

REPRESENTATIVE ASSEMBLY

2024



PHILADELPHIA

2024–2026 Strategic Plan and Budget

Presented to the
Representative Assembly
July 2024



National Education Association

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

NEA Executive Officers

Rebecca S. Pringle, President

Princess R. Moss, Vice President

Noel Candelaria, Secretary-Treasurer

Office of the Executive Director

Kim A. Anderson, Executive Director

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The National Education Association

Vision, Mission, and Values

Adopted at the 2006 NEA Representative Assembly

Rebecca S. Pringle
President

Princess R. Moss
Vice President

Noel Candelaria
Secretary-Treasurer

Kim A. Anderson
Executive Director

THE NATIONAL EDUCATION ASSOCIATION

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

OUR VISION

Our vision is a great public school for every student.

OUR MISSION

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

OUR CORE VALUES

These principles guide our work and define our mission:

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

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

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

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

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

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

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Report of the Program and Budget Committee

The NEA Program and Budget Committee (“The Committee”) unanimously recommends the Strategic Plan and Budget for 2024-2026 to continue NEA’s commitment to our mission, vision, and core values. In completing its work, the Committee considered contributions from an unprecedented number of engagements with the broadest possible range of leaders and stakeholders across the organization. We are recommending the Strategic Plan and Budget for 2024-2026 to continue addressing the anticipated needs and challenges of our members, their students, and communities.

The Committee appreciates the uncharted territory our nation, organization and members will face in the coming years. We begin the 2024-26 strategic planning period with the election of the U.S. President, along with all House and 33 Senate seats looming. The outcome will profoundly affect public education which has become inextricably linked to many of the broader social and political fights around democracy, equity, privatization, and culture wars intended to dismantle educators’ ability to teach the truth and prepare the next generation to address injustice. Legislative actions in many states are being used to actualize anti-democratic intentions and local operatives are trying to infiltrate School Boards and use parents to achieve their objectives. Educators’ morale remains low, and many continue to leave the professions. Within the context of ever-rising workloads, perceived decline in community attitudes toward public schools, and inflation driving up the cost of living, inadequate compensation has served as a primary accelerator of departures.

For these reasons, the Committee recommends a Strategic Plan and Budget that addresses the needs of our affiliates, members, and their students, and communities. Recommended investments are focused on anticipating the opportunities and challenges that our affiliates, members, and students will face in the aftermath of the election, and support them, and our communities in overcoming the racial, social, economic, political, and educational injustices marked by inequitable conditions and the constant drumbeat of attacks on public education.

Throughout the process, the Committee reiterated the need for rapid response, flexibility, dynamic alignment, collaboration and clarity as our country grapples with inflation, political divisiveness and international conflicts, as we prepare for the consequences of the upcoming election. A deeper and continued investment in priorities aligned with affiliate and member needs will help us unite our members and the nation to attain our vision of great public schools for EVERY student. In spite of the challenges that public education and our members face in an uncertain future, they will say that their Association helped them feel connected to one another and to their professions and more united with students and communities as we pursue our goals of enhancing the well-being of America’s students, their families, and their communities by advancing opportunities to transform public education into a just, equitable, and excellent system and ensuring the success of the public education system, our members, and those they serve, by developing the structures, processes, operational efficiencies, and practices that strengthen our organizational capacity across the Association.

Chairperson	Noel Candelaria, Secretary-Treasurer
Vice Chairperson	Princess Moss, Vice President
Members:	Bill Farmer, Director from Illinois Dr. James Fedderman, State President from Virginia Aaron Kubo, Director from Hawaii Wil Page, Director from California Brenda Robinson, Director from Arkansas Ivory Smith, ESP Director from Maryland

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2024-2026 Strategic Framework

Visionary Goals

To achieve our mission and to meet our shared responsibility to elevate and unite all our members, the NEA, in partnership with affiliates, will build connections that:

1. Enhance success, justice, and equity in our nation's public schools, and the well-being of all our students, parents, families, and communities.
2. Promote fulfilling professional lives and the success of our members.
3. Grow and strengthen our Union through leaders trained to retain, inspire, engage, recruit, and empower fellow educators and public employees.



Strategic Objectives

In partnership with our Affiliates, NEA will:

Strengthen Public Education as the Cornerstone of Democracy: Build a movement that promotes, protects, and strengthens public education; safeguards the rights of students, communities, and educators; advances economic justice; increases public regard for educators and their public schools from pre-K to higher education; and ensures that students are prepared to participate fully in our democratic society.

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

Promote Safe, Healthy, Inclusive, Collaborative, and Future-Focused Public Schools: Support the development of modern, safe, and supportive public schools that are affirming to all students and employees, resourced to meet the academic and developmental needs of today's students, and that serve as beacons of pride and support in their communities.

Improve Professional Respect and High Quality Working Conditions: Enhance the well-being, satisfaction and respect of our members (aspiring, active, and retired), ensuring they receive fair compensation (salary, benefits and retirement); cultivate favorable working conditions for aspiring, new, and experienced educators; amplify opportunities for authentic voice; and safeguard the freedom to teach in the most effective manner for their students.

Support Professional Excellence and Student Learning: Enhance the education professions and the pride that all educators throughout their careers experience in their work by supporting educators' growth in the professional knowledge, skills, and competencies necessary to maximize students' academic and social-emotional learning and shape the future of learning.

Fuel the Transformation of Affiliate Organizational Capacity: Build the capacity of state and local affiliates for growth, collective action, and agenda-driving power with particular focus on: a Dynamically Aligned Leadership Development System; Membership Growth and Engagement, Organizing, and a Culture of Connectedness; Racial and Social Justice Culture; Modern Affiliate Communications; Data and Technological Advancement; and overall Affiliate Health and Strength.

NEA Operations

Ongoing functions that sustain the organizational infrastructure and nimbly adjust to the changing nature of the external environment; advance organizational learning and effectiveness; implement responsible business practices; and promote a positive, just, and innovative culture across the NEA.

