions, to advocate for public education and the advancement of civil rights, students' rights, and workers' rights. Develop and implement comprehensive advocacy plans to support the appointment, confirmation or election of pro-public education and pro-labor judges and executive branch personnel at both the federal and state levels. Develop and implement coordinated organizing campaigns in partnership with state and local associations to win legislation that advances economic justice and strengthens public education. Develop and lead on proactive approaches to protecting and defending public pensions, retirement security, and health care benefits for our members. This includes developing strategies and analyzing and acting on legislation, technical assistance and training for our members, affiliates, member pension trustees and NEA staff. This also includes leveraging our health care and pension partnerships. 	\$ 31,603,647	\$ 31,603,647

S4: Strengthen Public Education as the Cornerstone of Democracy

01 Public Education as the Cornerstone of Democracy

2022-2023

2023-2024

- Develop, compile, utilize, and disseminate research and data to support legislative bargaining, and advocacy campaigns that will advance pro-public education legislation and policy, secure equitable school funding, defend against privatization efforts and defeat legislation and policy that runs counter to the Association's mission.
- Educator Shortages- Develop and implement comprehensive advocacy plans that promote long-term solutions to the education shortages crisis. Partner with state and local affiliates, members, partners, and allies to advance collective bargaining language, policies, and legislation to fully fund education. Secure commitments for sustainable funding to ensure that we can attract and retain qualified, caring, and diverse educators across all job categories and in all schools.
- In partnership with affiliates and allies, develop and implement comprehensive communications and advocacy plans that lift member voice and help advance pro-public education legislation, policies, regulations and when necessary, defeat legislation, policies, regulations and legal attacks that work against the association's pro-public education mission.
- Increase state affiliate capacity to advance pro-public education legislation and policies while ensuring opportunity for all students.
- Partner and support affiliates to engage in ballot measure campaigns that advance opportunity for students and working families while increasing their capacity to handle legislative crises that threaten students, educators, and working families.
- Partner with affiliates to support and enhance capacity in an effort to create the conditions to win and move a pro-public education agenda that engages members, strengthens infrastructure before, during, and after the election.
- Provide legal compliance, advice and counsel for legislative, electoral and other campaigns to help advance pro-public education and pro-public employee legislation, policies, and regulations that improve learning and working conditions; and when necessary, defeat legislation, policies and regulations that work against the association's pro-public education and pro-public employee mission.
- Support organizing and collective action by conducting strategic research and analysis, collaborating to develop and carry out campaign strategies, and maintaining relationships with relevant external networks.

S4: Strengthen Public Education as the Cornerstone of Democracy

01 Public Education as the Cornerstone of Democracy	2022-2023	2023-2024
<p>03 In partnership with affiliates, other pro-public education and/or pro-labor coalitions and allies, and in response to local needs and opportunities, identify and engage in collective bargaining and organizing campaigns to support: pro-worker and pro-public education candidates to local offices such as school boards, issue advocacy efforts to advance student-centered policy outcomes and opposition to individuals and groups that work against the needs of our students, communities and public education system; build members' capacity, voice and influence at the local level (including schools, campuses and worksites) to improve learning and working conditions; build members' capacity to advance curriculum that equips all students to be engaged, civic participants in their communities; build members' capacity to promote the value of civic participation in a democratic society; and advance local policies and practices that promote social, racial, and economic justice for students, educators, and workers.</p> <ul style="list-style-type: none"> • Assist local affiliates with strategies and tools to achieve bargaining and local advocacy goals. Provide technical assistance and training on bargaining and advocacy approaches to selected public policy, legislative and contract issues. This includes expanding and promoting NEA's student-centered advocacy and Bargaining for the Common Good (BCG) initiative to support local affiliates in adopting bargaining/advocacy strategies that intentionally focus on building community coalitions to advance community schools and racial and social justice campaigns. • Develop and execute communication campaigns that support the success of pro-public education candidates and campaigns; utilize and lift educator voice, and build partnerships with allies, parents, and other pro-public education advocates; develop and execute paid, earned media, and digital strategies that support local, state and national electoral goals; develop, pilot and utilize online tools to elect pro-public education candidates and defend against threats facing the Association, affiliates, and members. • Develop and implement ESP-specific organizing campaigns with local associations and community stakeholders to pass policies that advance economic justice for ESPs in targeted school districts. • Develop, compile, utilize and disseminate research and data to support legislative, bargaining, and advocacy campaigns that will advance pro-public policies to secure equitable salaries and additional benefits and compensation. Partner with state and local affiliates on educator, public employee, ESP, and Higher Education pay. • Develop, execute, and win electoral campaigns by engaging and training members, third party validators, parents, and other pro-public education advocates. Develop and execute a training program that supports pro-public education candidates. • Provide analyses, correspondence, and tools for legislation, policies, and regulations that ensure members and allies lead in securing safe, healthy, and just learning environments for all students. 	\$ 3,834,090	\$ 3,834,090

S4: Strengthen Public Education as the Cornerstone of Democracy

01	Public Education as the Cornerstone of Democracy	2022-2023	2023-2024
----	--	-----------	-----------

- Support affiliates and locals in developing bargaining and advocacy strategies that will recruit, retain, and engage members around their profession and the value of their union.

Direct Cost:	\$32,273,626	\$32,273,626
Personnel Cost:	\$14,786,250	\$14,786,250
Total:	<u>\$47,059,876</u>	<u>\$47,059,876</u>

Strategic Objective 5: Enhance Professional and Organizational Regard

Enhance member and public recognition of the positive contributions of the NEA, its affiliates, and its members; demonstrate the value that the organization provides to educators, students, and communities; and the positive outcomes to the public education system when professionals are in union with one another.

Improving public views of the NEA, its affiliates and members is the goal of this objective, along with demonstrating the value of the organization to educators, students and communities and the positive outcomes achieved when professionals are in union with one another.

Work in this objective will involve intentional efforts to listen to all member groups, potential members, and the public and to establish a baseline of perceptions about NEA, its members, the value of working in union and general regard for unions. This objective also will seek to increase the capacity of members and affiliates to build networks of support and 'move the dial' towards increased awareness and enhanced regard for the organization and its members.

Work in this objective will include:

- Developing a clear understanding of current public and member perceptions, and implementing a mechanism for tracking changes in attitudes over time;
- Building the capacity of members, state and local affiliates to build and expand networks of support and 'move the dial' in terms of member and public awareness and attitudes about unions/working in a union; and
- Developing a clearly defined, values-driven, positive brand for the enterprise, and building brand relationships with key audiences to foster greater understanding of our contributions to public education and communities.

S5: Enhance Professional and Organizational Regard

01	Professional and Organizational Regard	2022-2023	2023-2024
01	<p>Develop and implement a regular cycle of gauging member and public attitudes about the NEA, labor unions, and the value of working in union – through both NEA research projects and applicable research conducted by external organizations – to measure success and inform future strategy, with the goal of expanding our circle of supporters and partners who can work in union with us to create positive change in public education and communities.</p> <ul style="list-style-type: none"> • Develop, carry out, and use survey research and program evaluations to measure and track attitudes toward labor unions/working in union and the outcomes of NEA programs that exemplify the strategy of working in union to create positive change. • Implement a joint labor research project in partnership with unions, and other advocacy organizations to better understand the power of working in union and discern strategies to engage key audiences in the work of the union. • Inform strategies and identify opportunities from listening and understanding the motivations, needs, priorities, concerns and opinions of audiences, including opinion and decision-makers, potential members, allies and parents to find actionable learnings. 	\$ 734,933	\$ 734,933
02	<p>In collaboration with affiliates, build local and member networks and provide them with the capacity to foster, develop, and enhance partnerships and engagements with Community Ally members, labor unions, parent/family organizations, and other interested members of the public to expand our circle of supporters and allies and drive narrative that embodies the power of working in union and illustrates the positive effects on students, families, educators, and communities. Build affiliate capacity to expand their engagements to include a more diverse set of allies and supporters including in communities of color, conservative communities, and others.</p> <ul style="list-style-type: none"> • Build an innovation hub to test and scale new engagement strategies to expand our base of supporters and drive new engagement in universes including communities of color, conservative communities, and others. • Develop, refine and deliver aligned message and media training for local affiliates, state presidents and members across categories, as well as partners to ensure strategic and consistent messaging to help advance association’s strategic priorities to advocate for students and professionals, and grow and strengthen the union. • Expand our ability to engage parents and families through partnership networks and by building resources for families to support their own students’ learning and development. • Partner with affiliates to promote organizing wins, including common good wins, that allow them to increase their standing with members, potential members, and community stakeholders. • Support networks of NEA members serving in external, formalized professional excellence leadership roles to understand how NEA leads and partners to ensure the success of all students, educators, families and communities. 	\$ 1,137,530	\$ 1,137,530

