



2020–2022 Strategic Plan and Budget

Presented to the Representative Assembly
July 2020

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.

NEA Executive Officers

Lily Eskelsen García, President

Rebecca S. Pringle, Vice President

Princess R. Moss, Secretary-Treasurer

Kim A. Anderson, Executive Director

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The National Education Association

Vision, Mission, and Values

Adopted at the 2006 NEA Representative Assembly

Lily Eskelsen García
President

Rebecca S. Pringle
Vice President

Princess R. Moss
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 Strategic Plan and Budget for 2020–2022 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 are recommending a continuation of the modified 2019-2020 Strategic Plan and Budget with 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 our nation and our organization will face in the coming years. The U.S. is facing the worst unemployment crisis in at least a generation, maybe two. Public sector workers have not been affected in the first-round of layoffs, but it is expected that they will be impacted in the second round of layoffs as states and localities deal with much smaller budgets. As state and local revenues decline, dramatic cuts could hit our schools, impacting student services, and prompting the loss of educator jobs. In fact, some affiliates are already reporting job losses for education support professionals before the school year is over. And, while many will feel the impacts of cuts to a further stripped down education budget, communities most in need will suffer the effects of an already inequitable system.

For these reasons, the Committee recommends a budget that continues to pursue growth and strength for the association, our members, and their students, while also supporting members, students, affiliates, and communities most in need during this moment. 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 focus on anticipating the needs our affiliates, members, and students will face during and beyond the crisis, and support them, and our communities in overcoming the racial, social, economic, political, and educational injustices marked by inequitable conditions and disparate impacts that have been exacerbated by the Coronavirus pandemic. 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 reiterated 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 is having on our lives. But this crisis will not go on forever. And, when we emerge out from under it, our members will say that we were responsive to their needs, and those of their students in this time. They will say that their association helped them feel connected to one another and to their professions during this difficult time. And, they will feel even more united around our mission to fulfill the promise of public education for every student in America.

Chairperson	Princess Moss, Secretary-Treasurer
Vice Chairperson	Becky Pringle, Vice President
Members:	Amber Gould, Director from Arizona James Frazier, ESP Director At-Large, New Jersey Gina Harris, Director from Illinois Doug Hill, Director from Michigan Shannon McCann, Director from Washington Kathy Vetter, State President, Wyoming

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: Build a system of association-convened, educator-led professional learning and supports for all educators across their career continua to ensure student success.

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, fiscal health, 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	Projected Year-end 2019-20	Proposed* 2020-21	Proposed* 2021-22
Active – Teaching Professionals	1,697,000	1,597,000	1,597,000
Active – Education Support Professionals	303,000	278,000	278,000
Active – Life	38,600	38,000	38,000
Retired – Annual	97,000	97,000	97,000
Retired – Life	221,000	219,000	219,000
Subscriber	13,000	13,000	13,000
Reserve and Staff	4,750	3,700	3,700
Aspiring Educators	45,500	45,500	45,500
Community Ally	260	500	500
Total Members	2,420,110	2,291,700	2,291,700

Revenue	Modified 2019-20	Proposed* 2020-21	Proposed* 2021-22
Active – Teaching Professionals	\$ 311,640,000	\$ 319,400,000	\$ 325,788,000
Active – Education Support Professionals	34,057,500	33,777,000	34,611,000
Retired – Annual	3,395,000	3,395,000	3,395,000
Retired – Life	1,250,000	1,250,000	1,250,000
Subscriber	65,000	65,000	65,000
Reserve and Staff	410,050	326,625	334,025
Aspiring Educators	682,500	682,500	682,500
Community Ally	–	12,500	12,500
Subtotal	351,500,050	358,908,625	366,138,025
Other Income and Adjustments	620,000	620,000	620,000
NEA Foundation Endowment Fund	(1,734,875)	(1,737,850)	(1,737,850)
Total Revenue	\$ 350,385,175	\$ 357,790,775	\$ 365,020,175

2020-21 Dues Determination (Proposed)*

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 (Preliminary)*

The 2020-21 average annual salary of classroom teachers, as determined by NEA research, is projected to be \$64,449 and the 2020-21 average annual salary of education support professionals, as determined by NEA Research is estimated to be \$36,038.

Based upon these average salaries, the dues for 2020-21 and 2021-22 will be:	Projected Year-end 2019-20	Proposed* 2020-21	Proposed* 2021-22
Active – Teaching Professionals	\$ 196.00	\$ 200.00	\$ 204.00
Active – Education Support Professionals	119.50	121.50	124.50
Retired – Annual	35.00	35.00	35.00
Reserve and Staff	86.50	88.50	90.50
Subscriber	5.00	5.00	5.00
Aspiring Educators	15.00	15.00	15.00
Community Ally	25.00	25.00	25.00
Dues allocation to UniServ	34.00	35.00	35.00

* Proposed 2020-22 amounts are based on updated membership counts and dues amounts adopted at the February 2020 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 the 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, such as 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	2020–2021	2021–2022
1	<p>Increase member capacity as messengers, leaders, and activists to demonstrate voice at their schools or worksites to advance opportunity on behalf of students.</p> <ul style="list-style-type: none"> • Build digital and other communication tools to mobilize and empower local member leaders, help them grow their knowledge and seize opportunities made available via Every Student Succeeds Act (ESSA) in order to improve the quality of practice, build capacity, 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 build on the narrative of value of their membership with potential members and early career educators. • 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 knowledge, engagement, and understanding of Every Student Succeeds Act (ESSA) by community members, NEA members, and leaders to grow, 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. • 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 without agency fee. • 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 support and recognize member-leaders' varied roles along a continuum of actions (planned and organic) designed to use the leverage points of Every Student Succeeds Act (ESSA) to influence decision-making to close access and equity gaps. • Provide and lead student-centered, opportunity message training to explicitly control the narrative, demonstrate union value, improve equity, policy learning, teaching and practice provided for disciplined messenger voice for messengers, affiliates, ESP members, surrogates, families, and communities. • Recruit and train educators to run for local office and school boards to influence and create educator and student friendly policy and legislation. 	\$ 5,999,313	\$ 5,999,313

