



2021–2022 Modified Strategic Plan and Budget

Presented to the Representative Assembly
July 2021



National Education Association

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

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Rebecca S. Pringle, President

Princess R. Moss, Vice President

Noel Candelaria, Secretary-Treasurer

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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.

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Report of the Program and Budget Committee

The NEA Program and Budget Committee (“The Committee”) unanimously recommends the modified Strategic Plan and Budget for 2021-2022 to continue NEA’s commitment to our mission, vision, and core values. In completing its work, the Committee considered contributions from the broadest possible range of leaders and stakeholders across the organization. Given the unique circumstances we find ourselves in during a time of a global pandemic, we recommend specific modifications to address the anticipated needs our members, their students, and communities will face during and beyond the crisis.

The Committee appreciates the uncharted territory that our educators and their students will face in the coming year. The U.S. is still facing the impact of disruptions caused by the global pandemic, the resulting economic crisis and the national reckoning on racial justice, all of which affected public education profoundly. Recovery and resolution could take many years. However, due in part to months of educator advocacy, public schools are well positioned to ‘build back better’ through the most favorable federal climate in years and the single largest public education investment in history. Association, leaders, and members working with parents and communities can ensure that all educators and students receive the necessary support, tools, and resources. Safe and equitable reopenings can be accomplished with holistic approaches that seek to understand and meet students where they are – academically, socially, behaviorally, and emotionally. The Committee is clear on the need for well-rounded, culturally responsive, and trauma-informed curricula and instruction.

The Committee carefully examined the existing plans, ongoing work, and progress to date for the adopted Strategic Objectives and believe that the organization is on the right track for growth and strength. Recommended investments will expand opportunities for professional excellence, grow the commitments to social and racial justice, strengthen educator voice, and deepen relationships with early career educators. This plan and budget also accounts for supporting members, students, affiliates, and communities in overcoming injustices marked by inequitable conditions and disparate impacts that have been exacerbated by the Coronavirus pandemic.

Throughout the process, the Committee recognized the need for rapid response, flexibility, and clarity as we chart our course through this frightening time to a brighter tomorrow. A deeper and continued investment in our existing priorities will make us stronger and unite as one association to attain our vision of great public schools for EVERY student. There is no doubt that times are difficult right now. There is no denying the enormous impact that COVID-19 is having on our lives. But this crisis will not go on forever. And, when we emerge from it, our members will know that we were responsive to their needs, and those of their students. They will know that their association helped them connect with one another and to their professions during this difficult time. And, they will be even more united around our mission to fulfill the promise of public education for every student in America.

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

2020–2022 Strategic Framework

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.

Goal

To achieve our mission, we, the NEA, will grow and strengthen our association to promote quality education by:

- **advancing opportunities** that will amplify the voices of all educators; identify, organize, and engage new and early career educators; support our members' professional growth; and promote racial justice for our students, our communities, and our nation;
- **securing a pro-public education environment** for students, educators, and families; and
- **building the capacity of the local, state, and national union** to ensure the success of public education.

Strategic Objectives

To grow and strengthen our union, we will organize our members around issues that impact teaching and learning and the lives of our students. In partnership with our affiliates, NEA will:

Increase Educator Voice, Influence, and Professional Authority: Develop and sustain effective structures, processes, and leaders to increase educator influence in decision-making at worksite, district, state, and national levels.

Recruit and Engage New and Early Career Educators: Identify, recruit, support, and engage new educators in our association, and connect them with opportunities for professional learning, leadership, and advocacy.

Advance Racial Justice in Education: 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.

Support Professional Excellence: Support all educators throughout each phase of their career with the professional knowledge, skills, and competencies necessary to advocate for and ensure the success of their students and communities.

Secure the Environment to Advance the Mission of the NEA and its Affiliates: Use all available means, including organizing, legal, legislative, electoral, and collective action, to secure the environment necessary to protect the rights of students and educators, and the future of public education.

Enhance Organizational Capacity: Develop and leverage the collective organizational capacity across our association that is necessary to advance the mission of the NEA and its affiliates, with particular focus on organizing, technology, affiliate risk mitigation, leadership development, and internal and external partnerships.

Enterprise Operations

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

Budgeted Full Time Equivalent Members and Revenue

Members	Adopted 2020—21	Modified 2021—22
Active — Teaching Professionals	1,597,000	1,652,000
Active — Education Support Professionals	278,000	268,000
Active — Life	38,000	38,000
Retired — Annual	97,000	97,000
Retired — Life	219,000	219,000
Subscriber	13,000	13,000
Reserve and Staff	3,700	3,700
Aspiring Educators	45,500	45,500
Community Ally	500	500
Total Members	2,291,700	2,336,700

Revenue	Adopted 2020—21	Modified 2021—22
Active — Teaching Professionals	\$ 319,400,000	\$ 333,704,000
Active — Education Support Professionals	33,777,000	32,562,000
Retired — Annual	3,395,000	3,395,000
Retired — Life	1,250,000	1,250,000
Subscriber	65,000	65,000
Reserve and Staff	327,450	331,150
Aspiring Educators	682,500	682,500
Community Ally	12,500	12,500
Subtotal	358,909,450	372,002,150
Other Income and Adjustments	619,175	619,175
NEA Foundation Endowment Fund	(1,737,850)	(1,787,850)
Total Revenue	\$ 357,790,775	\$ 370,833,475

2020—21 Dues Determination (Adopted)

The 2019—20 average annual salary of classroom teachers, as determined by NEA research, is projected to be \$62,877 and the 2019—20 average annual salary of education support professionals, as determined by NEA Research is estimated to be \$35,159.

2021—22 Dues Determination (Modified)

The 2020—21 average annual salary of classroom teachers, as determined by NEA research, is projected to be \$63,525 and the 2020—21 average annual salary of education support professionals, as determined by NEA Research is estimated to be \$35,124.

Based upon these average salaries, the dues for 2021—22 will be:

	Adopted 2020—21	Modified* 2021—22
Active — Teaching Professional	\$ 200.00	\$ 202.00
Active — Education Support Professionals	121.50	121.50
Retired — Annual	35.00	35.00
Retired — Life	300.00	300.00
Reserve and Staff	88.50	89.50
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

* Modified 2021—22 amounts are based on updated membership counts and dues amounts adopted at the February 2021 Board meeting

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Strategic Objective 1: Increase Educator Voice, Influence, and Professional Authority

Develop and sustain effective structures, processes, and leaders to increase educator influence in decision-making at worksite, district, state, and national levels.

Elevating the voice and influence of educators on decisions related to teaching and learning at the state, district, and local levels in alliance with students, parents, and communities is the goal of this objective.

Voice and Influence

The work in this area involves increasing member capacity as messengers, leaders, and activists to demonstrate voice at their schools or worksites and to advance opportunities on behalf of students by providing training in political arenas, e.g., school board and other local offices, communications, and professional practice leadership, etc. Work geared towards increasing educator readiness for empowerment also includes improving leaders' and members' capacity to engage families and communities in joint efforts to advance student-centered goals at the worksite level. Sustainable educator empowerment is supported by the existence of structural elements that codify the inclusion of educator voice and engagement in the decisions that affect teaching and learning. Work in this area seeks to expand these structures. Of particular interest is leveraging the many provisions of the Every Student Succeeds Act (ESSA) that encourage implementation to include the development of processes, regulations, policies, and joint committees that ensure meaningful and lasting educator involvement through their associations. This work will involve a new emphasis on direct member involvement and local affiliate targeting. In addition, this objective will leverage, expand, and enhance national, state, local, and worksite alliances and coalitions between affiliates, educators, communities, families, and other stakeholders in the quest for educator-led, student-centered policies and outcomes, and shared decision-making processes that improve teaching and learning.

Work in this objective will include:

- Increasing member capacity as messengers, leaders, and activists to demonstrate voice at their schools or worksites to advance opportunity on behalf of students;
- In partnership with allied organizations, increase leaders' and members' capacity to engage families and communities in joint efforts to advance student-centered goals at the worksite level; and
- Leveraging, expanding, and enhancing national, state, local, and worksite alliances and coalitions between affiliates, educators, communities, families, and other stakeholders that seek to achieve educator-led, student-centered policies and outcomes, and shared decision-making processes that improve teaching and learning.