S5: Enhance Professional and Organizational Regard

01	Professional and Organizational Regard	2022-2023	2023-2024
03	<p>Develop a clearly defined brand for the enterprise grounded in our vision and values and that embraces the value of working union for positive change in public education and communities. Utilize national platforms and affiliate partnerships to build brand relationships with key audiences that foster an understanding of the value of public education, the value of the union and educators and their efforts to create positive change in public education and communities.</p> <ul style="list-style-type: none"> Establish, deploy, and leverage tools, systems, and trainings to build, execute and analyze comprehensive earned media strategies that target and build relationships with key media, capture media placement, shape proactive narratives, and lift the voice of NEA members and leaders. Leverage state media grants to help positively position the association and members in improving the quality of public education and advancing key issues affecting students. Plan, execute, and measure paid media campaigns to promote and enhance the NEA brand, public schools, the regard for education professionals, champion racial and social justice and NEA Strategic Objectives as well as identify and secure non-dues revenue streams within NEA's owned media channels. Provide full range of creative, conceptual, strategic art direction and planning from event branding to short film production, virtual event planning and production, executive production, pre- and post-production, celebrity outreach as well as using the arts as engagement tool to engage with affiliates, Community Ally members, labor unions, parent/family organizations, and other interested members of the public to expand our circle of supporters. 	\$ 4,850,575	\$ 4,850,575
Direct Cost:		\$4,156,959	\$4,156,959
Personnel Cost:		\$2,566,079	\$2,566,079
Total:		<u>\$6,723,038</u>	<u>\$6,723,038</u>

Strategic Objective 6: Enhance Organizational Capacity

This objective seeks to develop and enhance the capacity of our organizations to align efforts and to organize and engage members leading to a long-term growth and improved fiscal health of NEA's affiliates. Work in this area also will include partnerships to leverage member voice across all sectors (sectors-PreK-12 certified, PreK-12 ESP, HE faculty, HE ESP, Aspiring Educator, Retired, Public Sector) to influence policy and implementation for safe, healthy, and just learning environments for all students.

Member Engagement, Organizing and Connectedness

In this area, NEA will partner with state and local affiliates to engage and connect with members and to grow and strengthen our culture of organizing around issues that impact learning and the lives of our students and educators.

Educator Voice, Autonomy and Leadership

NEA will partner with affiliates to develop processes and structures that allow empowered educators to seize opportunities to have voice and display leadership in classrooms, schools and districts. This area also will develop and enhance members' capacity to lead relevant and thriving associations and measurably advance the organization's Strategic Objectives by effectively expanding the use of NEA's leadership competency framework.

Racial Justice Culture

Work in this area will strengthen NEA's ability to develop and implement a racial justice lens through which we conduct all our actions, including policies, programs, strategies, employee onboarding, professional development, and consultation on racial and social justice issues. This capacity area also will support state leadership teams in creating awareness and application of racial justice framework, along with supporting 3-1g goals.

Coalitions and Partnerships

This area seeks to improve the association's ability to have optimal impact, reach, and influence through its external partnerships, domestic and international, and to develop authentic and mutually-reinforcing partnerships with NEA affiliates, councils and constituencies in order to co-create and advance a powerful shared agenda and realize our fullest potential as an enterprise. Work in this area will leverage these relationship to the benefit of our members through their state and local chapters/networks and to achieve member, student and association goals.

Dynamic Alignment

Work in this capacity area will strengthen our ability to align work across the enterprise to achieve effective and efficient results by using resources and skills where best suited, and by intentionally developing a wide swath of diverse staff and governance leaders across the enterprise with a shared set of tools and language. In partnership with affiliates, work in this area will foster a sense of shared responsibility and build programming and communications networks to align work around shared goals.

Enterprise/Affiliate Health

NEA will partner with affiliates to support strong fiscal management, accounting and operating control, risk mitigation, data management, strategic use of data and information, and organizational learning processes across the enterprise as tools to achieve financial stability and sustainable fiscal health. Included in this capacity area are the critical legal and insurance programs, along with Local Presidents' Release Grants and Small States Foundation Grants.

S6: Enhance Organizational Capacity

01	Membership Engagement, Organizing and Connectedness	2022-2023	2023-2024
01	<p>Partner with state and local affiliates to innovate and expand member and potential member engagement, recruitment, and retention efforts utilizing data analytics, organizing training, and all available NEA-supported digital tools in person and in virtual venues while advancing worksite leadership structures that are inclusive and representative of our communities to connect members and potential members to their union.</p> <ul style="list-style-type: none"> • Create and deliver organizing communication trainings to help expand the ability of local and state staff, as well as leaders across member categories, to use strategic and targeted communications to drive action that helps engage, recruit, retain members and strengthen the association. • Create innovative communications strategies to recruit and retain membership utilizing cross-channel tactics and tools. • Create innovative communications strategies to support state organizing campaigns and targeted engagement to increase recruitment and retention in key sectors including higher education, ESP, Aspiring Educators, and Retired memberships. • Design and deliver organizing training for affiliate field staff to build a culture of organizing and member engagement through the UniServ training program, the UniServ Managers professional development conference, and other convenings. • Design and deliver pre-employment organizing trainings for members to assist state affiliates in diversifying the pipeline into UniServ staff work through the Pre-UniServ program and the Organizing Fellows Academy. • Empower members to leverage the federal rescue implementation network and its resources to grow membership and ensure educators' solutions drive the allocation of local resources. • Expand year-round recruitment programs with state and local affiliates to build power and successfully grow, engage, and retain membership across the career continuum. (Aspiring Educator to active conversion into PreK-12 certified, ESP, and Higher Ed into NEA-Retired). • Increase NEA Fund Political Action Committee fundraising and participation of member activists by partnering with affiliates. • Partner with NEA governance, staff, and affiliates to enhance awareness, knowledge, preference, and adoption of NEA supported technology tools to support their plans and goals through 1) The strategic use of data in identification, recruitment, training, organizing, tracking and reporting to engage members in their areas of interest; 2) support of organizational strategic decision making; and 3) improved opportunities for increased activism, voice, influence, and professional development. Test and implement innovative ways to use new and existing technology to advance organizational priorities and grow analytic capabilities. 	\$ 26,011,979	\$ 26,011,979

S6: Enhance Organizational Capacity

01 Membership Engagement, Organizing and Connectedness

2022-2023

2023-2024

- Provide training and strategic planning support to affiliates to strengthen aspiring to active membership conversion, develop their leadership skills, and retain educators in the profession (including digital outreach to teacher-producing universities & minority-serving institutions, career fairs, union-led induction, and ECE groups).
- Support state and local affiliates in pursuing emerging opportunities to organize the unorganized through campaigns seeking new unit recognition in early childhood education, higher education, charter and other PreK-12 units without union representation.
- Support the development, scaling, and training of enterprise digital advocacy and organizing tools and platforms for NEA and its affiliates.
- Target assistance to support organizing and member engagement across all member categories, including Aspiring Educators, PreK-12, Higher Education, Retired, ESP and Charter, by identifying organizing campaign efforts most likely to succeed and those measuring progress and outcomes based on precise goals and regular reporting of progress.
- Work in partnership with state and local affiliates to plan and implement issue-based organizing campaigns that engage members on the issues that matter most to them; through strategic campaigns that focus on 1) enhancing organizing skills; 2) net membership growth; 3) smart routine use of data; 4) distributive leadership; and 5) engaging educators early in their careers.