S1: Increase Educator Voice, Influence, and Professional Authority

1	Voice and Influence	2020–2021	2021–2022
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. <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 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. 	\$ 605,349	\$ 605,349
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. <ul style="list-style-type: none"> Advance and promote NEA’s student-centered advocacy and bargaining for the common good initiative (BCG) 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 to improve teaching and learning practices in order to close opportunity gaps. Improve member and affiliate influence on teaching and learning decisions by supporting the expansion of collaborative structures that foster local-level shared decision-making processes among educators in their work-sites, and with parents, the community, 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 Every Student Succeeds Act (ESSA). 	2,536,913	2,536,913
Direct Cost:		\$ 3,307,928	\$ 3,307,928
Personnel Cost:		5,833,647	5,833,647
Total:		\$ 9,141,575	\$ 9,141,575

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	2020–2021	2021–2022
1	<p>Partner 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.</p> <ul style="list-style-type: none"> • Drive an engaging content strategy to advance the goals of the NEA Aspiring Educators Program through the <i>NEA Today</i> for Aspiring Educators targeted to prospective and current student members and association leadership in digital platforms. • In addition to local chapters, expand beyond physical chapters and on targeted campuses create a MoveOn-style advocacy community to identify and recruit potential educators and draw students into a relationship with the association that can then be channeled into issue and recruitment programs. • Partner with affiliates and locals to support NEA Aspiring Educators Program chapters to provide NEA-branded resources and supports, including organizing training, with a priority on affiliate organizing programs that connect student teaching programs to active NEA members. 	\$ 771,966	\$ 771,966
2	<p>Partner with state and local affiliates to identify and recruit new educators and early career educators (ECE), 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.</p> <ul style="list-style-type: none"> • Develop factsheets and other resources describing the benefits and importance of bargaining and joining NEA. • 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. • Digital outreach and seamless bridge to teacher producing universities, including minority serving institutions, to engage aspiring educators in preparation for their profession, develop leadership skills, and provide pathways for them to lead organizing when they enter the education profession. Identify and provide training to members who will serve as alumni ambassadors to engage graduating seniors in these universities. • Drive prospects to join the association, through all available means, to sign up online. • Expand year-round recruitment and engagement programs with state and local affiliates with tools, resources, and trainings to successfully grow, engage, and retain membership (preK–12, Higher Education, Retired, and ESP) through seasonal programs such as Education Summer, the New Educator Recruitment, Engagement and Support Campaign, Winter Listening and Engagement Tours, and Spring Early Enrollment. • 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. 	7,516,467	7,516,467

S2: Recruit and Engage New and Early Career Educators

1	New Educators	2020–2021	2021–2022
	<ul style="list-style-type: none"> • In partnership with identified targeted affiliates build an organizing model for identifying, recruiting, and retaining aspiring, new, and early career educators based on racial justice principles. Utilize, test, and measure membership growth based on the value proposition of racial justice advocacy. • Partner with NEA and affiliate stakeholders to incorporate state Early Career Educator (ECE) groups into New Educator and other organizing programs and use New Educator and other organizing programs as strategies to create ECE Groups. • Partner with NEA Center for Great Public Schools and NEA Affiliate stakeholders on Early Career Learning Labs, Early Career Leadership Institute, Early Career Leadership Fellow, Micro-credentialing and other professional development programs to marry organizing and growth frame to professional development support for pilot sites, and incorporate professional development programming into the existing Early Career Educator (ECE) groups or use to develop ECE groups. • Provide state and local affiliates with the resources and research to effectively engage their new and potential members. • Provide support, training, and strategic planning support to states with Early Career Educator (ECE) groups, or in the process of developing one, to implement a distributive leadership model that develops early career members to lead on new and early career educator engagement, support and recruitment, including NEA priorities, in their association. • Use Training of Trainers (TOT) framework to identify new/early educators to lead the training of racial and social justice content in their state and local affiliates. • Utilize digital and direct strategies to provide aspiring, new, and early career educators with regular communication from their associations in partnership with state and local affiliates that is customized to their job, interests and needs, educate potential and existing members on the value of membership, and provide support to efforts within growth campaigns. • Work with state affiliates on sessions at state conferences, specific to new and early career educators, that focus on becoming advocates for public education. 		
		Direct Cost: \$ 3,824,780	\$ 3,824,780
		Personnel Cost: 4,463,653	4,463,653
		Total: \$ 8,288,433	\$ 8,288,433

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	2020–2021	2021–2022
1	<p>In partnership with NEA affiliates, identify and support 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.</p> <ul style="list-style-type: none"> • At all levels of the organization, coordinate member engagement and collective action around racial, social, and economic justice issues impacting communities of color, women, lesbian, gay, bisexual, trans-gender, and questioning (LGBTQ), and other marginalized groups. • 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 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 affiliates, identify, train, and engage association educators advocating for equity to equip them with the tools, resources, and knowledge to analyze opportunity gaps within their schools, districts, and states and position them to leverage state and federal policies to positively impact student achievement. • 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 partnership with state and local affiliates, leverage work in minority-serving institutions (MSIs) to identify, recruit, and retain members of color by organizing alumnae networks, engaging aspiring educators of color and planning with higher education faculty to promote a diverse workforce, provide pathways into the education profession, and develop diverse association leaders. 	\$ 6,213,644	\$ 6,213,644