S1: Increase Educator Voice, Influence, and Professional Authority

1 Voice and Influence

2021–2022

1 Increase member capacity as messengers, leaders, and activists to demonstrate voice at their schools or worksites to advance opportunity on behalf of students. \$ 5,842,791

- Build digital and other communication tools to mobilize and empower local member leaders, help them grow their knowledge, seize opportunities made available via Every Student Succeeds Act (ESSA) and advocate for their school communities on a host of policy issues including COVID-19 and learning continuity and recovery in order to improve the quality of practice, build capacity, drive equity, and lead on building a cycle of student success driven by members strengthening their voice—further demonstrating the value of membership.
- Build usable, easily understood engagement tools for members in a variety of roles in their worksites and support their efforts to successfully address learning during and beyond COVID-19, and related school and campus building reopening issues.
- Identify and recruit professional practice leaders to be trained as local My School, My Voice organizers who incorporate membership growth and local capacity building into their organizing plans.
- Increase engagement and collaboration with Civil Rights Partners, and understanding of statutes such as but not limited to ESSA by community members, NEA members, and leaders to grow and strengthen member voice at the local and state affiliate level to lead, influence, and impact policy and practice, and improve equity and opportunity for students.
- Increase knowledge, engagement, and understanding of ESSA and other federal policy opportunities by community members, NEA members, and leaders to leverage, grow, and strengthen member voice at the local and state affiliate level to lead, influence, and impact policy and practice and improve equity and opportunity for students.
- Lead and produce student-centered, race and equity explicit message training and content to drive the narrative, demonstrate union value and advance equity via messengers, affiliates, education support professional (ESP) members, surrogates, families, and communities.
- Maintain, update, and disseminate tools used to track collective bargaining developments and assist local affiliates achieving bargaining and local advocacy goals: assist affiliates with bargaining strategy; provide technical assistance and training on bargaining and advocacy approaches to selected public policy, legislative and contract issues, including advocating in a new environment.
- Mobilize educators, parents, and community leaders to support school board policy around the Great Public Schools indicators and Community Schools Pillars in a campaign that includes both membership growth and local capacity building.
- Partner with affiliates to elevate structures that support member voice and power whether through ESSA, or other federal or state legislation.
- Partner with affiliates to support and recognize member-leaders' varied roles along a continuum of actions (planned and organic) designed to use the leverage points of ESSA and other federal and state policy to influence decision-making to close access and equity gaps.
- Recruit and train educators to run for local office and school boards to influence and create educator and student friendly policy and legislation.

S1: Increase Educator Voice, Influence, and Professional Authority

1 Voice and Influence	2021–2022
<p>2 In partnership with allied organizations, increase leaders’ and members’ capacity to engage families and communities in joint efforts to advance student-centered goals at the worksite level.</p> <ul style="list-style-type: none"> Leverage suite of communications tools to lift up and amplify to external audiences, within NEA membership and activists’ key partnerships and coalitions that build community investment in driving ESSA-related policy decisions, COVID-19 and associated learning continuity and recovery, and school communities that improve learning and teaching, expand opportunities, and improve equity to sway decision makers and to empower members and activists to identify, cultivate, and leverage those same partnerships in their respective communities. Use available state and national partnerships to leverage the development of local level capacity to support family and community engagement at the worksite, particularly in communities of color. 	<p>\$ 438,276</p>
<p>3 Leverage, expand, and enhance national, state, local, and worksite alliances and coalitions between affiliates, educators, communities, families, and other stakeholders that seek to achieve educator-led, student-centered policies and outcomes, and shared decision-making processes that improve teaching and learning.</p> <ul style="list-style-type: none"> Advance and promote NEA’s student-centered advocacy and bargaining for the common good (BCG) initiative to activate local affiliates to transform their traditional union bargaining/advocacy from one that is inwardly focused to a process that intentionally focuses on building community alliances and coalitions and collectively identifies common interests to win at the bargaining table. Develop and support partnerships around issues of federal and state policy that strengthen educator voice and student voice to improve teaching and learning conditions in order to close opportunity gaps. Develop resources for scaling labor management collaboration processes at all levels of the system that enable affiliates and members to independently implement collaborative practices in states, districts, and schools. Improve member and affiliate influence on teaching and learning decision by supporting the expansion of collaborative structures that foster local-level shared decision-making processes among educators in their worksites, parents, community, and school district management that results in common, student-centered goals and increased educator empowerment and voice. Improve member and affiliate influence on teaching and learning decisions, school and campus building reopening decisions, and other pandemic-related concerns by supporting the expansion of collaborative structures that foster local-level shared decision-making processes among educators in their worksites, families, and communities, and school district management that results in common, student-centered goals and increased educator empowerment and voice. In partnership with state affiliates and other departments, support interested locals in building effective organizing campaigns that grow membership, support leadership development, and win specific policies and practices for great public schools through leveraging ESSA. 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. 	<p>\$ 2,927,385</p>
	<p>Direct Cost: \$ 3,581,264</p> <p>Personnel Cost: 5,627,188</p> <hr/> <p>Total: \$ 9,208,452</p>

Strategic Objective 2: Recruit and Engage New and Early Career Educators

Identify, recruit, support, and engage new educators in our association, and connect them with opportunities for professional learning, leadership, and advocacy.

Enhancing the connection of aspiring, new, and early career educators with the local, state, and national associations is the goal of this objective.

New Educators

This strategic objective seeks to partner with state and local affiliates to identify, recruit, and build relationships with aspiring educators through intentional and coordinated programs designed to prepare them for their profession, develop their leadership skills, and provide pathways for them to become professional practice leaders and association activists. Similar partnerships will be cultivated to identify and recruit new educators and early career educators and build relationships with them, support them in their practice and provide an intentional pathway for them to become association members and leaders and professional practice leaders, who advocate for the necessary teaching and learning conditions for all students to be successful. Competencies outlined in the NEA Competency Framework will be used as the foundation for leadership development initiatives.

Work in this objective includes:

- Partnering with state and local affiliates to identify, recruit, and build a relationship with aspiring educators through intentional and coordinated program design that prepares them for their profession, develops their leadership skills based on the NEA Competency Framework, and provides pathways for them to become professional practice leaders and association activists; and
- Partnering with state and local affiliates to identify and recruit new educators and early career educators and build a relationship with them, support them in their practice, provide an intentional pathway to develop them as association leaders (based on the NEA Competency Framework) and professional practice leaders who will grow and strengthen the association to advocate for the necessary teaching and learning conditions for all students to be successful.

S2: Recruit and Engage New and Early Career Educators

1 New Educators	2021–2022
<p>1 Identify: NEA will partner with affiliates to grow, by 20 percent, contact list that identify potential new and early career educators (ECE).</p> <ul style="list-style-type: none"> Partner with state affiliates to develop digital communication programs leveraging data to identify potential members online. Partner with state and local affiliate stakeholders to expand legislation and policy at the state and local level that maximizes access to potential members. Utilize digital outreach to teacher producing universities, including minority-serving institutions, to engage aspiring educators to gather their contact information for future recruitment (for example, career fairs) utilizing member organizers who will serve as alumni ambassadors to engage graduating seniors. 	\$ 996,138
<p>2 Recruit: NEA will partner with state and local affiliates to recruit 5 percent more new and early career educators than the prior 5-year new member recruitment average.</p> <ul style="list-style-type: none"> Develop communication programs that utilize data to develop relevant resources and content that leverages the technology of NEA360 to recruit potential members. Develop fact sheets and other resources describing the benefits and importance of bargaining and joining NEA. Drive potential members to join the association, through all available means, through innovative organizing such as digital recruitment ads, telephonic membership authorization, Join Now, and text-to-join. Expand year-round recruitment programs with state and local affiliates, with tools, resources, and trainings to successfully grow, engage, and retain membership (pre-K–12, higher education, NEA-Retired, and education support professionals) through our seasonal recruitment programs, for example, Education Summer, New Educator (New Ed), Engagement, Winter Worksite, and Spring Early Enrollment. Partner with NEA and affiliate stakeholders to incorporate state ECE groups into New Ed and other organizing programs as member organizers for all year-round organizing campaigns and use New Ed and other organizing programs as strategies to create ECE groups. 	\$ 6,854,066