S6: Enhance Organizational Capacity

02 Educator Voice, Autonomy and Leadership	2022-2023	2023-2024
<p data-bbox="164 275 1045 464">01 In partnership with affiliates and grounded in the NEA Leadership Competencies, deliver resources, technical assistance, learning experiences, and other supports to members for the implementation of educator voice and organizing strategies that result in increased opportunities for member empowerment and leadership in classrooms, districts, colleges/universities, workplaces, communities, and the Association.</p> <ul data-bbox="224 478 1097 1852" style="list-style-type: none"> <li data-bbox="224 478 1097 541">• Administer the Local Presidents Release Time Program Training to expand the capacity of local affiliates. <li data-bbox="224 556 1097 745">• Collaborate with NEA Governance and content departments to create and deliver, comprehensive communications training and resources, based on the NEA Leadership Competency Framework, to enhance the overall knowledge, skills, and abilities of NEA leadership and members, preparing them to lead, position, and contribute to the overall growth and strength of the association. <li data-bbox="224 760 1097 886">• Design and deliver leadership competency-based content and experiences for state affiliate vice presidents to grow their individual leadership knowledge, skills, and abilities and leverage the partnership that creates opportunities for state-based leadership development work. <li data-bbox="224 900 1097 1117">• Develop and implement an assessment of existing NEA leadership development activities to increase collaboration and alignment of the NEA Leadership Competency Framework. Partner with state and local affiliates to adapt and adopt the NEA Leadership Competency Framework to strengthen existing leadership development opportunities for members to create a stronger, more diverse network of leaders to increase organizational capacity at the state and local level. <li data-bbox="224 1131 1097 1194">• Develop state-based member-led workgroups to support the state affiliates' implementation of competency leadership development programs. <li data-bbox="224 1209 1097 1335">• Develop, implement, and evaluate an assessment of existing NEA leadership development activities to increase collaboration and alignment of the NEA Leadership Competency Framework and provide feedback to program staff and association leadership. <li data-bbox="224 1350 1097 1497">• Evaluate, track, and assess pilot year(s) of the Leaders of Color Pathways Project utilizing a broad set of tools, inclusive of participant engagement, to identify and recommend strategies that address barriers to equitable, intentional and inclusive leadership development and support practices for members of color to the Association and affiliates. <li data-bbox="224 1512 1097 1659">• Foster, develop and strengthen partnerships with affiliates, schools, and institutions of higher education to leverage and strengthen member, educator, stakeholder and student voice leading to influence on policy and implementation thereof, ensuring safe, healthy and just learning environments for every student. <li data-bbox="224 1673 1097 1736">• Identify opportunities across affiliates with bargaining rights to secure 50% membership thresholds to win representation elections. <li data-bbox="224 1751 1097 1852">• Implement NEA Board trainings and dialogue to enhance overall knowledge, skills, and abilities of the NEA Board of Directors to position them to contribute to the overall growth and strength of the association. 	\$ 7,795,514	\$ 7,795,514

S6: Enhance Organizational Capacity

02 Educator Voice, Autonomy and Leadership

2022-2023

2023-2024

- Launch labor-management collaboration initiatives that grow state and district partnerships and result in sustainable processes that increase educator voice on teaching and learning decisions in their schools, districts, and states.
- Partner with member-leaders on the development of leadership competency-based resources for NEA's Learning Management System.
- Partner with state and local affiliate stakeholders to expand and improve legislation, bargaining, and policy at the state and local level that maximizes access to potential members.
- Pilot and refine labor-management collaboration frameworks, resources, and delivery mechanisms that advance NEA and affiliate capacity to support labor-management collaboration as an educator voice and empowerment strategy.
- Plan, create, and deliver, in collaboration with governance and NEA content departments, one annual National Leadership Summit that is based upon the NEA Leadership Competency Framework and that serves to partner with state and local affiliates to identify leaders and prepare them with the knowledge, skills, and abilities necessary to lead relevant and thriving associations.
- Utilizing online learning modules and assessments via the Learning Management System (LMS), assist NEA leaders across the enterprise to strengthen their individual leadership using the Leadership Competency Framework to measure their existing skills, abilities, and knowledge. Track member engagement and usage of the assessment tools to provide data to the NEA enterprise to serve as a resource to state and local affiliates, and to inform the organization's leadership content and resources.
- Working in partnership with the National Council of Urban Education Associations (NCUEA) and local affiliates, create opportunities for sharing strategies, resources, and programs that support and foster the successful implementation of the NEA-NCUEA shared priorities and partner with local affiliates to lead in a culture of organizing and demonstrating successful approaches to organizing at the local level.

S6: Enhance Organizational Capacity

03 Racial Justice Culture	2022-2023	2023-2024
<p>01 Through collaboration between and among NEA governance, staff and other leaders, develop policies, processes, practices, and structures that promote and support a diverse, equitable, inclusive culture of continuous collaboration and that utilize racial equity tools to integrate a racial and social justice lens in the development of NEA's programs, policies and practices via technical assistance, training, and resource development.</p> <ul style="list-style-type: none"> In partnership with key strategic partners and the Center for Racial Justice, create and utilize assessment tools and processes that will ensure the inclusion of racially explicit language in organization-wide policies, programs and content. In partnership with state and local affiliates, engage in convenings, strategic conversations, and provide training and technical assistance in state and local affiliate plan development and programs specifically for leaders of color that ensure diversity in leadership engagement and the education workforce/profession. Integrate a racial justice framework into the training of current NEA staff and onboarding of new staff to further connect the cross-departmental work of the association to advance racial justice in education. Support and integrate cross department racial and social justice priorities via online and offline engagement actions; provide policy review and strategic consultation and a racial justice lens as needed for cross department work; and to resource state and local policy work for racial and social justice issues. 	\$ 1,126,083	\$ 1,126,083
04 Coalitions and Partnerships	2022-2023	2023-2024
<p>01 Increase members' proficiency and the capacity of the enterprise to create and sustain coalitions and partnerships to align our common interests to achieve our strategic vision.</p> <ul style="list-style-type: none"> Invest in and foster domestic and international alliances and relationships that promote, protect, and defend public education, strong educator voice, democracy unions, and social and economic justice. 	\$ 3,139,862	\$ 3,139,862