S3: Advance Racial Justice in Education

1	Racial Justice	2020–2021	2021–2022
	<ul style="list-style-type: none"> Raise awareness of legal tools to combat racial discrimination, harassment, and inequity in schools against students and educators, and support legal activism around these issues. 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, lesbian, gay, bisexual, transgender, and questioning (LGBTQ) bias, and cultural differences); and enhance the capacity of targeted and interested affiliates to deliver professional development to scale. 		
2	Partner 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. <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. In partnership with state and local affiliates, engage members to partner with parent and community based organizations to build coalitions and connect our members to organizations who are currently working on racial justice issues. In targeted state and local affiliates, develop a campaign-based, intentional co-learning practice with the primary objective of engaging a cross-section of members, students, parents, and communities to move racial justice work at the state and local level. Provide communication tools and engagement campaigns that assist affiliates in engaging members, leaders, and staff on racial justice work. Support affiliates with data and information to create greater equity and opportunity in legislation and issue campaigns. 	\$ 3,787,828	\$ 3,787,828
3	Integrate 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. <ul style="list-style-type: none"> In collaboration with all NEA Centers and departments, integrate a racial justice framework throughout the NEA programs, policies, and practices. In collaboration with state and local affiliates, engage in convenings and strategic conversations to provide training, technical assistance, develop plans and programs for leaders of color to ensure diversity in state and local leadership engagement and the education workforce/profession. 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. 	1,577,721	1,577,721

S3: Advance Racial Justice in Education

1	Racial Justice	2020–2021	2021–2022	
	<ul style="list-style-type: none">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.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.			
4	Develop and leverage national, state, and local partnerships to engage families and communities alongside educators in advancing a student-centered agenda on racial and social justice.	\$ 1,778,336	\$ 1,778,336	
	<ul style="list-style-type: none">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, lesbian, gay, transgender, bisexual, and questioning (LGTBQ), women’s, and students’ racial and social justice to create policy and practice resources, training content and materials to advance NEA’s student-centered, education justice agenda.Develop strategic partnerships and conduct joint advocacy with partner organizations around shared core values and advocacy priorities, particularly those priorities which impact communities of color and/or uplift social, racial, and economic justice.Leverage partnerships with the New American Majority (NAM) organizations at the state and local level to support and engage NAM voters in targeted campaigns.Promote and advance the Diverse Asset Managers Initiative (DAMI) through our pension advocacy.			
		Direct Cost:	\$ 6,039,340	\$ 6,039,340
		Personnel Cost:	7,318,189	7,318,189
		Total:	\$ 13,357,529	\$ 13,357,529

Strategic Objective 4: Support Professional Excellence

Build a system of association-convened, educator-led professional learning and supports for all educators across their career continua to ensure student success.

Ensuring accessibility to quality association-led, member-developed professional development for educators at all stages of their career and enhancing views of the association as a valuable and relevant resource in fostering educator professional quality is the goal of this objective.

Professional Support Development

This component will identify and cultivate promising professional supports developed by members, affiliates, and/or external partners. Where gaps have been identified, this area will develop the needed modules in collaboration with members and affiliates.

Professional Support Delivery

This area seeks to develop a system to track information on available professional development modules developed by association members, affiliates, or partner organizations. Once collected, information about existing professional development will be disseminated and partnerships with affiliates will support scaling and spreading the professional development options sponsored by the association.

Sustain a System of Professional Supports

This component is designed to enhance the value placed on a quality professionalized educator workforce and to validate the role and responsibility of the association in creating a system which provides high quality association-led, member-developed, and curated professional development.

Work in this objective will include:

- Developing and testing new professional supports in collaboration with members and affiliates;
- Identifying and cultivating promising professional supports developed by affiliates and external organizations;
- Creating and maintaining a robust and sustainable system to track and disseminate professional supports developed by members, affiliates, and partner organizations;
- Partnering with affiliates to scale and spread professional supports; and
- Supporting and engaging in activities that promote a system that establishes the value of a quality, professionalized educator workforce and the role of the association in creating and sustaining a system of professional supports.

S4: Support Professional Excellence

1 Professional Support Development		2020–2021	2021–2022
1	Develop and test new professional supports in collaboration with members and affiliates. <ul style="list-style-type: none"> Build a coalition in developing, implementing, and monitoring a standards-based performance assessment system for initial licensure and a system of performance demonstrations to attain full licensure. Develop and synthesize effective approaches on mentoring, induction, and coaching and promote implementation of promising models. Develop resources and professional supports for growth and development of aspiring educators. Engage educators and other stakeholders to develop professional supports. 	\$ 3,067,500	\$ 3,067,500
2	Identify and cultivate promising professional supports developed by affiliates and external organizations. <ul style="list-style-type: none"> Administer and track metrics on Great Public School grant programs to support affiliate innovation and identify promising affiliate-developed supports. Identify, intake, and/or modify externally created supports and resources for dissemination to affiliates. 	8,308,355	8,308,355
2 Professional Support Delivery			
1	Create and maintain a robust and sustainable system to track and disseminate professional supports developed by members, affiliates, and partner organizations. <ul style="list-style-type: none"> Build and promote digital and other communication tools for members and affiliates to access NEA promoted supports to improve practice, enhance student learning and increase equity. Build, promote, and disseminate materials and resources for affiliates. 	1,773,172	1,773,172
2	Partner with affiliates to scale and spread professional supports. <ul style="list-style-type: none"> Collaborate with Center for Great Public Schools on issues that relate to recruitment, retention, and the career continuum. Partner with affiliates and NEA content departments to grow professional supports into their suite of programs. Use various communications channels and disciplines to tell compelling stories and share communication resources with NEA affiliates and of affiliate-led professional supports adopted and resourced to scale to other affiliates while positioning these intrinsically valuable resources and supports as an essential skill for quality professional practice afforded as a value of membership with NEA, state education associations (SEAs), and local education associations (LEAs). 	3,650,763	3,650,763