S2: Recruit and Engage New and Early Career Educators

1	New Educators	2021–2022
3	<p>Support: NEA will partner with state and local affiliates to support new and early career educators to enhance their professional practice and improve their career status as measured by the number of affiliates utilizing professional supports/professional practice issues as an organizing opportunity. NEA will partner with state and local affiliates to support new and early career educators to enhance their professional practice and improve their professional status through an intentional distribution of association-developed professional learning resources.</p> <ul style="list-style-type: none"> • Develop resources to help recruit, retain, and enhance the professional status of early career educators such as advocating for higher pay and strong health and pension benefits. • Partner with association stakeholders to build affiliate capacity to deliver professional supports within a growth and strength framework, including member-driven professional development based on New Educator data, Early Career Learning Labs, Early Career Leadership Institutes, Early Career Leadership Fellow, and Micro-credentialing. 	\$ 494,158
4	<p>Engage: NEA will partner with state and local affiliates to engage new and early career educators through on-line and face-to-face activities that increase their connection to the association. The evidence these educators feel connected to the association can be measured by the increase in new and early career educators who participate in association programs, leadership roles, and advocacy.</p> <ul style="list-style-type: none"> • Build and promote communication programs for members and affiliates that leverage the data from the new educator campaign to establish the association as a valued resource for new and early career educators and foster a deeper connection with the association. • Host a series of advocacy-related webinars specific to new and early career educators to help them become advocates for education/labor causes and impact legislation and policy decisions. • Provide support, training, and strategic planning support to states with ECE groups, or in the process of developing one, to implement a distributive leadership model that develops ECE members to lead on new and ECE engagement, support and recruitment, including NEA priorities, in their association. • Work with state affiliates on sessions at state conferences, specific to new and early career educators, that focus on becoming advocates for public education. 	\$ 651,605
Direct Cost: \$ 4,707,430		
Personnel Cost: 4,288,537		
Total: \$ 8,995,967		

Strategic Objective 3: Advance Racial Justice in Education

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.

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

Racial Justice

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 these partnerships that engage families and communities alongside of 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. Finally, this objective seeks to integrate a racial justice framework throughout NEA's programs, policies, and practices to assure organizational leadership in the racial justice arena via technical assistance, cross-departmental working groups, training, resource development, and message guidance.

Work in this objective will include:

- In partnership with NEA affiliates, identifying and supporting direct member engagement, mobilization, and activism on racial and social justice through training, resources, and leadership development, resulting in members' deepened understanding of how they can apply racial and social justice principles to enhance their practice and create just learning environments;
- 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;
- Integrating a racial justice framework throughout NEA programs, policies, and practices via technical assistance, cross-departmental working groups, training, resource development, and message guidance resulting in an organization that leads on racial justice; 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 in Education

1 Racial Justice

2021–2022

- 1 Create and provide training, resources, and leadership development opportunities to members that increases their engagement, mobilization, and activism on racial and social justice and that deepens their understanding of how they can apply racial and social justice principles to enhance their practice and create just learning environments for students.** **\$ 7,470,727**
- Advance and defend organizational legislative priorities that impact communities of color and social, racial and economic justice by encouraging member engagement through fly-ins of members, briefings and Ed Action in Congress online tools.
 - At all levels of the organization, coordinate member engagement and collective action on racial, social, and economic justice issues negatively impacting students and communities of color, women, lesbian, gay, bisexual, transgender, and questioning (LGBTQ) and other negatively impacted groups and communities.
 - Conduct the NEA Conference on Racial and Social Justice with a continued increased focus on developing activists in the organization at all levels of membership (emerging, new, early career, and NEA-Retired) to be advocacy leaders in the movement for racial, social, and economic justice.
 - Develop and support a network of state and local based leaders and member activists connected to racial, social, and economic justice to facilitate greater connection and coordination across education justice work occurring at the national, state, and local level.
 - Hold the annual Human and Civil Rights Awards Program to honor heroes for social, racial, and economic justice.
 - In collaboration with the Center for Social Justice and grassroots partners, develop and implement campaigns that win specific policy or practice changes on equity and racial justice issues impacting our schools and communities and that provide pathways for measurably deep member engagement, membership growth, and leadership development.
 - In partnership with state and local affiliates, identify, recruit, and retain aspiring educators of color and members of color by leveraging work and partnerships with minority-serving institutions and organizations that attract diverse students and educators; organizing alumnae networks; engaging aspiring educators of color; and bridging K–12 members with higher education faculty and administrators to advance policies, practice, and programs that both increase the representation of diverse educators and develop diverse association leaders.
 - 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.
 - Raise awareness of legal tools to combat discrimination, harassment, and inequity in schools against students and educators as well as legal tools and protections for advocates on these issues. The legal tools covered would include those focused on ending the school-to-prison pipeline, immigrant rights, LGBTQ rights, the rights of pregnant and parenting educators and protections for advocates. Support legal activism around these issues and issues that arise on the federal level relating to racial and social justice as a result of the 2020 election; and provide legal guidance at the state and local level relating to addressing systemic inequities exacerbated by the COVID-19 pandemic that negatively and disproportionately impacted communities of color. Strengthen relationships with allies to do the same.
 - 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.

S3: Advance Racial Justice in Education

1 Racial Justice	2021–2022
<p>2 Provide technical assistance, inclusive of training, coaching, and strategic planning to state and local affiliates on racial justice, resulting in greater implementation of race equity principles throughout affiliates’ programs, policies, practices, and budgets.</p> <ul style="list-style-type: none">• Advance racial justice issues through student-centered bargaining, bargaining for the common good and advocacy through grants, technical assistance, and advocacy tools for state and local affiliates.• Develop and implement targeted project plans that leverage and align cross-center and cross-department work to win specific policy or practice changes on equity and racial justice issues impacting our schools and communities and that provide pathways for measurably deep and sustainable member engagement, organizational change, membership growth, and leadership development.• In collaboration with state affiliates, engage in conversations with state attorneys general around actions to end the school-to-prison pipeline.• 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.• In partnership with state and local affiliates, administer Community Advocacy and Partnerships Engagement grants to engage members to build capacity through the 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.• In targeted states, explore with affiliates co-creating a broadly based campaign to remedy education funding inequities including through state constitutional litigation where appropriate.• Provide technical assistance and training to state and local affiliates to raise awareness of the effects of social inequities, institutional and systemic racism and to cultivate state and local leaders to lead and operate with a gender equity, class equity and/or race equity lens.• Support affiliates with data and information to create greater equity and opportunity in legislation and issue campaigns.	\$ 5,063,335
<p>3 In collaboration with NEA staff and governance, integrate a racial justice lens throughout NEA programs, policies, and practices via technical assistance, training, and resource development.</p> <ul style="list-style-type: none">• In collaboration with centers and departments, the Center for Social Justice will provide support, guidance, and technical assistance to strengthen the organizations capacity to develop and implement programs, projects, and practices through a racial equity framework and lens.• In partnership with key strategic partners and the Center for Social Justice, create and utilize an assessment tool and process 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.	\$ 1,843,992

3: Advance Racial Justice in Education

1 Racial Justice	2021–2022
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- Provide counsel and communication strategies to association leaders on escalating national, state, and local based race-related incidents where there will and/or has been significant impact on communities of color to position the NEA and its affiliates as effective communicators and advocates against racism and for racial justice.
- The Center for Social Justice and the Center for Governance, in partnership with state and local affiliates as well as strategic partners and stakeholders will provide counsel, leadership, training, technical assistance in addition to developing tools and resources to support and guide the organization on equitable systems change on policy, practice, and behaviors.