S6: Enhance Organizational Capacity

05 Dynamic Alignment	2022-2023	2023-2024
<p>01 Increase and support the alignment and synergy of organizational strategy with program development and assessment across the NEA and its affiliates; the ability of the enterprise to target its resources and skills to maximize efficiency and effectiveness; and strengthen our enterprise’s capacity to network affiliates’ offerings to members.</p> <ul style="list-style-type: none"> • Design and deliver executive leadership development opportunities for state presidents and executive directors that include management development, leadership development grounded in the NEA Leadership Competencies and related competencies and skills that support the president and executive director to successfully fulfill their roles. (President and Executive Leadership Team Development, New President’s Orientations, Affinity Group Topical Convening) • Drive potential members to join the union and lower per-member organizing costs through innovative organizing such as a Mobile NEA360 App, Join Now, digital ads, telephonic membership authorization, Join-by-Zoom, and Text-to-Join. • Maintain the National Organization of Lawyers for Education Associations (NOLEA) group site as a resource and communications network for attorneys nationwide, organize annual meeting of NOLEA attorneys, provide NOLEA attorneys with resources, analysis, regular updates and webinars on cross-cutting issues of significance. • Partner with affiliates and association stakeholders on a Member Organizer Academy that trains diverse, rank-and-file member organizers for Year-Round Organizing and develops them into worksite leaders. (i.e., Early Career and BIPOC) • Partner with the National Labor Leaders Initiative (NLLI) to focus on leadership development in key areas of individual/personal leadership, organizational leadership, and movement building leadership. • Support the capacity building of state affiliates through the following leadership conference/trainings: NEA/NCSEA Management Collective Bargaining Conference, NCSEA Fall Conference and NEA/NCSEA Affiliate Financial Forum. • Together with affiliates, build an aligned communications network to drive public and member communications in a strategic and concerted fashion, providing consistent technical assistance, training, and resources. • Utilize the Unified State Executive Director Program (USEDP) to support small states and support a stable state affiliate executive director corps. 	\$ 5,692,914	\$ 5,692,914

S6: Enhance Organizational Capacity

06	Enterprise/Affiliate Health	2022-2023	2023-2024
01	<p>Support state and local affiliates to implement financial and operational management best practices that promote and maintain a high standard of fiduciary responsibility and accountability, risk mitigation, data governance, data informed decision making, strategic planning, and continuous learning through a peer-to-peer network.</p> <ul style="list-style-type: none"> • Administer NEA insurance programs that support member recruitment, defend members from false criminal accusations, protect members, leaders, and staff from professional liability lawsuits, minimize the impact of fiduciary losses, and indemnify affiliates against errors and omissions and coordinate NEA’s Attorney Referral Program. • Administer Small States Foundation Grants to provide foundational support to small states. • Administer the Local Presidents Release Time Grants Program. • Administer the NEA Solidarity Loan Program to provide support to members who have been on strike. • Administer the Unified Legal Services Program (ULSP) to strengthen affiliate capacity to defend, advocate, and advance the rights of educators, public sector employees and the association. • Administer the UniServ Fund and leverage the program to advance organizing and member engagement, including through shared staffing assistance to affiliates. • Coordinate cross-Center support to states and locals to promote best financial, business, and governing practices. • Coordinate enterprise risk assessment and mitigation strategies and processes. • In collaboration with affiliates, develop core list of policies and trainings that affiliates should institute at the state and local affiliate level. • Leverage the Affiliate Financial Assistance Program to support state affiliates in crisis. • Provide targeted communications support and strategic communications guidance for state local leaders and staff to mitigate and prevent crisis situations. 	\$ 106,215,335	\$ 106,215,335
Direct Cost:		\$125,351,530	\$125,351,530
Personnel Cost:		\$ 24,630,157	\$ 24,630,157
Total:		<u>\$149,981,687</u>	<u>\$149,981,687</u>

Enterprise Operations

Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.

NEA's facility services, human resources, communications, technological tools, legal services, and financial management reside in this area. This area also handles improvement and innovation initiatives, strategy development, workplace culture initiatives, financial analyses and risk management, and the integration and leveraging of systems and technology.

Work in this objective includes:

Leadership Services

- Adapt to changing needs and expectations for meetings, trainings, conferences, and governance functions
 - Continue to explore virtual options
 - Maximize technology support
- Grow as a learning organization
 - Increase our literacy with and use of data
 - Practice authentic examination of the impact of our work
- Expand Leadership development at local level
 - Train local leaders to prepare them to provide direction and leadership on NEA's strategic objectives and priority goals.
- Strategic visioning
 - Deepen discovery processes for critical areas of work related to schools, teaching and learning, leadership development, and organizing.

Business and Financial Services

- NEA HQ Building
 - Engage experts to prepare comprehensive structural review
 - Maintenance, upkeep and cleaning to allow for safe return
- Establish a Talent Acquisition strategy to attract a skilled workforce
 - Develop recruiting campaign
 - Community partnerships
 - Leadership Development program
- Focus on Talent Management employee retention
 - Orientation/onboarding programs, including mentorship for new employees
 - New Manager Training program
 - Leadership Development program
 - Establish a Talent Acquisition strategy to attract a skilled workforce
- Increase in total personnel costs
 - Benefit cost increases, CBA negotiations
 - Staffing will remain flat

Enterprise Operations (cont'd)

Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.

Information Technology Services

- Continue to improve on technical infrastructure and technology offerings
 - o Increases for continuing hybrid conferences
 - o Aggregate increases in technology needs
 - o Information security and data integrity

- Product development
 - o Focused on supporting increased digital engagement, automation, and data-driven decision-making.

Enterprise Communications Services

- Continued engagement and relationship building with NEA audiences through innovative digital, print, and creative content driven by unified content strategy and grounded in our vision and values.
- Develop, field, and analyze member research on behalf of NEA and state affiliates to advance NEA's Strategic Objectives.

Infrastructure

- Provide departmental infrastructure and organizational support to effectively realize the Association's Strategic Objectives and Enterprise Operations.

E1: Enterprise Operations

01	Leadership Services	2022-2023	2023-2024
01	<p>Facilitate, support, and align well-informed decision-making processes by the NEA Executive Officers, Executive Committee, Board of Directors, Committees, Councils, and key constituencies to meet the contemporary and future needs of the organization and its members.</p> <ul style="list-style-type: none"> Provide research, resources, counsel and expertise to NEA Governance leaders to continue to build strategic relations with civil rights (Native People, Asian, Black, Latin(o/a/x), Middle Eastern and North African, Multiracial, and Pacific Islander), progressive, labor and community partners, and education stakeholders at the national, state, and local level in order to advance a student-centered agenda that leads to empowered educators. This includes supporting NEA governance with engagement of minority principles. Provide resources, counsel, and expertise in response to standing committees, governance requests, and work related to the Representative Assembly. 	\$ 1,471,301	\$ 1,471,301
02	<p>Provide support to state affiliates and state leadership teams to ensure maximum alignment, efficiency, and effectiveness.</p> <ul style="list-style-type: none"> Actively review NEA's policies to ensure that the organization has the procedures and structural capacity to grow and strengthen membership pursuant to membership strategies. Collect, categorize, and archive all adopted policies and related decision-making into the electronic policy library in support of their implementation and interpretation. Produce and codify comprehensive analyses of prioritized policies and make recommendations to governance as appropriate. Conduct organizational self-assessment survey(s) and gather member and governance feedback regarding representation, functions, and design of NEA governing bodies. Conduct president and executive director internal meetings. Engage multiple departments and strategic objective areas, to support the Office of President, by producing written deliverables, video scripts, correspondence with members and affiliates, opinion pieces, public hearing testimonies and scripts, blogs, social media content, and briefing guidance that supports meeting the current and future needs of the organization and its members. Engage, support, and align well-informed decision-making by the Executive Officers and Committee to advance the organization's present and anticipated needs. Engage, support, and align well-informed deliberations of appointed committees, think tanks, and councils to advance NEA's mission, vision, and strategic objectives. Facilitate the enterprise adoption process in collaboration with state affiliates to ensure successful implementation and utilization of NEA360 to advance organizational priorities. Facilitate, support, and align well-informed decision-making by the Board of Directors that meets the contemporary and future needs of the organization. 	\$ 11,083,135	\$ 11,083,135