S4: Support Professional Excellence

3	Sustain a System of Professional Supports	2020–2021	2021–2022
1	<p>Support and engage in activities that promote a system that establishes the value of a quality, professionalized educator workforce and the role of the association in creating and sustaining a system of professional supports.</p> <ul style="list-style-type: none"> • Create and promote member informed content and resources about improving professional practice as a value of membership. • Create opportunities for accomplished educators to provide professional supports to their colleagues. • Engage in partnerships that advance and enhance NEA’s professional supports priorities. • Foster the development of professional educators with deep understanding of racial justice and personal commitment to growth and action as educators and educator leaders. • 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/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, state, and local affiliates. • Provide technical support to NEA departments, state, and local affiliates related to their research and data needs, including processing and analyzing OpScan surveys. • Support activities that highlight educator quality and professionalism. 	\$ 6,384,223	\$ 6,384,223
		Direct Cost: \$ 14,151,084	\$ 14,151,084
		Personnel Cost: 9,032,929	9,032,929
		Total: \$ 23,184,013	\$ 23,184,013

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, 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	2020–2021	2021–2022
1	Support 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. <ul style="list-style-type: none"> • 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 health care benefits for our members. This includes developing strategies and analyzing and acting on legislation, policy, and collective bargaining language at the state and national level. • Develop and lead on proactive approaches to protecting and defending public pensions and retirement security through legislative analysis and action, technical assistance and training for our members, affiliates, member trustees, and NEA staff. This includes leveraging our pension partnerships. • 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. • 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. 	\$ 6,800,934	\$ 6,800,934
2	Target, 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. <ul style="list-style-type: none"> • Build and expand coalitions and partnerships to advance the association’s goals to elect candidates who support public education and opportunity for all students. • Develop and 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. 	33,537,955	33,537,955

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

1	Securing the Environment	2020–2021	2021–2022
	<ul style="list-style-type: none">• 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 2020 election cycle by engaging members around their priorities, create a process and structure that enables members to endorse a presidential candidate in a way that maximizes their power and influence.		
3	Protect and defend 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.	\$ 36,658,011	\$ 36,658,011
	<ul style="list-style-type: none">• Administer NEA insurance programs that support member recruitment, defend members from false criminal accusations, protect members, leaders, and staff from professional liability lawsuits, minimize the impact of fiduciary losses, and indemnify affiliates against errors and omissions.• 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, 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:	\$ 62,884,093 \$ 62,884,093
		Personnel Cost:	14,112,807 14,112,807
		Total:	\$ 76,996,900 \$ 76,996,900

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, fiscal health, 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.

Fiscal Health

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.

Coronavirus Pandemic Response

In this area, NEA will address the anticipated needs our affiliates, members, and students will face during and beyond the crisis, and support them, and our communities in overcoming the racial, social, economic, political, and educational injustices marked by inequitable conditions and disparate impacts that have been exacerbated by the Coronavirus pandemic. This area would develop leaders and coalitions to redefine equity and opportunity; build and expand professional supports for members; create and adapt new forms of viral organizing for all membership categories; design and deploy tools and technology for deepening connectedness among members and communities; and strengthen affiliate partnerships and systems of crisis support.

S6: Enhance Organizational Capacity

1	Organizing	2020–2021	2021–2022
1	<p>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. • Identify and share organizing best practices through multiple vehicles that include webinars, regular reporting and cross-training of staff and leaders. • Increase NEA Fund Political Action Committee fundraising and participation of member activists by partnering with affiliates. • Provide editorial content in the Higher Education Advocate to prospective and current higher education members, education and labor media, policymakers, opinion leaders, and state affiliate communications via digital platforms. • Provide targeted communications support (SWAT) to state and local affiliates that helps win on targeted campaigns and builds infrastructure to ensure the affiliate can continue the work once the support is no longer on the ground. • Support and deliver member conferences and trainings such as Higher Education and Retired. • Support locals in building worksite and other distributive leadership models that create sustainable capacity through natural leadership that recruits, engages, and mobilizes a majority of works, such as issue-based campaigns and Bargaining for the Common Good. • Use research and data analytics to inform targeting of resources and drive resources toward Aspiring Educators, preK–12, Higher Education, Retired, ESP and Charter organizing campaign efforts most likely to succeed and also design and implement procedures for measuring the progress and outcomes of the Center’s work at targeted sites based on precise goals and regular reporting of progress. • Utilize organizing communications training to continue to expand the ability of local and state staff as well as member-leaders, to use communications to drive action to meet goals to grow and strengthen the association. • Working in partnership with NCSEA, create opportunities for sharing strategies, resources, and programs that support and foster the successful implementation of the NEA-NCSEA shared priorities and partner with NCSEA to lead in a culture of organizing and demonstrating successful approaches to organizing at the state level. • Working in partnership with NCUEA, create opportunities for sharing strategies, resources, and programs that support and foster the successful implementation of the NEA-NCUEA shared priorities and partner with NCUEA to lead in a culture of organizing and demonstrating successful approaches to organizing at the local level. 	\$ 15,350,146	\$ 15,350,146

S6: Enhance Organizational Capacity

1 Organizing	2020–2021	2021–2022
2 Develop and train necessary skills for state and local affiliate leaders and staff to thrive as organizers.	\$ 4,221,749	\$ 4,221,749
<ul style="list-style-type: none"> • Design and deliver executive leadership development opportunities for state presidents and executive directors that include management development, leadership development grounded in the NEA Leadership Competencies, and related competencies and skills that support the president and executive director to successfully fulfill their roles (President and Executive Leadership Team Development, New Presidents Orientation, Executive Director Hiring support, Affinity Group Topical Convening). • Design and deliver organizing training for state affiliate staff through UniServ training, UniServ Managers meeting, and other convenings. • Design and deliver strategic organizing trainings to foster organizing on a greater scale at the local and state affiliate level 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. • Provide targeted communications support and training necessary for state and local affiliate leaders and staff to thrive as organizers and in bargaining campaigns that engage the community. • Provide technical and conceptual training in data systems/analytics to build local and state affiliate capacity to incorporate the use of data in planning and evaluating their organizing campaigns. • Support the capacity building of local affiliates by delivering local presidents organizing training to increase local capacity to organize and build sustainable leadership structures that are grounded in the NEA leadership competencies and provide support to NCUEA for their fall conference and summer meeting. • 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. • Support the capacity of state affiliates on policy and technical information related to pensions, collective bargaining, compensation, and health care, including through the distribution of information, responses to requests for assistance, and virtual or in-person meetings using the Pension Liaison Network, Health Care Benefits Liaison Network, Collective Bargaining Coordinators, State Education Research Staff Association (SERSA), and National Association of Bargaining Professionals (NABP). 		