4 Position NEA for influence by developing partnerships that engage parents and community alongside educators in advancing a student-centered agenda on racial and social justice. **\$ 2,655,714**

- Connect NEA directly to the new Center for Innovation in Worker Organization (CIWO), Women Innovating Labor Leadership (WILL) Empower project, a multipronged leadership program for women’s emerging leaders, particularly women of color.
- Develop strategic content partnerships with organizations focused on human and civil rights, LGBTQ, 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 content partnerships with organizations focused on human and civil rights, LGBTQ, 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. In connection with our affiliates, work with these organizations to secure stronger guidance and protections on preventing discriminatory school discipline.
- 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 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.
- 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.
- Strengthen and leverage partnerships with congressional allies (Tri-Caucus, Progressive Caucus) and coalition allies to advance and defend organizational legislative priorities that impact communities of color and social, racial, and economic justice.

Direct Cost:	\$ 8,680,270
Personnel Cost:	8,353,498
Total:	\$ 17,033,768

Strategic Objective 4: Support Professional Excellence

Support all educators throughout each phase of their career with the professional knowledge, skills, and competencies necessary to advocate for and ensure the success of their students and communities.

Ensuring all educators are supported with high-quality, relevant, and continuing professional learning opportunities and resources at every stage of their career continuum is the goal of this objective. The professional practices of every educator must be of the highest quality if each and every student is to be supported and inspired to excel. Additionally, continuous investment in educator professionalism ensures that educators, those professionals committed to and working everyday supporting and advocating for students, remain the recognized learning and education experts in their schools, worksites, and with the communities and families they serve.

Work in this objective will include:

- Collaborating with affiliates and partners to scale, spread, and deliver professional supports developed by members, for members as a benefit of association membership;
- Collaborating 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;
- Leading and strengthening efforts to support and promote an equitable education system that values a diverse, prepared and professional educator workforce and the role of the association as crucial to the success of that system; and
- Leading and strengthening efforts to support and promote Education Support Professionals (ESPs) as professionals essential to the success of ALL students, educators, schools, and community connections.

S4: Support Professional Excellence

1 Professional Excellence

2021–2022

- 1 Collaborate with affiliates and partners to scale, spread, and deliver professional supports developed by members, for members as a benefit of association membership.** **\$ 14,137,626**
- Administer and track metrics on Great Public School grant programs to support affiliate innovation and identify promising affiliate-developed supports.
 - Build and promote communication tools for members and affiliates to establish the association as a valued resource for aspiring educators.
 - Build, promote, and disseminate materials and resources for affiliates.
 - Create and promote member-informed content and resources about improving professional practice as a value of membership.
 - Develop and synthesize effective approaches on mentoring, induction, and coaching.
 - Develop resources and professional supports for growth and development of aspiring educators.
 - Drive an engaging content strategy to advance the goals of the NEA Aspiring Educators program with the *NEA Today for Aspiring Educators* magazine and other platforms targeted to prospective and current Aspiring Educator members and association leadership.
 - Partner with affiliates and NEA content departments to develop, maintain, and improve micro-credential programs.
 - Partner with affiliates and NEA content departments to grow professional supports into their suite of programs.
- 2 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.** **\$ 2,944,983**
- Develop and implement advocacy communications plans, that help advance community school policies while ensuring opportunity for all students.
 - Develop and promote resources and tools to support community school implementation.
- 3 Lead and support efforts to strengthen and promote an education system that values a quality, prepared, and professional educator workforce, and the role of the association as crucial to the success of that system.** **\$ 5,051,061**
- Create opportunities for accomplished educators to provide professional supports to their colleagues.
 - Partner with Center for Great Public Schools to ensure blended learning curriculum is intentionally developed, identified, and maintained with a racial and social justice lens.
 - Provide bargaining and advocacy resources such as contract language and other materials to support NEA’s community school initiatives.
 - Provide technical assistance on policy, practice, and social justice issues to NEA departments and state and local affiliates.
 - Support activities that highlight educator quality and professionalism.
 - Support association efforts to communicate via NEA and affiliates to members, prospective members and policymakers about the importance of a quality educator workforce and NEA as a trusted and valuable institution in supporting educators to develop and grow their professional practice.

S4: Support Professional Excellence

1 Professional Excellence

2021–2022

4 Lead and strengthen efforts to support and promote Educational Support Professionals (ESPs) as professionals essential to the success of ALL students, educators, schools, and community connections. **\$ 4,264,735**

- Build and promote communication tools for members and affiliates to elevate the association as a valued resource for education support professionals' (ESPs) success and growth while stressing the vital importance of ESPs as valued and essential professionals within the school community.
- Develop and inform strategy and partnerships to strengthen ESPs' professional practice and stature.
- Develop and launch a professional learning opportunity for ESPs focused on trauma, adverse childhood experiences (ACEs), and grief.
- Develop and promote ESP leadership skills through ESP Leadership Institute (ESPLI).
- Develop and support an ambitious cross-departmental effort to strengthen ESPs' professional stability, stature, and effectiveness.
- Develop, maintain, and improve ESP micro-credential and blended learning offerings.
- 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 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 program.
- Promote and support Building Winning Teams as a resource to strengthen the effectiveness of paraeducator-teacher teams.

Direct Cost: \$ 16,695,815

Personnel Cost: 9,702,590

Total: \$ 26,398,405

Strategic Objective 5: Secure the Environment to Advance the Mission of the NEA and its Affiliates

Use all available means, including organizing, legal, legislative, electoral, and collective action, to secure the environment necessary to protect the rights of students and educators, and the future of public education.

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

Securing the Environment

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.

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.

S5: Secure the Environment to Advance the Mission of the NEA and its Affiliates

1 Securing the Environment

2021–2022

- 1 In partnership with affiliates, support the association’s efforts to protect and strengthen public education through federal, state, and local legislation, regulation, and policy. Support advocacy efforts that ensure opportunity for all students and support educators as they exercise their voice in the legislative process; and to foster the associations’ social, racial, and economic justice advocacy.** \$ 6,006,668
- Develop and implement comprehensive advocacy plans, including thorough analysis, that help advance pro-public education legislation, policies, and regulations while ensuring opportunity for all students, and when necessary, defeat legislation, policies, and regulations that work against the association’s pro-public education mission.
 - 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.
 - Develop, compile, utilize and disseminate research and data to support legislative, bargaining, and advocacy campaigns that will advance pro-public policies to secure equitable compensation and partner with state and local affiliates on educator, ESP, and higher education compensation.
 - 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 compensation and school funding, defend against privatization efforts, and defeat legislation and policy that runs counter to the association’s mission.
 - Increase state affiliate capacity to advance pro-public education legislation and policies while ensuring opportunity for all students.
 - Provide technical assistance to affiliates on health and safety policy, programs, and training; prepare, update, and disseminate materials to promote health and safety in K–12 schools and institutions of higher education; and advocate for NEA and affiliate health and safety interests with outside organizations and with respect to federal government policy, regulation, and legislation.
 - Strengthen ties with members and advocates by providing them with the tools to advocate for contract language, pro-public education legislation and policies, and coordinate objections to anti-public education legislation and policies, particularly those that exacerbate the lack of opportunity for all students. This is done through coordinated action around issue advocacy campaigns.
- 2 In partnership with affiliates and other pro-public, pro-labor coalitions, target, launch and support 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.** \$ 32,926,558
- 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 utilize strategic research to shape debate in states about education funding, taxes, and revenues.
 - 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.

S5: Secure the Environment to Advance the Mission of the NEA and its Affiliates

1 Securing the Environment

2021–2022

- 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 goals. Develop pilot and implement technical, analytical, and online tools to elect pro-public education candidate and defend against threats facing the association, affiliates, and campaigns.
- 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.
- 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.
- 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.

3 Protect and defend against legal attacks, including the nomination of anti-worker and public education judges that would diminish the rights of students, educators, and the association, including, but not limited to, advice, counsel, compliance assistance, and litigation. Work to regain lost ground by advancing judicial nominees and litigation that support students, educators, and the association.