E1: Enterprise Operations

01	Leadership Services	2022-2023	2023-2024
	<ul style="list-style-type: none"> • Manage and align the work of NEA’s official governing bodies and advisory committees. Support internal and state/local affiliate requests for assistance with policy development, analysis, interpretation, and research. Provide analysis and interpretation of association policies, monitor compliance with association policies. • Provide leadership, strategic direction and administrative support in order to ensure that NEA operates in an effective, efficient, and mission-driven manner. • Provide legal advice, counseling and compliance assistance for NEA, its affiliates, and members, as well as for the NEA Fund for Children and Public Education. Defend NEA and its actions and policies as appropriate. Provide legal and policy support to governance (such as Executive Officers, Executive Committee, Board, Representative Assembly and committees) at the national and state level. • Provide policy counsel regarding relationships with other labor leaders and organizations, including jurisdictional agreements and shared-member markets. 		
03	Support, conduct, and align the NEA Representative Assembly to enhance association decision-making to meet the contemporary and future needs of the organization and its members.	\$ 7,592,722	\$ 7,592,722
	<ul style="list-style-type: none"> • Committee on Constitution, Bylaws, and Rules • Committee on Program and Budget • Convention Guests • Credentials Committee • Elections Committee • Information Forums and Town Halls • NEA-Retired Meeting • RA Communications • RA Governance and Policy Administrative Support Services • RA Logistical Support • RA Today/Delegate Communications • Resolutions Committee 		
04	Facilitate the development, execution, alignment, and enhancement of NEA’s long term and tactical strategy, using life cycle methodologies to ensure the application of critical analyses and organizational learning to shape and advance the association’s goals.	\$ 5,106,259	\$ 5,106,259
	<ul style="list-style-type: none"> • Compile, analyze, and disseminate quantitative data and findings and develop machine learning and other models in order to support NEA and affiliate business functions, decision-making, and campaigns. 		

E1: Enterprise Operations

01 Leadership Services

2022-2023

2023-2024

- Conduct and facilitate on-going discovery inquiries and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses that examine the forces affecting NEA, its affiliates, and public education, along with the reactions to and impact of our organizational efforts, in order to develop, refine, and align the overall strategy used to achieve the vision and mission.
- Convene NEA leaders/staff to facilitate joint professional learning processes and to incubate ideas and insights in support of the ongoing stewardship of NEA's mission, vision, and core values, and develop processes to maximize organizational learning in NEA's relationships with targeted internal and external constituent and professional groups.
- Facilitate a comprehensive organizational reflection and review process that creates greater alignment between activities and overall impact.
- Implement a framework and repeatable life cycle processes to explore, test, and pilot opportunities for transformational work and innovation to address changing internal and external circumstances, create new value for association membership, and align with the NEA mission, vision, and core values.
- Improve strategic systems and provide strategic consultative support to the enterprise throughout the strategic plan life cycle to identify opportunities; plan and identify impact; promote broad learning and dynamic alignment; and support organizational learning to enhance programmatic, policy, budgetary, and business decisions.
- In collaboration with NEA and affiliate leaders and staff, develop, field, analyze, and disseminate the results of surveys of members, potential members, and other groups of interest to the Association, with a focus on gathering data and information not available through other sources.
- Provide research support to help achieve the Association's objectives, including identifying, tracking, reviewing, and synthesizing external data and research.
- Work with NEA and affiliate leadership and staff to facilitate and maintain relationships and partnerships with academic researchers, research organizations, government agencies, and non-governmental organizations to identify, produce, disseminate, and use research of importance to the Association. Collaborate with partner organizations to advocate for data collection initiatives and enhancements that support the Association's strategic goals.

E1: Enterprise Operations

02 Business and Financial Services	2022-2023	2023-2024
<p>01 Administer and support business operations across the association to ensure sound accounting and financial management, along with efficient and effective processes for facilities management, procurement, travel, conferences, printing, and other business services.</p> <ul style="list-style-type: none"> • Administer and support business operations across the association to ensure sound accounting and financial management, along with efficient and effective administrative and operational processes and services. • CFM Business and Administrative Operation, managing the various insurance programs for NEA, and administering the claims submission process. • Conference and Travel Services. Consults, plans, and contracts with vendors to support NEA meetings held in the NEA building and off-site. Oversees NEA's café/catering service and travel agency. • Coordinate, develop, implement, and monitor the operational plan and budget for the Association. • Evaluate business processes of the NEA and its affiliates and implement best practice initiatives to increase operational effectiveness and transparency, systems for data-driven decision-making, and improved performance across the enterprise. • Facility Services. Provide a clean, safe and healthy working environment for NEA building occupants. Maintain and upgrade the building assets of the organization. Plan, develop, and implement energy conservation program to reduce utilities cost and maintain our Energy Star rating and Green Building Certification. • In coordination with governance and management, develop and report on overall fiscal affairs of the association and affiliates. • Manage the internal processes for ordering and purchasing of goods and services to ensure the best value for NEA-funded purchases in compliance with NEA's procurement policy. • NEA Building Tenant Lease • NEA Fund Administration - Political Action Committee (PAC) • Printing and Distribution: managing high volume printing, mailing and receiving services for NEA HQ. • Provide high quality, efficient, effective, and accurate financial accounting, reporting, and compliance services for NEA and its related entities. 	<p>\$ 20,757,303</p>	<p>\$ 20,757,303</p>
<p>02 Provide robust human capital management, including a full-service Employee and Labor Relations program, to support the strength, skills, success, and well-being of the organization's workforce.</p> <ul style="list-style-type: none"> • Administer organizational recruitment, retention, and position classifications to appropriately staff the organization in support of our Strategic Objectives. • Coordinate and administer the NEA Intern Program, offering opportunities for higher education students to build skills and knowledge in support of their educational needs. 	<p>\$ 6,715,885</p>	<p>\$ 6,715,885</p>

E1: Enterprise Operations

02 Business and Financial Services	2022-2023	2023-2024
<ul style="list-style-type: none"> • Coordinate and deliver staff education, professional development, and tuition reimbursement in compliance with established Department of Labor policies and collective bargaining agreements. Ensure that professional development opportunities are aligned to support the work of the NEA Strategic Objectives and Enterprise Operations. Develop and implement a full spectrum training program for NEA management staff. • Foster employee engagement and support employee recognition to maintain organizational effectiveness and positive workplace morale. • Maintain an interest-based labor relations program, including contract negotiations, joint-labor management committee meetings, and grievance and arbitration processing with a focus on addressing concerns or issues at the lowest level. • Provide and promote an employee wellness program to improve employee health and morale. Perform ergonomic assessments and promote in-house wellness opportunities. • Provide Human Resources support, including recruiting, coaching, and training to NEA state affiliates. • Work with Center leadership to assure a highly effective and efficient employee/management team, aligned with NEA’s priorities and need for a streamlined workforce, by implementing workforce and talent management processes that identify needed skills, provide skill development plans, and fill capability gaps with strategic hiring practices. 		
03 Administer and oversee a robust payroll, benefits, and Human Resources Information System (HRIS) program, ensuring compliance with all regulatory and legislative requirements.	\$ 3,522,092	\$ 3,522,092
<ul style="list-style-type: none"> • Maintain Human Resource Information System (HRIS). Ensure accuracy of personnel files, manage reporting and data analysis of employee information to ensure compliance with state and federal regulations. Maintain electronic or paper records for all current and past employees. • Manage and administer a broad benefits program for employees, retirees, and identified state affiliates ensuring compliance with regulations, legislation, and contractual obligations. • Reconcile and administer the payroll process, ensuring compliance with all legislation and tax laws. 		