S6: Enhance Organizational Capacity

1 Organizing	2020–2021	2021–2022
<p>3 Support state affiliates in building and maintaining the organizational capacity necessary to organize, advocate for, engage, recruit, and retain members.</p> <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 Strike Loan Policy to provide support to members who have been on strike. • Develop capacity, infrastructure, and support for affiliates facing external organizing threats and/or preparing for statewide actions to advance student learning conditions and educator working conditions. • Fund initiatives to grow and strengthen the association by engaging early career educators, amplifying educator voice, advancing social justice, and supporting professional excellence. • Leverage the Affiliate Financial Assistance Program to support state affiliates in crisis. • Leverage the UniServ Fund and Program to advance organizing. • Utilize the Unified State Executive Director Program (USEDP) to support small states and support a stable state affiliate executive director corp. 	\$ 74,049,125	\$ 74,049,125
2 Technology		
<p>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.</p> <ul style="list-style-type: none"> • Adoption: Facilitate the enterprise adoption process in collaboration with state affiliates to ensure successful implementation and utilization of NEA360 to advance organizational priorities. • Affiliate User Support System that addresses users issues and inspires increased and successful implementation. • Analytic tools and skills to support strategic decision-making across the enterprise. • Learning Solutions: Implement a comprehensive learning program to support the adoption and analyze NEA360 implementation learnings from affiliates to broadly suggest solutions that advance organizational goals and priorities and create effective and efficient business processes. • Product development and innovation to build and create functionality that increases our application of NEA360 tools towards growth and strength. • Provide technical assistance and training for NEA and state affiliate staff and leaders to use these digital engagement best practices, strategies, and tools. 	9,141,706	9,141,706

S6: Enhance Organizational Capacity

2 Technology	2020–2021	2021–2022
<ul style="list-style-type: none"> Support the development of unified and aligned 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. 		
<p>2 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.</p> <ul style="list-style-type: none"> Develop and launch a technology solution for NEA and affiliate staff that compiles key information—including research, statistics, talking points, NEA policies/products, and successful interventions – on high-priority requested topics. Engage in data analytics to support NEA strategic priorities. 	\$ 1,037,773	\$ 1,037,773
3 Fiscal Health		
<p>1 Partner with affiliates to achieve financial stability and sustainable fiscal health, improve the effectiveness of accounting and operating controls, and design and deliver effective financial training for staff, management, and leaders at all levels of the association.</p> <ul style="list-style-type: none"> Provide technical support and training to affiliate staff, management, and leaders to strengthen affiliates' capacity to achieve financial stability and substantial fiscal health. 	1,204,628	1,204,628
4 Leadership Development		
<p>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.</p> <ul style="list-style-type: none"> Assist in building strong communications operations and develop, refine, and deliver aligned message and communications training and strategies 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 to grow and strengthen the union. 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. 	5,242,035	5,242,035

S6: Enhance Organizational Capacity

4 Leadership Development	2020–2021	2021–2022
<ul style="list-style-type: none"> • 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. • Implement NEA Board trainings and dialogue to enhance overall knowledge, skills, and abilities of NEA Board of Directors 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. • 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, their association, and to organize around issues impacting their schools and communities. 		
5 Partnerships		
<p>1 Improve the association's ability to have optimal impact, reach, and influence through its external partnerships.</p> <ul style="list-style-type: none"> • Invest in and foster domestic and international alliances and relationships that promote, protect, and defend public education, strong educator voice, democracy unions, and social and economic justice. • 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. 	\$ 9,576,647	\$ 9,576,647

S6: Enhance Organizational Capacity

5 Partnerships		2020–2021	2021–2022
2	<p>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.</p> <ul style="list-style-type: none"> Develop and implement processes that facilitate collaborative planning, effective communications, and meaningful engagement between NEA and affiliates, councils, and constituents. 	\$ 167,026	\$ 167,026
6 Coronavirus Response			
1	<p>Support members, students, affiliates, and communities in addressing the impact of the coronavirus pandemic.</p> <ul style="list-style-type: none"> Address the anticipated needs our affiliates, members, and students will face during and beyond the crisis, and support them, and our communities in overcoming the racial, social, economic, political, and educational injustices marked by inequitable conditions and disparate impacts that have been exacerbated by the Coronavirus pandemic. <ul style="list-style-type: none"> A. Develop leaders and coalitions to redefine equity and opportunity for students, educators, public education, and communities; B. Build and expand supports for professional excellence in distance education, trauma-informed instruction, and racial justice professional practice and leadership; C. Create and adapt new forms of virtual member organizing and engagement that are inclusive of and ensure the rights of all members: Aspiring Educators, K-12 Teachers and Education Support Professionals (ESPs), Higher Education, and Public Service employees, and Retired members, and work to address disparities across and within all; D. Design and deploy tools and technology for connecting members with each other and strengthening community among members; and E. Strengthen affiliate partnerships and establish systems of crisis support. 	5,530,600	12,760,000
		Direct Cost:	\$101,777,517 \$109,006,917
		Personnel Cost:	23,743,918 23,743,918
		Total:	\$125,521,435 \$132,750,835

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 Systems (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.