\$ 36,189,266

- 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.
- Administer the Unified Legal Services Program (ULSP) to strengthen affiliate capacity to defend, advocate, and advance the rights of educators and the association.
- Conduct affirmative litigation to secure the rights of students, educators, the association and its affiliates.
- Develop and execute message, media, and digital strategies that support affiliate and national efforts in protecting and defending against legal attacks.
- Provide legal compliance, advice, and counsel for legislative, electoral, and other campaigns to secure the rights of students, educators, and the association and its affiliates including, but not limited to, the advancement of the association's social, racial, and economic justice agenda in public schools and communities.
- Provide legal defense to NEA and affiliates in litigation attacking the rights of members, the association, and its affiliates.

Direct Cost: \$ 62,857,342

Personnel Cost: 12,265,150

Total: \$ 75,122,492

Strategic Objective 6: Enhance Organizational Capacity

Develop and leverage the collective organizational capacity across our association that is necessary to advance the mission of the NEA and its affiliates, with particular focus on organizing, technology, affiliate risk mitigation, leadership development, and internal and external partnerships.

This objective seeks to develop and enhance the capacity of our organizations to increase the number of locals engaged in the organizing required to stabilize membership and lead to a long-term growth trend, resulting in improved fiscal health for the state and local organizations. Work in this area also will include a renewed approach to leadership development, external and internal partnerships that result in tangible outcomes and improvements in the technological capacity available to support NEA and affiliate needs. This area will also support those most affected by the coronavirus crisis.

Organizing

In this area, NEA will partner with state and local affiliates to develop and expand their organizing capacity and enhance their effectiveness in organizing, advocating for engaging, recruiting, and retaining membership, as well as developing leaders. The skills necessary for state and local affiliate leaders and staff to thrive as organizers will also be provided as a result of work in this area.

Technology

NEA will partner with affiliates to develop and enhance their capacity to adopt, implement, and apply technology tools to support their plans and goals. This area also will examine technological resource availability throughout NEA and within affiliates and develop plans to improve NEA's ability to gather and analyze data about their members, to communicate effectively, and to support their business practices.

Affiliate Risk Mitigation

NEA will partner with affiliates to support their achievement of financial stability and sustainable fiscal health and improve the effectiveness of accounting and operating control. NEA will design and deliver effective financial training for staff, management, and leaders at all levels of the association.

Leadership Development

In partnership with governance and affiliates, NEA 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.

Partnerships

This area seeks to improve the association's ability to have optimal impact, reach, and influence through its external partnerships 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.

Communications

In partnership with affiliates, work in this area will strengthen and expand a seamless and consistent communications network to help advance the association's strategic goals and initiatives. Work in this area will focus on collaborating with affiliates to increase the consistency, reach, and frequency of messaging that lifts up the work of NEA members and affiliates to support students and communities throughout the nation.

S6: Enhance Organizational Capacity

1 Organizing	2021–2022
<p>1 Partner with state and local affiliates to develop and expand their organizing capacity and enhance their effectiveness to grow membership and develop leaders.</p> <ul style="list-style-type: none">• Assist local and state affiliates in improving membership retention and responding to drop campaigns.• Increase NEA Fund Political Action Committee fundraising and participation of member activists by partnering with affiliates.• Leverage organizing communications training to help expand the ability of local and state staff, as well as member leaders, to use strategic and targeted communications to drive action that leads to greater growth and strength for the association.• Provide short-term targeted communications support (SWAT) to state and local affiliates that helps win targeted public campaigns and builds capacity to ensure the affiliate can continue the work in the long-term.• Provide tailored communications strategies and content, like the <i>Higher Education Advocate</i>, in support of national organizing campaigns targeted to recruit and engage key sectors of the membership including higher education, education support professionals (ESPs), Aspiring Educators, and NEA-Retired members as well as key sectors of the industry such as charters.• Support local and state affiliates in planning and implementing issue-based organizing 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.• Support state and local organizing campaigns with comprehensive communications strategies and tactics to further member and public engagement and enhance the culture of organizing within zones.• Target assistance to support organizing and member engagement across all member categories, including Aspiring Educators, pre-K–12, higher education, NEA-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.• Working in partnership with the National Council of State Education Associations (NCSEA) and state affiliates, foster the successful implementation of the NEA-NCSEA shared priorities and partner with state affiliates to lead in a culture of organizing, demonstrating successful approaches to organizing at the state level, and creating opportunities for sharing strategies, resources, and programs.• 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.	\$ 17,481,733
<p>2 Develop and train necessary skills for state and local affiliate leaders and staff to thrive as organizers.</p> <ul style="list-style-type: none">• Design and deliver organizing training for state affiliate staff through UniServ Training Program, the UniServ Managers Professional Development Conference and Program, the Pre-Uniserv Program, and other convenings.• Design and implement a Member Organizing Intern Program in partnership with state affiliates.• Support the capacity building of local affiliates through the Local President Release Time Program Training (LPRTP).	\$ 2,443,588

S6: Enhance Organizational Capacity

1 Organizing		2021–2022
3 Support state affiliates in building and maintaining the organizational capacity necessary to organize, advocate for, engage, recruit, and retain members.		\$ 73,527,730
<ul style="list-style-type: none">• Administer Small States Foundation Grants to provide foundational support to small states.• Administer the Local Presidents Release Time Program.• Administer the NEA Solidarity Loan Program to provide support to members who have been on strike.• Leverage the Affiliate Financial Assistance Program to support state affiliates in crisis.• Leverage the UniServ Fund and Program to advance organizing.• 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.		
2 Technology		
1 Partner with affiliates to develop and enhance their capacity to adopt, implement, and apply technology tools to support their plans and goals through 1) identification, enrollment, and targeting of members to engage them in their areas of interest; 2) support of organizational strategic decision-making; and 3) improved capabilities for increased educator activism, voice, and influence.		\$ 2,349,654
<ul style="list-style-type: none">• Improve analytic capacity with affiliates on gathering, improving, and leveraging data systems and data processes to organize members, communicate effectively and support strategic decision-making and effective business practices.• Test and implement innovative ways to use new and existing technology with affiliates to advance organizational priorities and grow analytic capabilities.		
2 Provide technical assistance and training to affiliate staff and leaders to adopt and scale enterprise digital tools and platforms as well as best in class digital engagement standards for online organizing, advocacy, and professional collaboration. Develop and train necessary skills for state and local affiliate leaders and staff to thrive as digital organizers.		\$ 1,628,200
<ul style="list-style-type: none">• Support the development of unified and aligned digital content strategies, digital engagement standards and enterprise tools and platforms for online organizing, advocacy, and professional collaboration for NEA and its affiliates.• Support the development, scaling, and training of key enterprise digital engagement strategies including email platform, content management system, text messaging, social listening, and digital analytics tools that facilitate comprehensive, real-time analysis to understand trends and make strategic decisions around messaging and response strategies.		
3 Affiliate Risk Mitigation		
1 Partner with affiliates to mitigate risks facing the enterprise on several fronts which include but are not limited to the pandemic, business practices, human resource practices, financial operating strength, unfunded liabilities, attacks on collective bargaining, attacks on payroll deduction, attacks on tenure, and leadership development of staff and governance teams.		\$ 1,341,369
<ul style="list-style-type: none">• This project will address the collective proactive programming necessary to minimize risks faced by the enterprise to ultimately strengthen the enterprise's ability to fulfill its mission.		

S6: Enhance Organizational Capacity

4 Leadership Development

2021–2022

1 In partnership with governance and affiliates, 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. **\$ 7,780,907**

- 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 Presidents Orientations, Affinity Group Topical Convening).
- 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.
- Design and deliver, comprehensive trainings, in collaboration with NEA Governance and content departments, based on the NEA Leadership Competency Framework, to enhance the overall knowledge, skills, and abilities of NEA leadership and members, preparing them with the communications skills and knowledge to lead, position, and contribute to the overall growth and strength of the association.
- 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.
- 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.
- Evaluate, track, and assess pilot year(s) of 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.
- 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.
- Implement trainings and dialogue to enhance overall knowledge, skills, and abilities of NEA Board of Directors as well as affiliate leaders to position them to contribute to the overall growth and strength of the association.
- 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.
- Support and deliver member conferences and trainings such as higher education and NEA-Retired.