Additional Details

Fuel the Transformation of Affiliate Organizational Capacity: 2024-2026 Areas of Focus

Programs and initiatives across the organization that support the Strategic Objectives, build lasting strength and agenda-driving power in Affiliates, and grow the Association. In this 2-year cycle, we will focus on our ability to grow capacity in the following areas:

A Dynamically-Aligned Leadership Development System: Create a robust leadership development system across the organization, that identifies, invites, prepares, trains, and supports both formal and informal leaders and that offers many pathways for all members to grow and demonstrate leadership in support of excellent and equitable public education

Member Growth and Engagement, Organizing, and A Culture of Connectedness: Organize around issues important to our members; provide members with support to engage in meaningful by member-for-member advocacy and activities; and provide opportunities for members to connect with other professionals, allies and communities, fostering loyalty to their professions and unions

Racial and Social Justice Culture: Support Affiliates in fostering a culture of racial and social justice that is reflected in mindsets, practices, and strategies

Modern Affiliate Communications: Modernize and support Affiliate capacity to research, craft, and implement internal and public relations messaging in support of public education, members' needs, and Affiliate activities

Data and Technological Advancement: Implement a modern and aligned data analytics and technology infrastructure for membership, engagement, and business practices

Affiliate Health and Strength: Support strong fiscal management, risk mitigation, data management, strategic use of data and information, and organizational learning processes across the organization

NEA Operations

Ongoing functions that sustain the organizational infrastructure, secure the long-term health of the organization, and promote a positive culture.

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

Budgeted Full Time Equivalent Members and Revenue

Members	Proposed [^] 2024-25	Preliminary* 2025-26
Active - Teaching Professionals	\$ 1,625,000	\$ 1,625,000
Active - Education Support Professionals	265,000	265,000
Active - Life	31,000	31,000
Retired Annual Teaching Professionals	84,000	84,000
Retired Annual Education Support Professionals	3,400	3,400
Retired Life Teaching Professionals	231,000	231,000
Retired Life Education Support Professionals	1,700	1,700
Reserve and Staff	3,000	3,000
Aspiring Educators	43,000	43,000
Community Ally	50	50
Total Members	\$ 2,287,150	\$ 2,287,150
Revenue		
Active - Teaching Professionals	\$ 346,125,000	\$ 346,125,000
Active - Education Support Professionals	33,522,500	33,522,500
Active - Life	-	-
Retired Annual Teaching Professionals	2,940,000	2,940,000
Retired Annual Education Support Professionals	71,400	71,400
Retired Life Teaching Professionals	1,237,500	1,237,500
Retired Life Education Support Professionals	12,500	12,500
Subscriber	65,000	65,000
Reserve and Staff	285,000	285,000
Aspiring Educators	645,000	645,000
Community Ally	1,250	1,250
Subtotal	\$ 384,905,150	\$ 384,905,150
Other Income and Adjustments	2,500,000	2,500,000
NEA Foundation Endowment Fund	(1,759,000)	(1,759,000)
Total Revenue	\$ 385,646,150	\$ 385,646,150

2024-25 Dues Determination (Proposed)

The 2023-24 average annual salary of classroom teachers, as determined by NEA Research, is estimated to be \$67,536 and the 2023-24 average annual salary of education support professionals, as determined by NEA Research, is estimated to be \$37,097.

Based upon these average salaries, the proposed dues for 2024-25 will be::	Proposed [^] 2024-25	Preliminary* 2025-26
Active - Teaching Professionals	\$ 213.00	\$ 213.00
Active - Education Support Professionals	\$ 126.50	\$ 126.50
Retired Annual Teaching Professionals	\$ 35.00	\$ 35.00
Retired Annual Education Support Professionals	\$ 21.00	\$ 21.00
Retired Life TP/Subscriber	\$ 300.00	\$ 300.00
Retired Life ESP/Subscriber	\$ 180.00	\$ 180.00
Reserve and Staff	\$ 95.00	\$ 95.00
Aspiring Educators	\$ 15.00	\$ 15.00
Community Ally	\$ 25.00	\$ 25.00
Dues allocation to UniServ	\$ 37.00	\$ 37.00

[^] Amounts are based on updated membership counts and dues amounts that were adopted at the February 2024 Board of Directors' meeting.
* Pending update of membership dues amount at February 2025 Board of Directors' meeting.

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Strategic Objective 1: Strengthen Public Education as the Cornerstone of Democracy

Build a movement that promotes, protects, and strengthens public education; safeguards the rights of students, communities, and educators; advances economic justice; increases public regard for educators and their public schools from pre-K to higher education; and ensures that students are prepared to participate fully in our democratic society.

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

This objective seeks to use federal, state, and local legislative techniques to protect and strengthen public education, ensure opportunity for all students, empower educators to have a voice in teaching and learning, and foster social, racial, and economic justice advocacy. This objective will target federal, state, and local political and issue campaigns that increase and secure educator involvement, promote educational opportunities for all students, and support the Association's pro-public education agenda message and leverage its partnerships with affiliates and other pro-public, pro-labor coalitions to obtain favorable outcomes. Work in this objective will also focus on defending against legal attacks that would diminish the rights of students, educators, and the Association. Finally, this objective will center a campaign to promote, protect and strengthen the public education system so that future generations and our country, as a whole, will benefit from the critical role it plays in our democracy.

Work in this objective will include:

- In partnership with affiliates and other pro-public, pro-labor coalitions and allies, target, launch and support federal, state, and local political and issue campaigns that advance education opportunity for all students regardless of race, income, background or gender, increase educator involvement, engage broad and diverse audiences, strengthen democracy, and support the Association's pro-public education agenda by electing pro-public education candidates.
- Partner with affiliates and engage with coalitions to support the Association's efforts to protect and strengthen public education, democracy, and justice through federal, state, and local legislation, regulations and budgets. Continue to foster the Association's social, racial and economic justice advocacy and supporting educators as they exercise their voice in the legislative process.
- Provide legal support to protect and strengthen public education, advance racial, economic and social justice, and protect our democracy by securing public school funding, upholding educators' rights and expertise as professionals, ensuring students' freedom to learn, providing compliance assistance, advice, training, and support to state and local affiliates and members advancing public education. Build member and affiliate awareness of the importance of courts and the need for accountability and ethics at all levels of the judicial system.
- Build campaigns, grounded in racial, economic and social justice, in partnership with affiliates and allies (including members, families, and communities) to promote, protect and strengthen public education.