Information 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, online 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	2020–2021	2021–2022
1	<p>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.</p> <ul style="list-style-type: none"> • 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 Objectives 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, 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. 	\$ 10,051,277	\$ 10,051,277

E1: Enterprise Operations

1	Leadership Services	2020–2021	2021–2022
	<ul style="list-style-type: none"> • Provide research, resources, counsel, and expertise to NEA Governance leaders to continue to build strategic relations with Civil Rights (Hispanic, African American, Asian Pacific Islander, and American Indian/Alaska Native), Progressive, 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. 		
2	Support, conduct, and align the NEA Representative Assembly to enhance association decision-making to meet the contemporary and future needs of the organization and its members. <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. 	\$ 7,528,839	\$ 7,528,839
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 learnings to shape and advance association goals. <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. 	2,705,507	2,705,507

E1: Enterprise Operations

1 Leadership Services	2020–2021	2021–2022
<ul style="list-style-type: none"> 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. Provide strategic consultative support to and within the enterprise, including conducting a comprehensive review process to adjust, align, and course-correct, to advance both tactical and long-term strategy toward organizational goals. 		
4 Elevate voice and presence of NEA leadership in external communications vehicles, circles, and channels.	\$ 236,278	\$ 236,278
<ul style="list-style-type: none"> 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.	23,138,280	23,138,280
<ul style="list-style-type: none"> Business and Financial Services Planning and Administration. Develop association budgets and provide financial analysis to governance and management. Enterprise Resource Planning Services. Execute a comprehensive internal auditing program. 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. Membership Services. 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. 		

E1: Enterprise Operations

2	Business and Financial Services	2020–2021	2021–2022
	<ul style="list-style-type: none"> • 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. 		
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.	\$ 5,593,233	\$ 5,593,233
	<ul style="list-style-type: none"> • Administer organizational recruitment, retention, and position classifications to appropriately staff the organization in support of our Strategic Objectives. Work to fully staff the organization at a contracted level by 2020. • Coordinate and administer the NEA Intern Program, offering opportunities for higher education students to build skills and knowledge in support of their educational needs. Provide an annual report outlining the Strategic Objectives that were met, numbers of students retained, ethnic and demographic data on intern groups, number of disciplines addressed, and appropriate university data. • 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 executive coaching, mentoring, and facilitation support to units and Centers to promote synergy and positive working relationships. Develop in-house staff mediation and facilitation skills to provide a full range of services by 2020. • 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. 		

E1: Enterprise Operations

2	Business and Financial Services	2020–2021	2021–2022
3	Administer and oversee a robust payroll, benefits and HRIS program, ensuring compliance with all regulatory and legislative requirements. <ul style="list-style-type: none"> Coordinate timely completion of benefit plan audits and prepare and file required reports to the Department of Labor, Internal Revenue Service, and other regulatory agencies. 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. Begin implementation and data integration into a new HRIS by 2020. Manage and administer a broad benefits program for employees, retirees, and identified state affiliates ensuring compliance with regulations, legislation, and contractual obligations. Solicit Request for Proposals from benefits providers by 2020 to identify if there are costs saving through other providers. Reconcile and administer the payroll process, ensuring compliance with all legislation and tax laws. Develop and implement an automated checks and balances system by 2020. 	\$ 3,249,941	\$ 3,249,941
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. <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. 	1,043,402	1,043,402

E1: Enterprise Operations

3	Information Technology Services	2020–2021	2021–2022
1	Provide on-demand help desk/technical support to all NEA Centers, NEA departments, and affiliates for staff computers, printers, and desktop application. <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. 	\$ 3,228,736	\$ 3,228,736
2	Administer and execute a comprehensive and effective information security program. <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 "off the shelf" (OTS) business applications and systems. 	3,056,865	3,056,865
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. <ul style="list-style-type: none"> Design, develop, modernize, and maintain NEA's technology infrastructure environment encompassing cloud computing, cloud services, networking, datacenter, 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. 	4,153,222	4,153,222
4	Manage, administer, and maintain the databases that underlie and provide access to NEA applications and reporting systems. <ul style="list-style-type: none"> Maintain and manage access to NEA database management systems supporting organizational database management needs and activities. Provide convenient and secure access to mission critical data. 	3,272,782	3,272,782
5	Configure, maintain, and support NEA's accounting, payroll, human resource, and other NEA Business Operations systems. <ul style="list-style-type: none"> Configure, support, and maintain commercially available applications to meet NEA's business needs whenever practical and develop custom software solutions to support NEA business activities that cannot be adequately or cost-effectively addressed by commercial software. 	2,461,026	2,461,026

E1: Enterprise Operations

4	Enterprise Communications Services	2020–2021	2021–2022
1	<p>Perform needs assessment, conceptual planning, research, writing, editing, design, production, and maintenance services for <i>NEA Today</i> magazine (print, tablet, online, 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.</p> <ul style="list-style-type: none"> • Advance the association’s mission, vision, and goals with editorial content in <i>NEA Today</i> to members, education and labor media, policymakers, opinion leaders and state affiliate communicators in print and digital formats. Expand <i>NEA Today</i> co-publishing w/ state affiliates in a shared cost fashion. • Establish strategy and infrastructure that will support digital advocacy and organizing including online organizing platforms, social media advocacy, and online paid promotions. • Redesign NEA.org and corresponding digital properties; including a refreshed digital content strategy, identification of, and migration to, a new content management system which leverages personalization and integrates with NEA360, and a refreshed user experience and look and feel of the new site(s). 	\$ 6,876,229	\$ 6,876,229
2	<p>In collaboration with other Centers and within the Center for Communications to develop and strategic insights to inform and design effective campaigns and leverage insights to influence key target audiences.</p> <ul style="list-style-type: none"> • Craft, design, field, analyze, and leverage member and prospective member research on behalf of state affiliates and NEA, sharing that information across the larger NEA enterprise, including the development of a polling warehouse to maximize strategic learnings, insights and coordinated strategies by sharing common questions, leveraging trend analysis and findings. • Craft, design, field, analyze, and make recommendations to influence key audiences, including parents, legislators, and opinion makers to inform strategic direction, messaging strategies, audience targeting, around NEA’s strategic priorities, student success and sharing that information with appropriate partners as well as the full network of state affiliates to inform and shape collaborative campaigns. • Maintain the national media and digital presence for Read Across America (RAA) and assist states and locals in creating and leveraging their RAA events to further the association’s student-centered, association-led goals and organizing efforts. • Plan, execute, and measure paid media campaigns for NEA Strategic Objectives, student success, the NEA brand, public schools, the education professions and in coordination of state affiliates, partners, and allies. • Provide full range of creative, conceptual, strategic art direction and planning from event branding to short film production, executive producing, pre and post production, celebrity outreach as well as using the arts as engagement tool to engage affiliates and partners to effectively support mission-critical communications. 	2,189,746	2,189,746