S6: Enhance Organizational Capacity

4 Leadership Development

2021–2022

- 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.
- Utilize the Unified State Executive Director Program (USEDP) to support small states and support a stable state affiliate executive director corp.
- 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.
- 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.

5 Partnership

1 Improve the association's ability to have optimal impact, reach, and influence through its external partnerships. \$ 9,984,004

- 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.
- Invest in and lead domestic and international alliances and relationships that promote, protect, and defend public education, strong educator voice, democracy, unions, organizing, and social and economic justice.
- Provide affiliates with resources, tools, and guidance designed to identify, cultivate, and manage strategic alliances at the national, state, and local levels.
- Use resources and processes to objectively examine the alignment of NEA's partnership strategies and the 'return on investment' associated with each partner.

6 Communications

1 Work with state and local affiliates to build capacity and coordination around positioning the association to speak with unified national voice on key education issues impacting members and students. \$ 4,518,164

- Build a stronger national communications network across all affiliates to drive public and member communications in a strategic and concerted fashion.
- Leverage state media grants to help comprehensively position the association and members as leading and unified voices on key education issues affecting students and members.
- National Message Training – Develop, refine, and deliver aligned message and media training for local affiliates, state presidents, and NEA members as well as partners to ensure we are speaking in one voice on our strategic priorities to advocate for students and professionals, and grow and strengthen the union.
- Provide targeted communications support necessary for state and local affiliate leaders and staff to deal with crisis situations.

Direct Cost:	\$ 99,852,774
Personnel Cost:	21,202,575
Total:	\$121,055,349

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

- Facilitate, support, and align well-informed decision-making processes by the NEA Executive Officers, Executive Committee, Board of Directors, Committees and Councils to meet the contemporary and future needs of the organization and its members;
- Support, conduct, and align the NEA Representative Assembly to enhance association's decision-making to meet the contemporary and future needs of the organization and its members;
- Facilitate the development, execution, alignment, and enhancement of NEA's long term and tactical strategy, using processes to ensure the application of critical analyses and organizational learnings to shape and advance association goals; and
- Elevate voice and presence of NEA leadership in external communications vehicles, circles, and channels.

Business and Financial Services

- 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;
- 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;
- Administer and oversee a robust payroll, benefits, and Human Resources Information System (HRIS) program, ensuring compliance with all regulatory and legislative requirements; and
- Provide legal advice, counseling, compliance assistance, litigation, and advocacy tools for NEA, its affiliates, and members as well as for the NEA Fund for Children and Public Education.

Enterprise Technology Services

- Provide on-demand help desk/technical support to all NEA Centers, NEA departments and affiliates for staff computers, printers, and desktop application;
- Administer and execute a comprehensive and effective information security program;
- Provide, maintain, and support a sustainable, secure, compliant, robust, and reliable Information Technology infrastructure including on-premise and cloud services, operations, wired and wireless networks, servers, telephony, print managed services, and disk storage;
- Manage, administer, and maintain the databases that underlie and provide access to NEA applications and reporting systems; and
- Configure, maintain, and support NEA's accounting, payroll, human resource, and other NEA Business Operations systems.

Enterprise Operations (continued)

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

Enterprise Communications Services

- Perform needs assessment, conceptual planning, research, writing, editing, design, production, and maintenance services for *NEA Today* magazine (print, tablet, on-line and mobile versions) and NEA websites, mobile applications, and emerging digital engagement products and platforms through a content strategy to engage, inform, support, mobilize, and activate NEA members and public audiences;
- Work in collaboration with other Centers and within the Center for Communications to develop strategic insights to inform and design effective campaigns and leverage insights to influence key target audiences; and
- Work with state and local affiliates to build capacity and coordination around positioning the association as leaders with a unified national voice on key education issues impacting members and students.

E1: Enterprise Operations

1 Leadership Services

2021–2022

1 Facilitate, support, and align well-informed decision-making processes by the NEA Executive Officers, Executive Committee, Board of Directors, Committees and Councils to meet the contemporary and future needs of the organization and its members. **\$ 10,623,573**

- Actively review NEA's policies to ensure that the organization has the procedure 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 and councils to advance NEA's strategic priorities.
- 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.
- 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 policy counsel regarding relationships with other labor leaders and organizations, including jurisdictional agreements and shared-member markets.
- 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.

E1: Enterprise Operations

1 Leadership Services	2021–2022
2 Support, conduct, and align the NEA Representative Assembly (RA) to enhance association decision-making to meet the contemporary and future needs of the organization and its members.	\$ 7,665,778
<ul style="list-style-type: none">• Committee on Constitution, Bylaws, and Rules.• Committee on Program and Budget.• Convention Guests.• Credentials Committee.• Elections Committee.• Execute strategic communication programs at NEA’s Representative Assembly.• Information Forums and Town Halls, webcasts with Board, Delegate, and State Leaders.• NEA-Retired Meeting.• Provide logistical support for the RA.• RA Governance and Policy Administrative Support Services.• RA Today/Delegate Communications.• Resolutions Committee.	
3 Facilitate the development, execution, alignment, and enhancement of NEA’s long-term and tactical strategy, using processes to ensure the application of critical analyses and organizational learning to shape and advance the association’s goals.	\$ 6,565,592
<ul style="list-style-type: none">• Conduct on-going 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.• Develop comprehensive organizational reflection and review process that creates greater alignment between activities and overall impact.• External Research Collaborations: Work with NEA and affiliate leadership and staff to facilitate and maintain relationships and partnerships with external researchers and research organizations to identify, produce, disseminate, and use research of importance to the association.• Implement a framework and repeatable process 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, integrate, and simplify the data systems and data processes used for enterprise activities to maximize data collection for the purpose of improving programs and providing more robust and easily accessible data for analytics and modeling.• Integrate and improve strategic systems to support the tracking and analysis of state and local affiliates’ environment and activities, as well as the identification of promising practices, to promote broad learning and enhance informed programmatic, policy, budgetary, and business decisions in alignment with NEA strategy.	

E1: Enterprise Operations

1 Leadership Services

2021–2022

- Member Research and Program Evaluation: Partner with NEA leaders and staff to develop, carry out, and use the results of member research (surveys, focus groups, interviews) and program evaluations to inform decision-making and support the identification of strategies that are proven to be successful in achieving the association’s objectives.
- Provide strategic consultative support to and within the enterprise to identify opportunities, adjust, align, and course-correct, to advance both tactical and long-term strategy toward organizational goals.
- Quantitative Data Projects: Compile, analyze, and disseminate quantitative data and findings and estimate statistical models in order to support NEA and affiliate business functions, decision-making, and campaigns.
- Research Support: Provide research support to help achieve the association’s objectives, including identifying, reviewing, and synthesizing external data and research and maintaining and updating the Common Knowledge site.
- Strategic Research: 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.

4 Elevate voice and presence of NEA leadership in external communications vehicles, circles, and channels. \$ 243,972

- Establish, deploy, and leverage tools, systems, and trainings to conceive, measure, and execute comprehensive earned media strategies on behalf of the association’s efforts to target key media, capture media placement, and build media lists including databases, analytics, and technology.

2 Business and Financial Services

1 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. \$ 21,145,012

- Conference and Facility Management Business Operations.
- Develop association budgets and provide financial analysis to governance and management.
- Execute a comprehensive internal auditing program.
- Manage NEA building tenant lease activities.
- 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 Fund Administration – Political Action Committee (PAC).
- Provide a well-maintained, safe, secure, and aesthetically pleasing environment while optimizing space usage, pursuing increased energy efficiency, and promoting fiscally responsible use of NEA property and equipment.
- Provide conference and travel related services to NEA Centers, departments, and meeting attendees.
- Provide high quality, efficient, effective, and accurate financial accounting, reporting, and compliance services for NEA and its related entities.
- Provide quality, cost-effective printing, copying, shipping and mailing services to support NEA’s Strategic Objectives.