S1: Strengthen Public Education as the Cornerstone of Democracy

01	Strengthen Pub Ed	2024-25	2025-26
01	<p>In partnership with affiliates and other pro-public, pro-labor coalitions and allies, target, launch and support federal, state, and local political and issue campaigns that advance education opportunity for all students regardless of race, income, background or gender, increase educator involvement, engage broad and diverse audiences, strengthen democracy, and support the Association’s pro-public education agenda by electing pro-public education candidates.</p>	\$ 11,100,930	\$ 11,100,930
	<ul style="list-style-type: none"> • Prepare for the campaign election cycle by engaging members around their priorities and develop winning electoral campaigns to support federal legislative majorities and key state elections. • Partner with state and local affiliates to increase capacity to advance pro-public education school board candidates, legislation and policies while ensuring opportunities for all students through organizing, trainings and shared best practices with affiliates on winning campaigns strategies, message development and delivery, and relationship building with elected administrations. • Partner with affiliates and allies to support and enhance technical capacity to create the conditions to win and move a pro-public education agenda that engages members, strengthens infrastructure before, during and after the election. • Identify, train and develop a broad network of member activists who can create and implement effective campaign and advocacy activities to win elections and campaigns that advance education opportunities for all students. • Develop, execute, and win electoral campaigns by engaging and training members, third party validators, parents and other pro-public education advocates. Develop and execute a training program that supports pro-public education candidates. • Increase NEA Fund Political Action Committee fundraising and participation in the PAC by partnering with affiliates. • NEA Fund Administration - Political Action Committee (PAC) 		
02	<p>Partner with affiliates and engage with coalitions to support the Association’s efforts to protect and strengthen public education, democracy, and justice through federal, state, and local legislation, regulations and budgets. Continue to foster the Association’s social, racial and economic justice advocacy and supporting educators as they exercise their voice in the legislative process.</p>	\$29,454,618	\$29,454,618
	<ul style="list-style-type: none"> • Partner with 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. 		

S1: Strengthen Public Education as the Cornerstone of Democracy

01 Strengthen Pub Ed	2024-25	2025-26
<ul style="list-style-type: none"> • Build and expand coalitions and partnerships to advance the Association’s goals to hold legislators and other statewide officers accountable who support public education and opportunity for all students and defeat anti-public education or promote pro-public education legislation and union values. • In partnership with allies, and on behalf of members and affiliates, develop and implement through lobbying and advocacy plans the successful advancement of pro-public education and pro-labor legislation, policies, regulations and nominations; and, conversely defeat anti-public education and anti-labor legislation, policies, regulations and nominations, particularly those that diminish the advancement of racial, social and economic justice for all students. • Strengthen engagement with affiliates, members and partners by helping to raise educator voices, and providing tools and strategies to build relationships with federal lawmakers to assist in advancing pro-public education and pro-labor legislation, policies, regulations and nominations; and, conversely to assist in defeating anti-public education and anti-labor legislation, policies, regulations and nominations, particularly those that diminish the advancement of racial, social and economic justice for all students. • Develop and lead on proactive approaches to protecting and defending public pensions and retirement security for our members. This includes developing strategies and analyzing and acting on legislation, responding to federal regulatory actions, providing technical assistance and training for our members, affiliates, member pension trustees and NEA staff. This also includes leveraging our pension partnerships. • Develop and utilize strategic research to shape debate in states about education funding, taxes, and revenues. • Harness our partnership with the Administration to win policy victories, elevate quality models and use their bully pulpit to drive innovative uses of resources in a way that support students, educators and their communities. In addition, ensure that member voices are used for Administration conversations, events and decisions where educator expertise is needed. 		
03 Provide legal support to protect and strengthen public education, advance racial, economic and social justice, and protect our democracy by securing public school funding, upholding educators’ rights and expertise as professionals, ensuring students’ freedom to learn, providing compliance assistance, advice, training, and support to state and local affiliates and members advancing public education. Build member and affiliate awareness of the importance of courts and the need for accountability and ethics at all levels of the judicial system.	\$ 34,223,331	\$ 34,223,331

S1: Strengthen Public Education as the Cornerstone of Democracy

01 Strengthen Pub Ed	2024-25	2025-26
<ul style="list-style-type: none"> • Administer NEA insurance programs that support member recruitment, defend members from false criminal accusations, protect members, leaders, and staff from professional liability lawsuits, minimize the impact of fiduciary losses, and indemnify affiliates against errors and omissions. And coordinate the NEA's Attorney Referral Program. • Develop advocacy and litigation strategies in partnership with affiliates and allies to defeat or narrow book bans, censorship laws, attacks on DEI efforts, and laws that deny LGBTQ students and staff equal treatment. Provide amicus support to similar challenges by allies. Aid affiliates in developing affirmative laws and policies that strengthen inclusive education and protect DEI efforts. Aid affiliates in developing additional legal capacity for handling such work. • Develop and litigate, in partnership with affiliates and allies, challenges to inadequate school funding particularly for special education services. • Challenge rollbacks of bargaining and other union rights including payroll dues deduction. Assist affiliates in responding to legislative attacks on these rights • Recruit, promote and confirm or elect federal and state court judges who have represented working people and unions and who reflect the broad diversity of our country. Build awareness of why courts matter and should be held to high ethical standards. • Identify and capitalize on opportunities for strengthening federal laws and policies in support of public education as well as students and members' civil and immigration rights. • Administer the Unified Legal Services Program (ULSP) to strengthen affiliate capacity to defend, advocate, and advance the rights of educators, public sector employees, and the Association. 		
<p>04 Build campaigns, grounded in racial, economic and social justice, in partnership with affiliates and allies (including members, families, and communities) to promote, protect and strengthen public education.</p> <ul style="list-style-type: none"> • In partnership with local and state affiliates, engage and mobilize members and education allies in campaigns to promote, protect, and strengthen public education. • In coalition with external partners and organizations, engage and mobilize education allies in campaigns and advocacy efforts to promote, protect, and strengthen public education. • Support organizing and collective action by conducting strategic research and analysis, collaborating to develop and carry out campaign strategies, monitoring opposition, and maintaining relationships with relevant external networks. 	<p>\$2,684,033</p>	<p>\$2,684,033</p>

S1: Strengthen Public Education as the Cornerstone of Democracy

01 Strengthen Pub Ed

2024-25

2025-26

- Provide resources to members and affiliates to help educators navigate the complicated student debt system and loan forgiveness programs, and uplift student debt success stories for member organizing opportunities.
- In partnership with allies, staff, state affiliates and coalition partners, work to defeat vouchers and other education privatization efforts at every stage of policy consideration at local, state and federal levels through legislative, legal and electoral means.
- Partner with state and local affiliates to build issue-organizing campaigns that engage and mobilize locals, members, potential members, and allies to win policy and legislation that promote, protect and strengthen public education.