E1: Enterprise Operations

4 Enterprise Communications Services		2020–2021	2021–2022
3	<p>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.</p> <ul style="list-style-type: none"> • Build a National Communications Network across all affiliates to drive public and member communications in a strategic and concerted fashion. • 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. • 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 a full range of creative, conceptual, and strategic planning from traditional and interactive design to short film, pre and post production, as well as using current trends, pop culture, and the arts as a tool to engage affiliates, and partners to effectively support mission-critical communications. • State Media Grants Program – Provide affiliate communications strategic support, training, and services to strengthen affiliate communications capacity. 	\$ 17,673,558	\$ 17,673,558
5 Infrastructure			
1	<p>Infrastructure</p> <ul style="list-style-type: none"> • Provide departmental infrastructure and organizational support to effectively realize the association’s Strategic Objectives and Enterprise Operations. 	1,841,969	1,841,969
		Direct Cost:	\$ 53,414,303 \$ 53,414,303
		Personnel Cost:	44,886,587 44,886,587
		Total:	\$ 98,300,890 \$ 98,300,890

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.

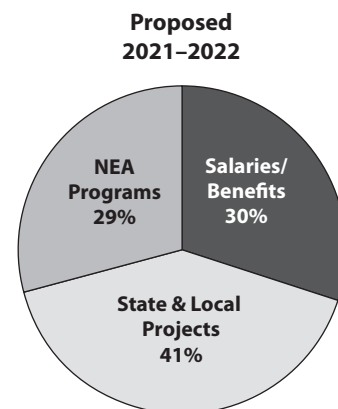
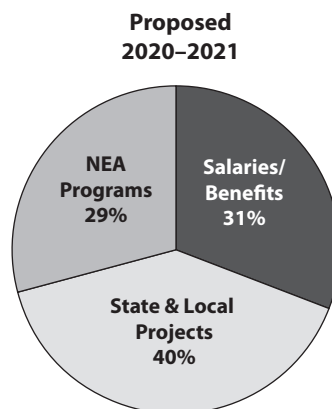
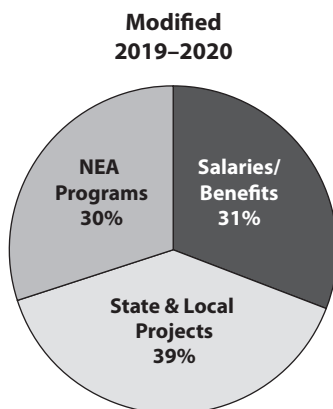
Conference/Meeting Expenses – Facilities, equipment rental, food and beverages, speaker fees, training materials, teleconferencing, and video conferencing.

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	Modified 2019 - 2020	Proposed 2020-2021	Proposed 2021-2022
Salaries/Fringe Benefits	\$ 109,391,730	\$ 109,391,730	\$ 109,391,730
Non-Staff Wages	5,088,474	5,088,474	5,088,474
Travel - Staff	6,922,874	6,922,874	6,922,874
Travel - Non-Staff	12,695,803	12,695,803	12,695,803
State and Local Projects	133,934,222	141,339,822	148,569,222
Publication Costs	3,723,405	3,723,405	3,723,405
Office Expenses	6,182,426	6,182,426	6,182,426
Administrative Expenses	18,728,333	18,728,333	18,728,333
Technology and Equipment	6,522,941	6,522,941	6,522,941
Outside Services	43,712,754	43,712,754	43,712,754
Conference/Meeting Expenses	9,156,016	9,156,016	9,156,016
Recovery - External	(8,673,803)	(8,673,803)	(8,673,803)
Sub-Total	\$ 347,385,175	\$ 354,790,775	\$ 362,020,175
Contingency Fund	3,000,000	3,000,000	3,000,000
Total Budget	\$ 350,385,175	\$ 357,790,775	\$ 365,020,175



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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 Operation	Category #	Tactic	Description	Proposed 2020-2021	Proposed 2021-2022
3	Advance Racial Justice in Education	1	1	NEA Conference on Racial and Social Justice registration fees	\$ 110,000	\$ 110,000
		1	1			
3	Advance Racial Justice in Education	1	1	Human & 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	1	3	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 Operation	Category #	Tactic	Description	Proposed 2020-2021	Proposed 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	1,076,500
1	Enterprise Operations	4	1	<i>NEA Today</i> and specialized constituency publication advertising	1,865,000	1,865,000
Total External Recoveries					<u>\$ 8,673,803</u>	<u>\$ 8,673,803</u>

Appendix B: Highlights of The NEA Foundation's Programs

The NEA Foundation is an independent, public charity founded by educators to ensure every child's access to a great public education characterized by equity, excellence, and opportunity. We believe that when educators lift their voices and exercise their power and initiative, that students, schools, and communities all benefit.