E1: Enterprise Operations

03	Enterprise Technology Services	2022-2023	2023-2024
01	Develop, implement, and maintain an enterprise technology infrastructure to support the association’s business and programmatic needs. <ul style="list-style-type: none"> <li data-bbox="224 373 1089 695">• Develop, integrate, and maintain NEA’s enterprise systems and applications which support the Association’s strategies and needs. Deliver robust technical solutions for operations, organizing, and membership growth. Enhance the technology and systems needed to support the Representative Assembly, along with customized financial/membership systems to allow for management of affiliates dues collections, PAC collection, as well as legal systems. Develop processes and procedures to utilize development and quality assurance best practices, enhancing our ability to deliver higher quality solutions at a faster pace while ensuring the integrity of our members’ data. <li data-bbox="224 716 1089 842">• Implement enterprise-wide project management and product development strategies which include methodologies focused on standard processes, tools, and governance to maintain and improve the enterprise technology infrastructure that supports the goals of the organization. <li data-bbox="224 863 1089 1083">• Responsible for managing a secure, compliant infrastructure supporting business operations and the processes necessary to keep applications and infrastructure reliable and available. This includes on-premise and cloud services, operations, business continuity, database management and maintenance, wired and wireless networks, servers, administrative utilities and tools, telephony, and digital storage. Deliver enterprise-wide address book of staff for NEA and share with the affiliates. <li data-bbox="224 1104 992 1192">• Utilize enterprise data infrastructure to provide robust and easily accessible data, and data driven decision support for analytics and modeling to maximize affiliate programs. 	\$18,551,443	\$18,551,443
02	Administer and execute a comprehensive program for effective management of information security, policy, and technological risk. <ul style="list-style-type: none"> <li data-bbox="224 1308 1089 1656">• Administer and execute a comprehensive and effective information security program to educate end users on threat vectors, to protect systems and ensure data integrity. This includes security awareness training, cybersecurity threat simulations, security policies and guidelines, and information emails to educate staff, assist affiliates, and present to various target audiences across the Association. In addition, the program includes firewall protections, account access monitoring, and data exfiltration visibility. This includes identity management authentication and authorization for enterprise systems and data accessibility, ensuring data integrity. Information Security work extends beyond NEA to the entire Association. 	\$ 2,306,575	\$ 2,306,575

E1: Enterprise Operations

03	Enterprise Technology Services	2022-2023	2023-2024
03	<p>Manage, administer, maintain, and provide direct support to affiliates and NEA in the use of the services and systems that support enterprise business and programmatic needs.</p> <ul style="list-style-type: none"> • Provide support in the effective use of NEA enterprise applications and business systems. Administration and support activities ensure maximized availability, complete and uninterrupted functioning, and sustained application evolution. This includes functional and triage problem-solving support for NEA and affiliate staff assigned to the applications, as well as identifying and communicating efficiencies and enhancements needed as a part of the product development process to ensure program and business objectives are being met. • The CIT Service Desk offers technical assistance and customer service to NEA Centers and Departments, Board Members, Executive Committee, members, and affiliates. This area provides user support for NEA Network IDs, video conferencing, various integrated software applications and hardware, email, wired and wireless network issues, mobile devices, print managed services, and general IT support services. Equipment, operations and maintenance support is also extended to Strategic Technology Partner (STP) affiliates. 	\$ 8,724,047	\$ 8,724,047

E1: Enterprise Operations

04 Enterprise Communications Services		2022-2023	2023-2024
01	<p>Inform, listen to, engage, and mobilize NEA members and external audiences by implementing innovative, data-driven creative and content strategies across print and digital channels to advance NEA Strategic Objectives.</p> <ul style="list-style-type: none"> • Advance the association’s mission, vision, and goals by producing editorial content driven by an integrated content strategy and synergy across communications units. Provide editorial content in NEA Today, NEA Today for NEA Retired members, education and labor media, policymakers, opinion leaders and state affiliate communicators in print and digital formats. • Development of NEA.org and corresponding digital properties. • Provide a full range of creative, conceptual and strategic planning from traditional and interactive design to short film, pre and post production as well as using current trends, pop culture and the arts as a tool to engage a clearly define brand for the enterprise grounded in our vision and values and that embraces the value of working union for positive change in public education and communities. • Support the development of unified and aligned digital content strategies and digital engagement standards for online organizing, advocacy and professional collaboration for NEA and its affiliates. 	\$12,030,661	\$12,030,661
02	<p>Design, field, analyze, evaluate, report on research for NEA and its state affiliates to inform brand-focused communications and advance NEA Strategic Objectives in coordination with state affiliates, partners, and allies.</p> <ul style="list-style-type: none"> • Leverage existing and new research to develop research methodologies, field, analyze and evaluate member research on behalf of NEA and its state affiliates to advance NEA Strategic Objectives, and inform strategic planning and decision-making in coordination with state affiliates, partners, and allies. • Plan and execute strategic communications initiatives for NEA projects, initiatives and programs by managing multiple tactics, including paid media, strategic partnerships, sponsorships, and special events. 	\$13,415,803	\$13,415,803
05 Infrastructure		2022-2023	2023-2024
	<ul style="list-style-type: none"> • Provide departmental infrastructure and organizational support to effectively realize the Association’s Strategic Objectives and Enterprise Operations. 	\$ 1,639,538	\$ 1,639,538
		Direct Cost:	\$ 59,785,427
		Personnel Cost:	\$ 53,131,337
		Total:	<u>\$112,916,764</u>

Budget Financial Line Item Definitions

Salaries/Fringe Benefits – Salary payments to NEA employees and the provision of benefits such as medical insurance, life insurance, retirement, post-retirement health care, and payroll taxes (for example, Social Security and unemployment insurance).

Non-Staff Wages – Reflect the salaries of the President, Vice President, Secretary-Treasurer, salaries of state executive directors participating in the Unified State Executive Director Program, and payments for stipends, salary loss, or substitute pay for members of the Executive Committee and Board of Directors.

Travel – Staff – Represents travel expenses incurred by NEA employees on official business, such as transportation, lodging, and meals; travel credit allowances paid for extensive travel in accordance with existing staff contracts or policy authorization; and moving and relocation expenses.

Travel – Non-Staff – Represents travel expenses incurred by non-NEA employees on official business, such as transportation, lodging, and meals. This includes travel expenses incurred by the Executive Committee, Board of Directors, members, state and local affiliate governance and staff.

State and Local Projects – Grants and approved projects for affiliated organizations, including UniServ grants, Unified Legal Services Program reimbursements, Small States Foundation grants, Great Public Schools funding, and cooperative projects.

Publication Costs – Paper, printing, production, composition, art, and design costs incurred for publications such as NEA Today and specialized constituent publications, research papers, and other reports.

Office Expenses – Stationery, office supplies, telephone/communications, photocopy, postage/shipping, and utility costs incurred.

Administrative Expenses – Insurance, membership/funding to outside organizations, contributions, and depreciation.

Technology and Equipment – Personal computers, computer accessories, and items such as mailing equipment, calculators, and equipment rental/repairs.

Outside Services – Fees paid for professional legal, audit and tax services, consulting services, and building maintenance. It also includes costs for Educators' Employment Liability insurance premiums, membership forms and cards, promotional materials, and advertising.

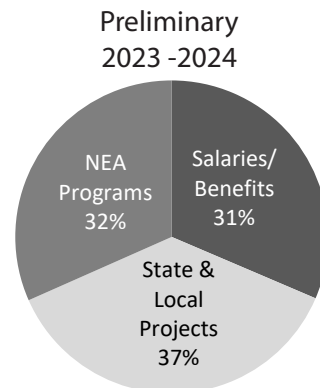
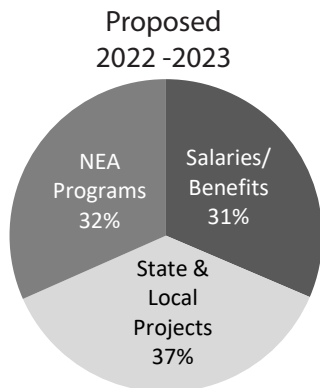
Conference/Meeting Expenses – Facilities, equipment rental, food and beverages, speaker fees, training materials, teleconferencing, and video conferencing.

Recovery – External – Funds received from NEA affiliates (such as expense reimbursements) and from sources outside the association.