Direct Cost:	\$62,187,700	\$62,187,700
Personnel Cost:	\$15,275,212	\$15,275,212
Total:	\$77,462,912	\$77,462,912

Strategic Objective 2: Advance Racial and Social Justice in Education

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

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

In partnership with NEA affiliates, work in this area seeks to achieve greater and widespread equitable engagement across all membership categories by advancing justice-centered leadership development; prioritizing member-led, member-created and member-delivered equity based professional development; and expanding access to resources and trainings for professional enhancement by growing our digital learning landscape. Moving our members along the continuum from racial and social justice educational awareness theory to implementation in their practice and direct action on issues impacting marginalized communities (LGBTQ+ rights, Honesty in Education, Immigration, Black Lives Matter at Schools, etc.) to be better advocates and practitioners for students and themselves. Work in this objective will provide technical assistance and strategic planning support to state and local affiliates (inclusive of coaching, analysis, equity audits and assessments, as well as workshops and learning programs) to implement and apply principles of equity, inclusion and racial justice to strengthen internal affiliate infrastructure, build power at the affiliate levels and win change initiatives to promote, protect and strengthen public education.

Finally, in this objective we will cultivate authentic and reciprocal relationships with civil rights, labor, political, student and community organizing partners at the national, state and local level(s) to build power, collective campaign infrastructure, and to mobilize members and the larger community to win policies that advance an equitable student-centered, pro-public education agenda. We will leverage our internal and external partnerships to inform our content and advocacy for racial and social justice and engage families and communities in an offensive strategy to counter and defeat right-wing social attacks and divide and conquer politics.

Work in this objective will include:

- Building and growing leader-full communities of member-activists that leverage educator excellence to organize, build power, mobilize, and advocate for equitable policies, inclusive culture, and justice-centered ecosystems in public education; prioritizing decentralized access to resources, professional growth, leadership development, and other strategies.
- Strategic engagement with affiliates, affiliate leaders, and members to organize and to operationalize principles of equity, inclusion, belonging, and racial and social justice throughout affiliate policies, practices, and programs to strengthen internal infrastructures and systems aimed at catalyzing our collective work to build power and win change initiatives that promote, protect, and strengthen public education.
- Cultivate and strategically leverage authentic partnerships & reciprocal relationships at the national, state and local level that engage, activate, and mobilize members, leaders, students, families, and communities to build power and win policies that promote, protect, and strengthen public education.

S2: Advance Racial Justice and Social Justice

01 Racial/Social Justice	2024–25	2025–26
<p>01 Build and grow leader-full communities of member-activists that leverage educator excellence to organize, build power, mobilize, and advocate for equitable policies, inclusive culture, and justice-centered ecosystems in public education; prioritizing decentralized access to resources, professional growth, leadership development, and other strategies.</p> <ul style="list-style-type: none"> Plan and execute CRSJ (Center for Racial and Social Justice) events including, but not limited to the Conference on Racial and Social Justice, MLT/WLT, Speak Up/Speak Out, HCR Awards, ensuring the following strategies are dynamically aligned and integrated; build community, engage, and activate members, leaders, partners and community allies; demonstrate principles of equity, racial and social justice; to support our goals to promote, protect and strengthen public education and move people along a continuum to act. Integrating various engagement strategies and methods of engagement with members, non-members, partners, and community allies, develop and implement targeted opportunities to develop awareness, build capacity and act on critical issues that support and contribute to the movement to protect, promote, and strengthen public schools. Provide legal support for inclusive education including by providing “Know Your Rights” materials and training to members, securing legal support for such efforts from allies, and partnering with affiliates and allies on membership training and awareness. Develop legal tools, advocacy, and training strategies to combat discrimination, harassment, and inequity in schools against students and educators. These legal tools and strategies will arm members with knowledge of their own and their students’ civil rights under federal civil rights and labor laws including Title VII, Title IX, the PUMP Act and Pregnant Workers Fairness Act. Use legal tools, advocacy and training to advance racial and social justice particularly by raising awareness of systematic racial inequities and advocating for effective tools to redress those. Strengthen relationships and partner with allies to do the same. Administer and support business operations across the Center and Association to ensure sound accounting and financial management, along with efficient and effective administrative and operational processes and services to effectively realize the Association’s Strategic Objectives and NEA Operations. Cultivate a liberatory learning ecosystem that integrates professional development activities, member-driven delivery strategies, and digital learning resources that supports and expands member’s racial and intersectional consciousness and sharpen their leadership skills along a continuum of access-to-activism, learning-to-liberation, and experience-to-enhancement. 	\$6,061,155	\$6,061,155

S2: Advance Racial Justice and Social Justice

01 Racial/Social Justice	2024–25	2025–26
<p>02 Conduct strategic engagement with affiliates, affiliate leaders, and members to organize and to operationalize principles of equity, inclusion, belonging, and racial and social justice throughout affiliate policies, practices, and programs to strengthen internal infrastructures and systems aimed at catalyzing our collective work to build power and win change initiatives that promote, protect, and strengthen public education.</p> <ul style="list-style-type: none"> Promote and advance the Diverse Asset Managers Initiative (DAMI) through our pension advocacy. NEA will continue to promote high performing diverse-owned asset management firms to manage member retirement funds. Support affiliates with data and information to create greater equity and opportunity in legislation and issue campaigns. In partnership with state and local affiliates broker, nurture and grow family-school-community partnerships that are member-driven and advance a student-centered agenda on racial and social justice to promote, protect and strengthen public education. In partnership with state and local affiliates, administer Community Advocacy and Partnerships Engagement grants to engage members to build capacity through the racial and social justice continuum to increase the academic achievement of students of color by collaborating and creating joint advocacy opportunities with national, state, and local organizations who represent communities of color. In partnership with WMTF (We Make the Future) and WMTFA (We Make the Future Action) continue growing our collective Race Class Gender Narrative (RCGN) analysis and capacity through strategic collaboration, projects and opportunities with affiliates and partners. Provide technical assistance and strategic planning support to state and local affiliates (inclusive of coaching, analysis, equity audits and assessments, as well as workshops and learning programs) to implement and apply principles of equity, inclusion, and racial justice. Administer the Center for Racial and Social Justice Grant program to support the state and local affiliates engaged in operationalizing racial equity and projects aimed to win policy or practice changes to promote, protect, and strengthen public education. Coordinate and partner with the National Network for Racial and Social Justice to co-develop and share strategies, and facilitate experiential opportunities for members, leaders, and co-conspirators. Develop (3-5) dynamically aligned projects that integrate the expertise and content across Centers and Departments that identify and engage leaders and activists, incorporate race, class, gender narrative (RCGN) strategies, and contribute to building power and organizing infrastructure. 	\$4,845,300	\$4,845,300