E1: Enterprise Operations

2 Business and Financial Services	2021–2022
2 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.	\$ 7,617,024
<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.• 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.	
3 Administer and oversee a robust payroll, benefits, and Human Resources Information Systems (HRIS) program, ensuring compliance with all regulatory and legislative requirements.	\$ 3,204,220
<ul style="list-style-type: none">• Maintain Human Resource Information Systems (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

2 Business and Financial Services		2021–2022
4	Provide legal advice, counseling, compliance assistance, litigation, and advocacy tools for NEA, its affiliates and members as well as for the NEA Fund for Children and Public Education.	\$ 1,043,883
	<ul style="list-style-type: none">• 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 and analysis on cross-cutting issues of significance such as charter schools, vouchers, Every Student Succeeds Act, and new federal mandates.• Provide legal advice and compliance assistance with membership sign up, security of membership information, document management, and the collection fair share fees in accordance with established legal requirements.• 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 support to the NEA Fund for Children and Public Education and Federal Election Commission matters.	
3 Enterprise Technology Services		
1	Provide on-demand help desk and technical support to all NEA Centers, NEA departments, and affiliates for staff computers, printers, and desktop applications. Provide technical assistance and training to affiliate staff and leaders to enhance their capacity in adopting, applying, and improving policies, procedures and standards in information security, quality assurance, system administration, operations and maintenance and to support device and hardware management of the Strategic Technology Partners.	\$ 3,705,050
	<ul style="list-style-type: none">• Provide IT services and support to NEA Headquarters and state affiliates, standardizing operations and maintenance, process and procedure. Providing mobile device management, desktop support services, standard software support, and asset management, with customer service being a primary objective. Organize tasks and resources across projects to manage adoption, promotion, and support of office systems/applications, association foundation systems/applications and technical support in order to provide IT related management, support, development within NEA, NEA Member Benefits, state affiliates, and other entities and staffing for events including State Technology Coordinator Co-op, Technology Compact Committee, Work Groups, Summits, Representative Assembly, or other association activities.	
2	Administer and execute a comprehensive and effective information security program.	\$ 2,627,409
	<ul style="list-style-type: none">• Develop policies, procedures, and standards to address the integrity (management and protection) of information (data) and to address the security of IT infrastructure and enterprise systems. Manage the cyber security, incident response, forensics, end-user security awareness, and quality assurance processes to protect NEA's information resources against security breaches and other threats. Establish and implement quality assurance and security standards for both in-house developed and commercially available business applications and systems.	

E1: Enterprise Operations

3 Enterprise Technology Services		2021–2022
3 Provide, maintain, and support a sustainable, secure, compliant, robust, and reliable information technology infrastructure including on premise and cloud services, operations, wired and wireless networks, servers, telephony, print managed services, and disk storage.		\$ 5,024,832
<ul style="list-style-type: none">• Design, develop, modernize, and maintain NEA’s technology infrastructure environment encompassing cloud computing, cloud services, networking, data center, core services, servers, storage, disaster recovery, print managed services, and unified communications including telephony and video communications. Manage and monitor the operations that support NEA production services.		
4 Manage, administer, and maintain the application services that support and provide access to NEA applications and reporting systems.		\$ 905,604
<ul style="list-style-type: none">• Develop, configure, support, and maintain commercially available application services to meet NEA’s business needs whenever practical. Develop custom software solutions to support NEA business activities that cannot be adequately or cost-effectively addressed by commercial software.		
5 Configure, maintain, and support NEA’s enterprise systems and other business operations systems supporting NEA and affiliates.		\$ 6,448,746
<ul style="list-style-type: none">• Configure, support, and manage infrastructure for enterprise-wide business systems such as Enterprise Resource Planning (ERP), NEA360, and Human Capital Management. Manage and operate office productivity, collaborations systems, the enterprise directory and identity management systems, enterprise file and print systems, content management systems, enterprise digital assets, and other enterprise and department applications.		
6 Develop and enhance enterprise capacity to adopt, implement, and apply technology and tools to support advancing organizational priorities.		\$ 8,040,189
<ul style="list-style-type: none">• Inspire successful implementation of NEA enterprise applications and capably address user support in ways that build towards self-sufficiency.• Manage, develop, and document technology systems to scale and sustain use across the enterprise.		
4 Enterprise Communications Services		
1 Inform and mobilize NEA members and public audiences by implementing innovative, data-driven content strategies across print, online, editorial, and creative assets and channels to advance NEA Strategic Objectives.		\$ 7,596,377
<ul style="list-style-type: none">• Advance the association’s mission, vision, and goals and create editorial content driven by an integrated content strategy and synergy across communications units. Provide editorial content in <i>NEA Today</i> and <i>NEA Today for NEA-Retired</i> 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; including a refreshed digital content and promotion strategy, continued migration of NEA web properties to the new content management system and enhanced user experience that leverages personalization and integrates with NEA360.		

E1: Enterprise Operations

4 Enterprise Communications Services 2021–2022

2 Design, field, analyze, and evaluate research on behalf of NEA and its state affiliates, and design, develop, and leverage research-based, brand-focused collateral and campaigns to advance NEA Strategic Objectives in coordination with state affiliates, partners, and allies. **\$ 15,925,866**

- Design, field, analyze and evaluate member research on behalf of NEA and its state affiliates and design, develop, and leverage research-based, brand-focused collateral and campaigns to advance NEA Strategic Objectives in coordination with state affiliates, partners, and allies.
- Design, field, analyze and evaluate non-member research on behalf of NEA and its state affiliates and design, develop, and leverage research-based, brand-focused collateral and campaigns to advance NEA Strategic Objectives in coordination with state affiliates, partners, and allies.
- National Media Fund — 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 across the Center.
- Plan, execute, and measure paid media campaigns for NEA Strategic Objectives, success, advancing racial and social justice, the NEA brand, public schools, the education professionals and in coordination of state affiliates, partners, and allies.
- 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 trend, pop culture and the arts as a tool to engage affiliates, and partners to effectively support mission-critical communications.
- Provide full range of creative, conceptual, strategic art direction and planning from event branding to short film production, virtual event planning and production, executive producing, pre- and post-production, celebrity outreach as well as using the arts as engagement tool to engage NEA headquarters, affiliates, and partners to effectively support mission-critical communications.

5 Infrastructure

1 Infrastructure **\$ 1,635,915**

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

Direct Cost:	\$ 57,098,876
Personnel Cost:	52,920,166
Total:	\$110,019,042



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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.

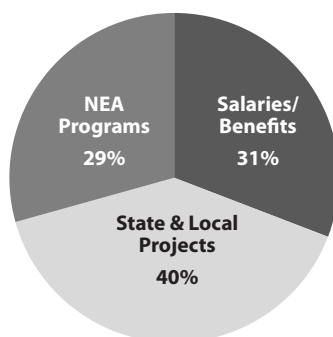
Recovery – External – Funds received from NEA affiliates (such as expense reimbursements) and from sources outside the association.

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

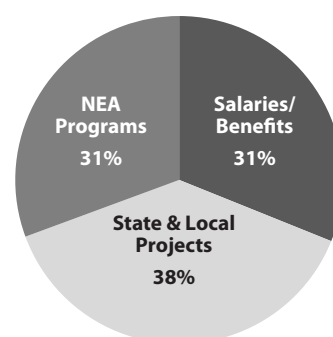
Total Budget Comparisons By Line Item

Description	Adopted 2020-2021	Modified 2021-2022
Salaries/Fringe Benefits	\$ 109,391,730	\$ 114,359,704
Non-Staff Wages	5,088,474	5,154,305
Travel - Staff	6,922,874	6,938,479
Travel - Non-Staff	12,695,803	11,293,305
State and Local Projects	141,339,822	140,821,629
Publication Costs	3,723,405	3,626,968
Office Expenses	6,182,426	6,094,794
Administrative Expenses	18,728,333	19,063,336
Technology and Equipment	6,522,941	9,330,368
Outside Services	43,712,754	49,882,793
Conference/Meeting Expenses	9,156,016	9,720,057
Recovery - External	<u>(8,673,803)</u>	<u>(8,452,263)</u>
Sub-Total	\$ 354,790,775	\$ 367,833,475
Contingency Fund	<u>3,000,000</u>	<u>3,000,000</u>
Total Budget	<u>\$ 357,790,775</u>	<u>\$ 370,833,475</u>

**Adopted
2020 - 2021**



**Modified
2021 - 2022**



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Appendices

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 is reflected as a reduction of the total cost within the appropriate activity.