Contingency Fund – NEA Bylaw requires a contingency reserve of no less than \$1,000,000 and no more than 1 percent of the budget.

Total Budget Comparisons By Line Item

Description	Proposed 2022-2023	Preliminary 2023-2024
Salaries/Fringe Benefits	\$ 116,026,239	\$ 116,026,239
Non-Staff Wages	5,180,129	5,180,129
Travel - Staff	6,827,825	6,827,825
Travel - Non-Staff	12,123,187	12,123,187
State and Local Projects	136,414,840	136,414,840
Publication Costs	4,202,798	4,202,798
Office Expenses	7,118,361	7,118,361
Administrative Expenses	17,857,373	17,857,373
Technology and Equipment	10,122,250	10,122,250
Outside Services	51,000,243	51,000,243
Conference/Meeting Expenses	9,859,227	9,859,227
Recovery - External	(7,492,972)	(7,492,972)
Sub-Total	\$ 369,239,500	\$ 369,239,500
Contingency Fund	3,000,000	3,000,000
Total Budget	\$ 372,239,500	\$ 372,239,500



Appendix A – Recoveries

NEA General Fund receives funds from its affiliates, external sources, and other NEA Special Purpose Funds. These funds represent such items as advertising in NEA publications and reimbursement of funds advanced on behalf of NEA affiliates. The impact of these recoveries are reflected as a reduction of the total cost within the appropriate activity.

No.	Objective/Enterprise Operation	Category #	Tactic	Description	Proposed 2022–2023	Preliminary 2023–2024
S3	Advance Racial Justice and Social Justice	1	1	NEA Conference on Racial and Social Justice registration fees	\$ 110,000	\$ 110,000
S3	Advance Racial Justice and Social Justice	1	1	Human & Civil Rights dinner tickets	155,000	155,000
S6	Enhance Organizational Capacity	6	1	Legal fee reimbursements	975,000	975,000
S6	Enhance Organizational Capacity	6	1	Educators Employment Liability and Association Professional Liability reimbursements	891,780	891,780
S6	Enhance Organizational Capacity	5	1	Reimbursements from state affiliates for jointly funded executive director positions	1,332,473	1,332,473
S6	Enhance Organizational Capacity	2	1	National Leadership Summit registration fees	234,000	234,000
E1	Enterprise Operations	1	3	Annual meeting activities	555,000	555,000
E1	Enterprise Operations	2	1	NEA Employee Benefit Plans – cost recoveries	25,000	25,000
E1	Enterprise Operations	2	1	Rental Income	275,000	275,000
E1	Enterprise Operations	2	1	Print Recoveries	350,000	350,000
E1	Enterprise Operations	2	1	Catering & Conference Recoveries	90,000	90,000
E1	Enterprise Operations	2	2	NEA Wellness Programs	19,000	19,000
E1	Enterprise Operations	2	3	NEA Employee Benefit Plans – personnel cost recovery for Human Resources administration	253,000	253,000

Appendix A – Recoveries (continued)

NEA General Fund receives funds from its affiliates, external sources, and other NEA Special Purpose Funds. These funds represent such items as advertising in NEA publications and reimbursement of funds advanced on behalf of NEA affiliates. The impact of these recoveries are reflected as a reduction of the total cost within the appropriate activity.

No.	Objective/Enterprise Operation	Category #	Tactic	Description	Proposed 2022–2023	Preliminary 2023–2024
E1	Enterprise Operations	3	1,3	NEA Member Benefits and other Association entities – technology infrastructure support	\$ 1,275,842	\$ 1,275,842
E1	Enterprise Operations	4	1	NEA Today and specialized constituency publication advertising	951,877	951,877
Total External Recoveries					\$ 7,492,972	\$ 7,492,972

Appendix B: Highlights of The NEA Foundation's Programs

The NEA Foundation is an independent public charity founded by educators to promote the absolute best in public education. For more than five decades, the Foundation has championed and funded educator-led initiatives and innovation, resulting in measurable and sustained improvements in public schools nationwide. We believe that the most innovative and effective educational policies and strategies emanate from educators engaged in authentic partnership with policymakers, students, parents, researchers, and others who are committed to educational justice, equity, excellence, and opportunity. Through the transformative power of these partnerships, we believe we can improve educators', students', and communities' educational experiences and outcomes.

Current initiatives include:

- The NEA Foundation advocates the development of community schools as a proven strategy for increasing educational justice, equity, excellence, and opportunity. Accordingly, the Foundation's newest initiative, **The Southern Regional Alliance for Community Schools**, is supporting the development of community schools in Arkansas, Louisiana, and Mississippi. Community schools bring educators and neighborhood schools into greater partnership with parents, community organizations and institutions, local businesses and public officials, health centers, and others, providing students with integrated academics and academic support; wellness, mental health, trauma-responsive and social services; youth and community development programs, and culturally-affirming experiences. Community schools are found nationwide, but there are far fewer in the South—home to more than one-third of the country's population.
- In April 2021, the Foundation will launch new **Reimagining Education Grants** for educators. Following passage of the American Rescue Plan, states and school districts will have unprecedented opportunities to create the types of public schools that all students deserve. These new funds will support broad systemic changes and a reinvention of schools to more justly and effectively meet students' academic, social, and emotional needs.

NEAF wants to ensure that educators are at the center of this reimagining and reinvention of education! In particular, we want to ensure that educators lead in an equity-focused reinvention of schools!

Beginning in April, the Foundation will provide educators with grants enabling recipients to test their ideas and bring innovation both to classrooms and systems-planning tables. As examples of possible uses, these grants can help educators to develop and implement culturally responsive teaching and learning strategies; support students' social and emotional learning; increase project-based learning, student voice, and students' engagement in democracy; and increase family, school, and community partnership.

- **Covid-19 Response Grants:** In 2020, the NEA Foundation established two grant opportunities for educators in response to the COVID-19 pandemic, including a rapid response grant opportunity in Spring 2020 to support educator-led initiatives addressing immediate needs resulting from school closures. The Foundation also initiated a special round of grant funding during Fall 2020 to support educators' continuing efforts to address the longer-term challenges that emerged as a result of the pandemic.
- **Learning and Leadership and Student Success Grants:** The NEA Foundation provides grants to individual educators and teams of educators to support exemplary instructional practice and professional development across all subject areas and grade levels. By directly funding educator-conceived and led projects, the Foundation enables educators to chart their own course to solve teaching and learning challenges. Since 2005, the Foundation has awarded more than \$8.6 million in grants, benefitting 64,000 individual educators. Most of these grants have been awarded in recent years, as the need for Foundation grants has increased, along with the range of content sought by educators.

Appendix B: Highlights of The NEA Foundation's Programs (continued)

- **Global Learning Fellowship:** The Global Learning Fellowship is a yearlong, cohort-based professional development experience providing educators (44 in the 2020 cohort) with a blend of online, peer, and field-based learning opportunities to prepare the Fellows and their students for active and informed global citizenship. Fellows share what they learn with other educators around the country and the world by publishing related lesson plans and through other means.
- **Recognizing the extraordinary in Public Education:** Each year, the NEA Foundation presents Awards for Teaching Excellence at its Salute to Excellence in Education and associated gala, honoring the accomplishments of exemplary public-school educators. Many consider the gala as our field's "Academy Awards," where exceptional educators are duly recognized as bright stars in our society and celebrated as they deserve to be every day. Forty-six educators received awards at the virtual 2021 Salute to Teaching Excellence Gala. Each year, the Foundation invites all NEA state affiliates to nominate one educator to receive an award.
- **Rural and Remote Area Investments:** In recent years, the Foundation awarded multi-year grants to help address the unique challenges of equity, excellence, and opportunity faced by educators and students in rural and remote communities. These investments in North Dakota, South Dakota, and Wyoming have since supported NEA State Affiliate efforts to design and implement programs to improve rural and remote students' access to high-quality teaching and learning.
- **STEM Education:** Four school districts (in CA, CO, TN, and WI) have received Foundation grants aimed at increasing access to and improving the quality of STEM education in underserved communities. This funding has enabled the districts to increase educator expertise across schools, develop district-wide STEM pathways, develop STEM learning labs, and share with other educators, best practices for teaching STEM curriculum.