S2: Advance Racial Justice and Social Justice

01 Racial/Social Justice	2024-25	2025-26	
<p>03 Cultivate and strategically leverage authentic partnerships and reciprocal relationships at the national, state and local levels that engage, activate, and mobilize members, leaders, students, families, and communities to build power and win policies that promote, protect, and strengthen public education.</p>	\$3,293,812	\$3,293,812	
<ul style="list-style-type: none"> • Leverage partnerships with the New American Majority (NAM) organizations at state and local level to support and engage NAM voters in targeted campaigns. • Cultivate and leverage authentic, reciprocal, strategic partnerships and conduct joint advocacy with partner organizations at the national, state and local level around jointly shared core values and advocacy priorities that promote, protect and strengthen public education, with an emphasis on leveraging relationships to directly impact communities of color and/or uplift racial, social and economic justice. • Partner with student-focused/student-centered organizations to uplift the education profession for K-12 students; specifically targeting students in Native communities and communities of color. • Strategically engage targeted partner organizations that support a racial and social justice centered agenda that promotes and protects students and public education; strengthens public schools and enhances our ability to coordinate and align our work as well as generate strategic and targeted placement of NEA (National Education Association) leaders, members, community-based partners, and validators with leading Civil Rights thought partners on Racial and Social Justice Issues. • Partner with state affiliates to increase member recruitment and retention at HBCUs and MSIs to empower them to be engaged as advocates for their students and their schools 			
	Direct Cost:	\$8,600,681	\$8,600,681
	Personnel Cost:	\$5,599,586	\$5,599,586
	Total:	\$14,200,267	\$14,200,267

Strategic Objective 3: Promote Safe, Healthy, Inclusive, Collaborative, and Future-Focused Public Schools

Support the development of modern, safe, and supportive public schools that are affirming to all students and employees, resourced to meet the academic and developmental needs of today's students, and that serve as beacons of pride and support in their communities.

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

Work in this objective will include:

- Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state, and local levels that ensure students and employees enjoy safe, healthy, modern, and climate-conscious learning and working environments that support their highest aspirations.
- Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state, and local levels that help secure the needed staffing, educational tools, materials, structures, and infrastructure necessary to enable excellence in teaching and learning.
- Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state, and local levels that provide for inclusive and comprehensive instructional and learning environments, where all students are affirmed and supported for their unique abilities, disabilities, identities, cultural and ethnic backgrounds.
- Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state, and local levels that foster the safe, effective, and equitable use of technological innovation and school designs that will increase the capacity, access and equity of our public education system and help prepare students for the societal and workforce roles of the future.
- Advance public schools – domestically and internationally – as critical and supportive components of a thriving community by collaboratively developing and advocating for policies, practices, programs, and resources that position public schools as shared centers of community engagement for student success and seat educators authentically in decision-making spaces.

S3: Promote Safe, Healthy, Inclusive, Collaborative, and Future-Focused Public Schools

01	Safe, Healthy, Inclusive Schools	2024–25	2025–26
01	<p>Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state, and local levels that ensure students and employees enjoy safe, healthy, modern, and climate-conscious learning and working environments that support their highest aspirations.</p> <ul style="list-style-type: none"> Partnering with affiliates, members, leaders, and other stakeholders, promote healthy, safe, and equitable learning conditions for students and educators by developing and imparting health and safety knowledge and skills and achieving related practical, advocacy, and policy wins. Build and execute programs and policy advocacy campaigns, centered around climate and environmental justice, that help ensure all public school students have access to safe, healthy and modern learning environments from early childhood to post-secondary education. 	\$1,072,263	\$1,072,263
02	<p>Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state, and local levels that help secure the needed staffing, educational tools, materials, structures and infrastructure necessary to enable excellence in teaching and learning.</p> <ul style="list-style-type: none"> Empower members to leverage federal legislation, grants, rules and regulations, and other resources to grow membership and ensure educators’ solutions drive the allocation of local resources. Build and execute programs and policy advocacy campaigns, with focus on CTE, higher education, and early childhood education, which help ensure all public school students have access to safe, healthy and modern learning environments across all age strata. Administer and support business operations across the Center and Association to ensure sound accounting and financial management, along with efficient and effective administrative and operational processes and services to effectively realize the Association’s Strategic Objectives and NEA Operations. 	\$1,468,545	\$1,468,545
03	<p>Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state and local levels that provide for inclusive and comprehensive instructional and learning environments, where all students are affirmed and supported for their unique abilities, disabilities, identities, cultural and ethnic backgrounds.</p> <ul style="list-style-type: none"> Build and execute programs and policy advocacy campaigns grounded in meeting students’ unique qualities that help ensure all students have access to excellent and equitable public education opportunities from early childhood to post-secondary education. Build and execute programs and policy advocacy campaigns directly supporting student learning needs that help ensure all students have access to excellent and equitable public education opportunities from early childhood to post-secondary education. Inclusive and equitable policy and practice solutions driven by members participating in Leaders for Just Schools. 	\$2,354,145	\$2,354,145

S3: Promote Safe, Healthy, Inclusive, Collaborative, and Future-Focused Public Schools