No.	Objective/ Enterprise Operations	Category #	Tactic	Description	Adopted 2020–2021	Modified 2021–2022
3	Advance Racial Justice in Education	1	1	NEA Conference on Racial and Social Justice registration fees	\$ 110,000	\$ 110,000
3	Advance Racial Justice in Education	1	1	Human and Civil Rights dinner tickets	155,000	155,000
5	Secure the Environment	1	3	Legal fee reimbursements	975,000	975,000
5	Secure the Environment	1	3	Educators Employment Liability and Association Professional Liability reimbursements	891,780	891,780
6	Enhance Organizational Capacity	4	1	Reimbursements from state affiliates for jointly funded executive director positions	1,332,473	1,332,473
6	Enhance Organizational Capacity	4	1	National Leadership Summit registration fees	234,000	234,000
1	Enterprise Operations	1	2	Annual meeting activities	987,900	987,900
1	Enterprise Operations	2	1	NEA Employee Benefit Plans – cost recoveries	25,000	25,000
1	Enterprise Operations	2	1	Rental Income	111,000	111,000
1	Enterprise Operations	2	1	Print Recoveries	550,000	550,000
1	Enterprise Operations	2	1	Catering and Conference Recoveries	88,150	88,150
1	Enterprise Operations	2	2	NEA Wellness Programs	19,000	19,000

Appendix A: Recoveries (concluded)

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 is reflected as a reduction of the total cost within the appropriate activity.

No.	Objective/ Enterprise Operations	Category #	Tactic	Description	Adopted 2020–2021	Modified 2021–2022
1	Enterprise Operations	2	3	NEA Employee Benefit Plans – personnel cost recovery for Human Resources administration	\$ 253,000	\$ 253,000
1	Enterprise Operations	3	3,5	NEA Member Benefits and other association entities – technology infrastructure support	1,076,500	1,379,960
1	Enterprise Operations	4	1	<i>NEA Today</i> and specialized constituency publication advertising	1,865,000	1,340,000
Total External Recoveries					\$ 8,673,803	\$ 8,452,263

Appendix B: Highlights of The NEA Foundation's Programs

The NEA Foundation (“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 launched 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.

The NEA Foundation 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 (concluded)

- **Global Learning Fellowship:** The Global Learning Fellowship is a yearlong, cohort-based professional development program providing educators (44 in the 2020 cohort) with a blend of online, peer, and field-based learning opportunities to prepare themselves and their students for active and informed global citizenship. Fellows share what they learn with other educators around the country and 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.

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Appendix C: Governance

	Adopted 2020 – 2021	Modified 2021 – 2022
EXECUTIVE COMMITTEE		
Executive Officers' Salaries	\$ 858,174	\$ 884,777
President	311,138	320,783
Vice President	273,518	281,997
Secretary-Treasurer	273,518	281,997
Executive Officers' Benefits	575,144	588,562
Executive Officers' Travel	195,504	193,504
Executive Committee Travel	214,740	214,740
Executive Committee Release Time	543,490	543,490
Executive Committee Benefits	476,022	471,492
Executive Committee Support Services	38,140	23,225
Executive Committee Official Meetings	1,208,376	1,185,912
President's Meetings/NEA Reps	<u>16,000</u>	<u>16,000</u>
Total – Executive Committee	\$ 4,125,590	\$ 4,121,702
BOARD OF DIRECTORS		
Official Meetings	\$ 2,134,492	\$ 2,164,126
National Conferences	120,481	120,481
Committees	16,008	16,008
Directors' In-State Expenses	300,235	300,235
Directors' Benefits	<u>230,221</u>	<u>232,221</u>
Total – Board of Directors	\$ 2,801,437	\$ 2,833,071
REPRESENTATIVE ASSEMBLY		
Annual Meeting Administration	\$ 5,239,411	\$ 5,273,994
Resolutions Committee	422,439	445,778
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	529,897	573,057
Convention Guests/Past Presidents	<u>44,000</u>	<u>44,000</u>
Total – Representative Assembly	\$ 6,563,839	\$ 6,664,921
OTHER GOVERNANCE		
National Leadership Conferences	\$ 2,236,034	\$ 2,249,606
NEA Board Role & Responsibility Training	206,171	221,384
Strategic and Advisory Standing Committees	<u>610,299</u>	<u>626,975</u>
Total – Other Governance	\$ 3,052,504	\$ 3,097,965

Appendix D: How Your 2020–2022 Dues Dollars Are Allocated

Active Teaching Professionals

	Adopted 2020–2021	Modified 2021–2022
<p>Increase Educator Voice, Influence, and Professional Authority Develop and sustain effective structures, processes, and leaders to increase educator influence in decision-making at worksite, district, state, and national levels.</p>	\$ 5.11	\$ 5.02
<p>Recruit and Engage New and Early Career Educators Identify, recruit, support, and engage new educators in our association, and connect them with opportunities for professional learning, leadership, and advocacy.</p>	4.63	4.90
<p>Advance Racial Justice in Education 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.</p>	7.47	9.28
<p>Support Professional Excellence Support all educators throughout each phase of their career with the professional knowledge, skills, and competencies necessary to advocate for and ensure the success of their students and communities.</p>	12.96	14.38
<p>Secure the Environment to Advance the Mission of the NEA and its Affiliates Use all available means, including organizing, legal, legislative, electoral, and collective action, to secure the environment necessary to protect the rights of students and educators, and the future of public education.</p>	23.94	22.55
<p>Legal and Insurance Support 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.</p>	19.09	18.37
<p>Enhance Organizational Capacity Develop and leverage the collective organizational capacity across our association that is necessary to advance the mission of the NEA and its affiliates, with particular focus on organizing, technology, affiliate risk mitigation, leadership development, and internal and external partnerships.</p>	70.17	65.94
<p>Enterprise Operations Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.</p>	54.95	59.93
<p>Contingency Provide funding for emergencies at the national, state, or local levels.</p>	1.68	1.63
	<u>\$ 200.00</u>	<u>\$ 202.00</u>

Appendix E: How Your 2020–2022 Dues Dollars Are Allocated

Education Support Professionals

	Adopted 2020–2021	Modified 2021–2022
<p>Increase Educator Voice, Influence, and Professional Authority Develop and sustain effective structures, processes, and leaders to increase educator influence in decision-making at worksite, district, state, and national levels.</p>	\$ 3.10	\$ 3.02
<p>Recruit and Engage New and Early Career Educators Identify, recruit, support, and engage new educators in our association, and connect them with opportunities for professional learning, leadership, and advocacy.</p>	2.81	2.95
<p>Advance Racial Justice in Education 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.</p>	4.54	5.58
<p>Support Professional Excellence Support all educators throughout each phase of their career with the professional knowledge, skills, and competencies necessary to advocate for and ensure the success of their students and communities.</p>	7.87	8.65
<p>Secure the Environment to Advance the Mission of the NEA and its Affiliates Use all available means, including organizing, legal, legislative, electoral, and collective action, to secure the environment necessary to protect the rights of students and educators, and the future of public education.</p>	14.55	13.57
<p>Legal and Insurance Support 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.</p>	11.60	11.05
<p>Enhance Organizational Capacity Develop and leverage the collective organizational capacity across our association that is necessary to advance the mission of the NEA and its affiliates, with particular focus on organizing, technology, affiliate risk mitigation, leadership development, and internal and external partnerships.</p>	42.63	39.65
<p>Enterprise Operations Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.</p>	33.38	36.05
<p>Contingency Provide funding for emergencies at the national, state, or local levels.</p>	1.02	.98
	<u>\$ 121.50</u>	<u>\$ 121.50</u>

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- S1** = Increase Educator Voice, Influence, and Professional Authority
- S2** = Recruit and Engage New and Early Career Educators
- S3** = Advance Racial Justice in Education
- S4** = Support Professional Excellence
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Enterprise Operations

- E1** = Enterprise Operations

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