The Foundation provides grant support to the Education Civil Rights Alliance (ECRA). Housed with the National Center for Youth Law, the ECRA was established to create a forum through which civil rights attorneys, education researchers, educators, organizers, and community groups share information; collaborate on local, state, and national campaigns; and strategize policy advocacy. Members of the ECRA include more than 70 organizations such as the National Education Association (NEA), National Association for the Advancement of Colored People, Southern Poverty Law Center, Education Deans for Justice and Equity, the Children's Defense Fund, and the National Disability Rights Network.

Appendix C – Governance

	Proposed 2022 – 2023	Preliminary 2023 – 2024
EXECUTIVE COMMITTEE		
Executive Officers’ Salaries	\$ 912,203	\$ 912,203
President	330,727	330,727
Vice President	290,738	290,738
Secretary-Treasurer	290,738	290,738
Executive Officers’ Benefits	637,003	637,003
Executive Officers’ Travel	193,504	193,504
Executive Committee Travel	214,740	214,740
Executive Committee Release Time	543,490	543,490
Executive Committee Benefits	475,890	475,890
Executive Committee Support Services	23,225	23,225
Executive Committee Official Meetings	1,097,184	1,097,184
President’s Meetings/NEA Reps	16,000	16,000
Total – Executive Committee	\$ 4,113,239	\$ 4,113,239
BOARD OF DIRECTORS		
Official Meetings	\$ 2,113,369	\$ 2,113,369
National Conferences	120,481	120,481
Committees	16,008	16,008
Directors’ In-State Expenses	300,235	300,235
Directors’ Benefits	232,221	232,221
Total – Board of Directors	\$ 2,782,314	\$ 2,782,314
REPRESENTATIVE ASSEMBLY		
Annual Meeting Administration	\$ 5,315,676	\$ 5,315,676
Resolutions Committee	454,948	454,948
Constitution, Bylaws and Rules	62,971	62,971
Credentials Committee	18,780	18,780
Elections Committee	148,763	148,763
Committee on Program and Budget	12,578	12,578
Pre-RA Retired Meeting	85,000	85,000
RA Today, Reports and Administrative	575,580	575,580
Convention Guests/Past Presidents	44,000	44,000
Total – Representative Assembly	\$ 6,718,296	\$ 6,718,296
OTHER GOVERNANCE		
National Leadership Conferences	\$2,556,341	\$2,556,341
NEA Board Role & Responsibility Training	274,184	274,184
Strategic and Advisory Standing Committees	625,317	625,317
Total – Other Governance	\$ 3,455,842	\$ 3,455,842

Appendix D – How Your 2022 – 2024 Dues Dollars Are Allocated

	Proposed 2022-2023	Preliminary 2023-2024
Active Teaching Professionals		
<u>Build Safe, Healthy, Inclusive, and Future-Focused Learning Environments</u>	\$ 4.44	\$ 4.44
Support the development of modern, safe, and supportive learning environments that are affirming to all students and employees and resourced to meet the academic and developmental needs of today's students.		
<u>Support Professional Excellence and Respect</u>	15.21	15.21
Enhance and maintain an enterprise-wide system of Association-convened, member-led professional learning and supports for all educators across their career continua to ensure student success, to diversify the professions, to continuously improve their professional skills, and to secure professional authority, collective autonomy, and compensation.		
<u>Advance Racial Justice and Social Justice</u>	9.16	9.16
Support members in advancing racial justice and social justice in education and improving conditions for all students, families, and communities through awareness, capacity-building, partnership, and individual and collective action.		
<u>Strengthen Public Education as the Cornerstone of Democracy</u>	25.79	25.79
Use all available means, including organizing, collective action, policy, legal, legislative, and electoral, to safeguard the rights of students, communities, and educators; to advance economic justice; to protect the future of public education; and to ensure that students are prepared in a learner centered environment to participate fully in our democratic society.		
<u>Enhance Professional and Organizational Regard</u>	3.68	3.68
Enhance member and public recognition of the positive contributions of the NEA, its affiliates, and its members; demonstrate the value that the organization provides to educators, students, and communities; and the positive outcomes to the public education system when professionals are in union with one another.		
<u>Legal and Insurance Support</u>	17.35	17.35
Implement advocacy programs for members including the Unified Legal Services Program, Fidelity Bond, Association Professional Liability insurance, and a 1 million dollar per member Educators Employment Liability insurance program.		
<u>Enhance Organizational Capacity</u>	64.85	64.85
Develop and leverage the collective organizational proficiencies across our association to advance the mission of the NEA and its Affiliates, with particular focus on Member Engagement, Organizing & Connectedness; Educator Voice, Autonomy & Leadership; Racial Justice Culture; Coalitions and Partnerships; Dynamic Alignment; and Enterprise/Affiliate Health.		
<u>Enterprise Operations</u>	61.88	61.88
Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.		
<u>Contingency</u>		
Provide funding for emergencies at the national, state, or local levels.	1.64	1.64
	\$ 204.00	\$ 204.00

Appendix E – How Your 2022 – 2024 Dues Dollars Are Allocated

Education Support Professionals	Proposed 2022-2023	Preliminary 2023-2024
<u>Build Safe, Healthy, Inclusive, and Future-Focused Learning Environments</u>	\$ 2.67	\$ 2.67
Support the development of modern, safe, and supportive learning environments that are affirming to all students and employees and resourced to meet the academic and developmental needs of today’s students.		
<u>Support Professional Excellence and Respect</u>	9.13	9.13
Enhance and maintain an enterprise-wide system of Association-convened, member-led professional learning and supports for all educators across their career continua to ensure student success, to diversify the professions, to continuously improve their professional skills, and to secure professional authority, collective autonomy, and compensation.		
<u>Advance Racial Justice and Social Justice</u>	5.50	5.50
Support members in advancing racial justice in education and improving conditions for students, families, and communities through awareness, capacity-building, partnership, and individual and collective action.		
<u>Strengthen Public Education as the Cornerstone of Democracy</u>	15.49	15.49
Use all available means, including organizing, collective action, policy, legal, legislative, and electoral, to safeguard the rights of students, communities, and educators; to advance economic justice; to protect the future of public education; and to ensure that students are prepared in a learner centered environment to participate fully in our democratic society.		
<u>Enhance Professional and Organizational Regard</u>	2.21	2.21
Enhance member and public recognition of the positive contributions of the NEA, its affiliates, and its members; demonstrate the value that the organization provides to educators, students, and communities; and the positive outcomes to the public education system when professionals are in union with one another.		
<u>Legal and Insurance Support</u>	10.42	10.42
Implement advocacy programs for members including the Unified Legal Services Program, Fidelity Bond, Association Professional Liability insurance, and a 1 million dollar per member Educators Employment Liability insurance program.		
<u>Enhance Organizational Capacity</u>	38.93	38.93
Develop and leverage the collective organizational proficiencies across our association to advance the mission of the NEA and its Affiliates, with particular focus on Member Engagement, Organizing & Connectedness; Educator Voice, Autonomy & Leadership; Racial Justice Culture; Coalitions and Partnerships; Dynamic Alignment; and Enterprise/Affiliate Health.		
<u>Enterprise Operations</u>	37.16	37.16
Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.		
<u>Contingency</u>		
Provide funding for emergencies at the national, state, or local levels.	0.99	0.99
	\$ 122.50	\$ 122.50

This page has been left blank intentionally.