01	Safe, Healthy, Inclusive Schools	2024–25	2025–26
04	<p>Develop, support, partner on, and advocate for policies, practices, and programs at the federal, state, and local levels that foster the safe, effective and equitable use of technological innovation and school designs that will increase the capacity, access and equity of our public education system and help prepare students for the societal and workforce roles of the future.</p> <ul style="list-style-type: none"> Build and execute programs and policy advocacy efforts, with a focus on digital equity and artificial intelligences, that help ensure all students have access to excellent and equitable public education opportunities from early childhood to post-secondary education. 	\$113,871	\$113,871
05	<p>Advance public schools – domestically and internationally – as critical and supportive components of a thriving community by collaboratively developing and advocating for policies, practices, programs, and resources that position public schools as shared centers of community engagement for student success and seat educators authentically in decision-making spaces.</p> <ul style="list-style-type: none"> Cultivate domestic and international partnerships that help us increase social dialogue and understanding about the importance of public schools as part of a thriving community and civil society; establish education unions as critical partners in the US global labor strategy; optimize NEA’s membership participation in Education International to help advance the cause of public education and the important role of education unions play globally. Through membership, expand NEA’s reach, influence and ability to positively impact educational policy and student outcomes by supporting and collaborating with Education International. Develop federal policy and respond to federal regulatory activity with detailed recommendations guided by NEA positions and member voice Build and execute programs and policy advocacy efforts, with a focus on healthy school meals and the authentic engagement of parents and families, that help ensure all students have access to excellent and equitable public education opportunities from early childhood to post-secondary education. Establish and maintain a national ecosystem of labor-management collaboration initiatives that engages education stakeholders, grows partnerships, and results in sustainable processes that increase educator voice on teaching and learning decisions in their schools, districts, and states. 	\$5,060,211	\$5,060,211

S3: Promote Safe, Healthy, Inclusive, Collaborative, and Future-Focused Public Schools

01 Safe, Healthy, Inclusive Schools	2024-25	2025-26
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- Pilot and refine labor-management collaboration frameworks, resources, communication structures, engagement strategies, and delivery mechanisms that advance NEA and affiliate capacity to support labor-management collaboration as an educator voice and empowerment strategy.

Direct Cost:	\$5,058,088	\$5,058,088
Personnel Cost:	\$5,010,947	\$5,010,947
Total:	\$10,069,035	\$10,069,035

Strategic Objective 4: Improve Professional Respect and High-Quality Working Conditions

Enhance the well-being, satisfaction and respect of our members (aspiring, active, and retired), ensuring they receive fair compensation (salary, benefits and retirement); cultivate favorable working conditions for aspiring, new, and experienced educators; amplify opportunities for authentic voice; and safeguard the freedom to teach in the most effective manner for their students.

The goal of this objective is to improve professional respect, so that members are acknowledged, included and heard as professionals and careers in education are revered. It also seeks to assure that members are paid fairly and competitively. Work in this area includes investing in research, resources, and actions to address the most common issues educators identified when speaking about professional respect:

Work in this objective will include:

- Compiling and analyzing trends in educator pay, developing and leading protection of health care policy and benefits, supporting ESP-specific wage campaigns and supporting policy campaigns to secure equitable compensation for educators and public service employees, advocating for an extension of FLSA.
- Supporting and assisting affiliates through bargaining and other labor/management agreements, developing and implementing litigation strategies and pursuing full funding of public education and long-term solutions to educator shortages.
- Partnering with affiliates to increase ESP capacity, leadership, and membership through a focus on ESP Bill of Rights and rESpect campaigns.
- Developing a strong foundation where affiliates and bargainers are building a modern collective bargaining structure, which includes bargaining tools and training to strengthen union impact, building efficacy and strategy around Bargaining for the Common Good and other transformational bargaining strategies to advance student-centered issues, advance Community Schools, and racial and social justice campaigns.

S4: Improve Professional Respect and High Quality Working Conditions

01	Prof Respect/Well-Being	2024-25	2025-26
01	<p>Significantly increase all educators' compensation to assure that every student has qualified educators whose wages and benefits (including pensions, health care, paid leave) are competitive and career-based. To accomplish this, leverage the breadth and strength of NEA and its affiliates' advocacy capabilities, including resources, expertise, and partnerships.</p>	\$1,884,825	\$1,884,825
	<ul style="list-style-type: none"> • Compile data on and track and analyze trends in educator pay and school finance to support NEA and affiliate staff in advocating for the funding and other resources necessary to fully staff public schools. • Develop and lead on proactive approaches to protecting and defending health care policy and benefits (such as the Bipartisan Safer Communities Act, Affordable Care Act, school-based health care services, mental health parity, health equity, and nutrition programs) for our members. This includes developing strategies and analyzing and acting on legislation, responding to federal regulatory actions, providing technical assistance and training for our members, affiliates, and NEA staff. This also includes leveraging our health care partnerships. • Support ESP specific organizing campaigns with affiliates and allies to win living wages, expansion of unemployment insurance eligibility and advance economic and educational justice. • Develop, compile, utilize and disseminate research and data to support legislative, bargaining, and advocacy campaigns that will advance pro-public policies to secure equitable salaries and additional benefits and compensation. Partner with state and local affiliates on educator, public employee, ESP, and Higher Education pay. • Develop advocacy tools, advocate and continue to build support for extending FLSA protections to teachers and pre-K and higher education instructors and professors. 		
02	<p>Demand high-quality working conditions that will attract and retain a diverse workforce by leveraging partnerships with affiliates, other pro-public education and/or pro-labor coalitions, and allies. These working conditions include safe and healthy workplaces, staffing levels, mental health supports, and other critical resources educators need to support students.</p>	\$501,294	\$501,294
	<ul style="list-style-type: none"> • Provide support and assistance to affiliates in contract enforcement of working conditions and assuring that their collective bargaining agreements include strong language to protect working conditions. • Develop advocacy and litigation strategies and litigate in partnership with affiliates and allies to ensure and enforce tenure rights, employment benefits, and safe working conditions. 		

S4: Improve Professional Respect and High Quality Working Conditions

01 Prof Respect/Well-Being	2024-25	2025-26	
<ul style="list-style-type: none"> Develop and implement comprehensive advocacy plans that promote long-term solutions to the education shortages crisis. Partner with state and local affiliates, members, partners, and allies to advance collective bargaining language, policies, and legislation to fully fund education. Secure commitments for sustainable funding to ensure that we can attract and retain qualified, caring, and diverse educators across all job categories and in all schools. 			
<p>03 Elevate educators as trusted practitioners by securing opportunities for educator voice to drive policies and practices that contribute to safe and just teaching, learning, and working environments.</p> <ul style="list-style-type: none"> Increase ESP capacity, leadership, and membership by partnering with affiliates to build strategic campaigns (e.g., ESP Bill of Rights, rESpect, etc.) 	\$1,080,679	\$1,080,679	
<p>04 Secure collective bargaining rights in states where members are still denied those rights; strengthen existing collective bargaining rights in states that have a limited scope of bargaining; and ensure there are enforcement mechanisms to keep bargaining rights free of unlawful interference.</p> <ul style="list-style-type: none"> In partnership with affiliates, develop comprehensive collective bargaining tools and training that prepare our members to have a voice in their workplace. Build a foundation where affiliate unions and bargainers are building a modern collective bargaining structure. These resources will include the basics of collective bargaining for those who are new to the process. It will also include tools and strategies for building power and engaging in transformative collective bargaining strategies. And will be inclusive and appropriate for all member constituencies. Assist local affiliates with strategies and tools to achieve bargaining and local advocacy goals that will recruit, retain, and engage members around their profession and the value of their union. Provide technical assistance and training on bargaining and advocacy approaches to selected public policy, legislative and contract issues. This includes expanding and promoting NEA's student-centered advocacy and Bargaining for the Common Good (BCG) initiative to support local affiliates in adopting bargaining/advocacy strategies that intentionally focus on building community coalitions to advance Community Schools and racial and social justice campaigns. Draft, advocate for, and join with affiliates and allies to strengthen collective bargaining laws, regulations and policies. 	\$1,502,258	\$1,502,258	
	Direct Cost:	\$1,904,942	\$1,904,942
	Personnel Cost:	\$3,064,114	\$3,064,114
	Total:	\$4,969,056	\$4,969,056

