

# 2022-2024 Strategic Framework

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

## Strategic Goals

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

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



## Strategic Objectives

In partnership with our Affiliates, NEA will:

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

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

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

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

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

## Enhance Organizational Capacity

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

## Enterprise Operations

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

## Additional Details

### Organizational Capacity: 2022-2024 Areas of Focus

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Develop and leverage the collective organizational proficiencies across our association to advance the mission of the NEA and its Affiliates, with particular focus on:

**Member Engagement, Organizing & Connectedness:** Our ability to sponsor a cause and promote participation around that cause, and our ability to provide our members with the opportunities and support they need to engage in meaningful by-member-for-member activities, connect with other professionals, and remain loyal members of their professions and their association

**Educator Voice, Autonomy & Leadership:** Our ability to empower educators and other members with opportunities to exercise voice, decide, and lead in classrooms, schools, and districts

**Racial Justice Culture:** Our ability to develop and implement a racial justice lens through which we conduct all our actions

**Coalitions & Partnerships:** Our ability to work with others to achieve member, student, and association goals

**Dynamic Alignment:** Our ability to engage affiliates and members in shared goals and to disperse work across the enterprise to achieve effective and efficient results by using resources and skills where best suited

**Enterprise/Affiliate Health:** Our ability to support strong fiscal management, risk mitigation, data management, strategic use of data and information, and organizational learning processes across the enterprise

### Enterprise Operations

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

- Leadership & Governance Supports
- Business, HR & Financial Services
- Enterprise Technology Services
- Enterprise Communications Services
- Human Resources
- Legal
- Strategy, Data, & Research

### Strategic Framework and Strategic Plan & Budget

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