The NEA Foundation is deeply committed to meaningful collaboration with educators and other stakeholders in all of its activities. Contributions from corporations, foundations, and individuals, including educators, also support the Foundation's operations. We take our relationship with these donors and the stewardship of their resources seriously. We are proud that we have received Charity Navigator's highest, 4-star rating on financial health, accountability, and transparency for the past ten years, among the top 2 percent of all rated charities.

The NEA Foundation provides a myriad of resources to support educators' efforts to offer students the highest-quality public education. These include:

- grants that help educators to enhance classroom instruction;
- peer-to-peer learning opportunities and creation of robust learning communities, supporting educators' professional growth and collaboration with others committed to public education; and
- investments in initiatives that support high-quality instruction and provide schools and school districts with opportunities to boost student learning.

Current Highlighted Initiatives

The NEA Foundation helps to lift educators' voices and share best practices in many different ways.

For example (*not an exhaustive list*):

- **Covid-19 Response:** The NEA Foundation has established two grant opportunities for educators in response to the current pandemic, including a rapid response grant opportunity this spring to support educator-led initiatives addressing immediate needs resulting from school closures. The Foundation also has initiated a special round of grant funding this fall to support educators' continuing efforts to address the longer-term challenges that emerge as a result of the pandemic.
- **Grants to Educators:** The NEA Foundation provides grants to individual educators and teams of educators to support 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. In response to the Covid-19 situation, the Foundation is providing additional flexibility to current grantees, including extending time to complete funded projects.
- **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 the "Awards for Teaching Excellence" at its Gala, honoring the accomplishments of exemplary public school educators. Forty-five educators received awards at the 2020 Gala with an audience of close to 3,000 people in attendance, in Washington, DC, and online. 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. Each year, the Foundation invites all NEA state affiliates to nominate one educator. This year's deadline is May 15, 2020 (deadline extended).

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

- **Rural and Remote Area Investments:** In 2018, 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 supported NEA state affiliate's efforts to design and implement programs to improve rural and remote students' access to high-quality teaching and learning.
- **STEM Education:** In recent years, four school districts (in CA, CO, TN, and WI) have been the recipients of Foundation grants aimed at increasing access to and improving the quality of STEM education in underserved communities. This funding, which terminates in 2021, has enabled the districts to increase educator expertise across schools, host workshops, and disseminate best practices for teaching STEM curriculum.
- In 2020, the Foundation is continuing its support for the **Education Civil Rights Alliance (ECRA)**, housed with the National Center for Youth Law. ECRA's advocacy is directed toward ensuring that all schools serve, educate, empower, and are safe for all students.

The Foundation is presently in the latter stages of a strategic refresh yielding an increased focus on issues of educational equity and enhancing our commitment to excellence and opportunity. Early emerging work related to the refresh includes the Foundation's support for the development of **Community Schools** throughout the deep South in partnership with educators/NEA affiliates, education advocates, organizers, and others.

Appendix C: Governance

	Proposed 2020–2021	Proposed 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	195,504
Executive Committee Travel	214,740	214,740
Executive Committee Release Time	543,490	543,490
Executive Committee Benefits	476,022	485,094
Executive Committee Support Services	38,140	38,140
Executive Committee Official Meetings	1,208,376	1,208,376
President's Meetings/NEA Reps	16,000	16,000
Total – Executive Committee	\$ 4,125,590	\$ 4,174,683
BOARD OF DIRECTORS		
Official Meetings	\$ 2,134,492	\$ 2,134,492
National Conferences	120,481	120,481
Committees	16,008	16,008
Directors' In-State Expenses	300,235	300,235
Directors' Benefits	230,221	230,221
Total – Board of Directors	\$ 2,801,437	\$ 2,801,437
BOARD OF DIRECTORS		
Annual Meeting Administration	\$ 5,239,411	\$ 5,239,411
Resolutions Committee	422,439	422,439
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	529,897
Convention Guests/Past Presidents	44,000	44,000
Total – Representative Assembly	\$ 6,563,839	\$ 6,563,839
OTHER GOVERNANCE		
National Leadership Conferences	\$ 2,236,034	\$ 2,236,034
NEA Board Role & Responsibility Training	206,171	206,171
Strategic and Advisory Standing Committees	610,299	610,299
Total – Other Governance	\$ 3,052,504	\$ 3,052,504

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

Active Teaching Professionals

	Proposed 2020–2021	Proposed 2021–2022
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.	\$ 5.11	\$ 5.11
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.	4.63	4.63
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.	7.47	7.47
Support Professional Excellence Build a system of association-convened, educator-led professional learning and supports for all educators across their career continua to ensure student success.	12.96	12.96
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, educators, and the future of public education.	23.94	23.94
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.	19.09	19.09
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, fiscal health, leadership development, and internal and external partnerships.	70.17	74.18
Enterprise Operations Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.	54.95	54.94
Contingency Provide funding for emergencies at the national, state, or local levels.	1.68	1.68
	\$ 200.00	\$ 204.00

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

Education Support Professionals

	Proposed 2020–2021	Proposed 2021–2022
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.	\$ 3.10	\$ 3.12
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.	2.81	2.83
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.	4.54	4.56
Support Professional Excellence Build a system of association-convened, educator-led professional learning and supports for all educators across their career continua to ensure student success.	7.87	7.91
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.	14.55	14.61
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.	11.60	11.65
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, fiscal health, leadership development, and internal and external partnerships.	42.63	45.27
Enterprise Operations Ongoing functions across the enterprise that support the Strategic Objectives, build lasting strength, and sustain the organizational infrastructure.	33.38	33.53
Contingency Provide funding for emergencies at the national, state, or local levels.	1.02	1.02
	\$ 121.50	\$ 124.50

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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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- S6** = Enhance Organizational Capacity

Enterprise Operations

- E1** = Enterprise Operations

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Enterprise Operations

- E1** = Enterprise Operations

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