Strategic Objective 5: Support Professional Excellence and Student Learning

Enhance the education professions and the pride that all educators throughout their careers experience in their work by supporting educators' growth in the professional knowledge, skills, and competencies necessary to maximize students' academic and social-emotional learning and shape the future of learning.

This objective strengthens and promotes an education system focused on professional excellence undergirded by educator-led learning and support to ensure student, educator, and community success. It highlights the role of educators in leading their professions.

Work in this objective includes:

- Creating, managing, and scaling programs, resources, partnerships, and policies that support educators (PK-12, HE, and retired) throughout their careers to meet the needs of students, improve professional practices, and foster a community and culture of union-led professional excellence.
- Collaborating with NEA affiliates and partners to lead professional initiatives that center student success, educator professional excellence, and the six pillars of NEA's Community School strategy as foundations of public school success.
- Investing in and supporting equitable systems and structures that strengthen the professional educator workforce to maximize the success of all students and shape the future of learning.

S5: Support Professional Excellence and Student Learning

01 Prof Excellence/Student Learning	2024–25	2025–26
<p>01 Create, manage, and scale programs, resources, partnerships, and policies that support teachers (PK-12, HE, and retired) at each phase of their career and grounded in the Teacher Leadership Competencies to meet the needs of students, improve professional practices, and foster a community and culture of union-led professional excellence.</p>	\$7,844,684	\$7,844,684
<ul style="list-style-type: none"> • Deliver virtual trainings to support retired leaders in advocating for the needs of our schools. • Provide support and leadership development to Aspiring Educators through policy and technical assistance programs (e.g. paid student teaching, apprenticeship, residency, PRAXIS) at the local and state levels; in addition, collaborate with Aspiring Ed Chair and Leaders to plan and deliver the Aspiring Educator Conference and other AE Advisory Committee activities and events. • Develop, edit, and produce materials that promote professional learning resources for affiliates and individual members; liaise with Communications to promote these materials on NEA properties and on social media platforms. • Partner with affiliates and NEA content departments to develop, maintain, and improve the digital professional learning member engagement programs (e.g. micro-credentials, blended learning). • Support affiliates with the development and implementation of union-partnered induction programs and policies for emerging educators to increase teacher retention (e.g. Induction Institute, Early Leadership Institute). • Collaborate with affiliates and partner organizations to advocate for high-quality teaching and learning programs and practices and lead initiatives; develop resources to implement high-quality supports to advance teacher shortage solutions that engage NEA members and leaders across the teaching continuum. (e.g. Educator’s Rising, Parent Teacher Home Visit Program, National Board for Professional Teaching Standards, National Association of State Directors of Teacher Education and Certification, National Center for Teacher Residencies, Prepared to Teach Learning Forward) • Utilize coaching and improvement science as a problem-centered approach to support staff and affiliates to implement professional learning offerings. • Support affiliates by reviewing and implementing policy and professional learning opportunities that promote teacher leadership development, professional excellence grounded in racial and social justice and the Great Teaching and Learning Report throughout the career continuum (e.g. National Board, Accomplished teaching, Mid-career supports). 		

S5: Support Professional Excellence and Student Learning

01	Prof Excellence/Student Learning	2024–25	2025–26
02	<p>Create, manage, and scale programs, resources, partnerships, and policies that support Education Support Professionals (PK-12, HE, and retired) throughout their career and grounded in the ESP Professional Growth Continuum (PGC) to meet the needs of students, improve professional practices, and foster a community and culture of union-led professional excellence.</p>	\$3,149,732	\$3,149,732
	<ul style="list-style-type: none"> • Develop and inform strategy and partnerships to strengthen ESPs’ professional practice and stature (e.g., Integrated Pest Management, National Farm to School Network, affiliates, In the Public Interest, economic Policy Institute, etc.). • Offer professional learning opportunities for ESPs focused on educator safety and wellness. • Develop ESP leadership skills through ESP Leadership Institute (ESPLI) and facilitate the application of those skills to needs and opportunities at the local, state, and/or national level. • Maintain and/or improve ESP micro-credential and blended learning offerings, and increase ESP participation and engagement as a tool to increase ESP membership. • Host a national conference that creates opportunities for ESPs to provide professional development to their peers, provides time and space for ESP community building, and raises awareness of NEA and affiliate-offered professional growth programs and resources to activate ESP engagement in their affiliate, build leadership capacity, and increase ESP membership. • Improve understanding and scale use of the ESP Professional Growth Continuum to improve ESP knowledge and skills and use as a tool to recruit and engage ESP members and potential members. • Scale and spread the number of affiliates who are either directly offering or collaborating with their district to offer ESP mentoring programs to meet ESP professional learning needs, improve employee retention, build affiliate-led ESP program and capacity, and meet student needs. Intentionally connect ESP mentoring programs to membership recruitment. • Manage NEA’s ESP of the Year (ESPOTY) program. Provide training for nominees to leverage their award to promote greater awareness and support for ESPs. • Launch resources (e.g., Building Winning Teams) to strengthen the effectiveness of paraeducator-teacher teams. Explore expanded use to strengthen labor-labor relationships amongst all membership categories. 		

S5: Support Professional Excellence and Student Learning

01 Prof Excellence/Student Learning		2024-25	2025-26
03	Collaborate with affiliates and partners to lead professional excellence initiatives that center student success, educator professional excellence, and the six pillars of NEA's Community School strategy as foundations of public school success.	\$2,882,100	\$2,882,100
	<ul style="list-style-type: none"> • Design and implement Initiatives and Institutes that support Professional Excellence. • Manage and scale tools and resources to support Community School implementation. 		
04	Collaborate with affiliates and partners to invest in and support equitable systems and structures that strengthen the professional educator workforce to maximize the success of all students and shape the future of learning.	\$10,439,099	\$10,439,099
	<ul style="list-style-type: none"> • Administer and manage NEA professional excellence grant programs. • Enhance and disseminate professional excellence supports and resources for affiliates and educators. • Support activities that highlight educator quality and professionalism. 		
		Direct Cost:	\$15,904,301
		Personnel Cost:	\$8,411,314
		Total:	\$24,315,615

C1: Fuel the Transformation of Affiliate Organizational Capacity

Build the capacity of state and local affiliates for growth, collective action, and agenda-driving power with particular focus on: a Dynamically Aligned Leadership Development System; Membership Growth and Engagement, Organizing, and a Culture of Connectedness; Racial and Social Justice Culture; Modern Affiliate Communications; Data and Technological Advancement; and overall Affiliate Health and Strength.

Dynamically Aligned Leadership Development System

In partnership with affiliates, build upon existing leadership programming and the NEA Leadership Competency Framework to guide the design and initial construction of an aligned, integrated, accessible, and robust enterprise-wide leadership development system inclusive of state and local affiliate curricula that facilitates the identification, invitation, preparation, training, and support for formal and informal leadership pathways.

Membership Growth and Engagement

Partner with state and local affiliates to expand year-round recruitment of educators, to win recognition elections and first contracts, to build strike readiness and to support collective actions in both bargaining and non-bargaining states, in order to grow and strengthen our affiliates by organizing around and winning on the issues our members care about.

A Culture of Organizing through Connectedness

Develop collaborative learning environments – aligned with the NEA Leadership Competencies on organizing and the emerging enterprise-wide system of leadership development - that empower members and affiliate staff to organize and build strong affiliates that engage members, potential members and the communities we serve to advance educational justice.

Racial and Social Justice Culture

Utilize racial equity tools and principles of equity and inclusion in mutually accountable partnership with state and local affiliates to apply the appropriate lenses to the development and implementation of affiliate strategies, policies, processes, practices and structures that promote and support a diverse, equitable, inclusive organizational culture and fortify our capacity to be an authentic partner and leader within the movement to protect, promote and strengthen public education.

Modern Affiliate Communications, Data Optimization and Technological Advancements

Lead a transformative next generation union strategy by optimizing modern affiliate communications and engagement strategies, data analytics, and technological tools, utilizing cutting-edge tools and resources and real-time insights. Foster seamless collaboration and embrace new innovations that lead to affiliate growth and strength in the evolving landscape of the digital era.

Member Engagement and Advocacy

Leverage and build communications strategies for priority campaigns to expand and mobilize our member activists and pro-public education audiences to harness the power of our collective advocacy to enhance professional respect and high-quality working conditions for our members; shaping pro-public education policy, legislation, and electoral and legal outcomes, and building racially and socially just public schools for every student.

Affiliate Health and Strength

Support strong fiscal management, risk mitigation, data security and internal operations by partnering with state and local affiliates to elevate the vitality and resilience of our entire affiliate network, ensuring sustained growth, readiness and effectiveness.

C1: Fuel the Transformation of Affiliate Organizational Capacity

01 Leadership Development	2024-25	2025-26
<p>01 In partnership with affiliates, build upon existing leadership programming and the NEA Leadership Competency Framework to guide the design and initial construction of an aligned, integrated, accessible, and robust enterprise-wide leadership development system inclusive of state and local affiliate curricula that facilitates the identification, invitation, preparation, training, and support for formal and informal leadership pathways.</p> <ul style="list-style-type: none"> Conduct a series of stakeholder and constituency engagements and institute learning experiences through existing local, state, and national structures, for data collection to better understand the strengths, gaps, and growth opportunities in leadership development at the local, state, and national levels. Leverage existing state-based or multi-state leadership development trainings and programs, and partner to expand capacity, integrate the NEA Leadership Competency Framework, and use the Framework as a lens to expand learning experiences to test theories and best practices of a leadership development system. 	\$200,820	\$200,820
02 Organizing Culture	2024-25	2025-26
<p>01 Partner with state and local affiliates to expand year-round recruitment of educators, to win recognition elections and first contracts, to build strike readiness and to support collective actions in both bargaining and non-bargaining states, in order to grow and strengthen our affiliates by organizing around and winning on the issues our members care about.</p> <ul style="list-style-type: none"> Support and expand affiliate Member Organizer Programs to implement Year-Round Organizing campaigns that engage members across the career continuum - Aspiring Ed, ESP, Certificated, Higher Ed and Retired - to recruit potential members and support strategic campaigns to grow and strengthen our affiliates. Support and partner with state and local affiliates to win recognition elections and first contracts, to build strike readiness, and to support collective actions in both bargaining and non-bargaining states. Support and expand the NEA Organizing Fellows Academy (NOFA) to provide year-long internship opportunities to members and to diversify the pipeline into affiliate organizing and UniServ work. Administer and support the Retired Grant Program to increase the engagement of Retired members in the union. Implement the UniServ Shared Staffing Program to support affiliates on strategic growth and strength campaigns and during strikes, work actions and other crises. Administer the UniServ Fund and leverage the program to advance organizing and member engagement. 	87,528,941	87,528,941

C1: Fuel the Transformation of Affiliate Organizational Capacity

02 Organizing Culture	2024–25	2025–26
<ul style="list-style-type: none"> Administer the NEA Solidarity Loan Program to support members on strike. Administer business operations to support field organizing programs to build a culture of organizing, through sound accounting and financial management and efficient and effective administrative and operational processes. Empower members to leverage the federal rescue implementation network and its resources to grow membership and ensure educators’ solutions drive the allocation of local resources. 	\$9,194,531	\$9,194,531
<p>02 Develop collaborative learning environments – aligned with the NEA Leadership Competencies on organizing and the emerging enterprise-wide system of leadership development - that empower members and affiliate staff to organize and build strong affiliates that engage members, potential members and the communities we serve to advance educational justice.</p>		
<ul style="list-style-type: none"> Partner with affiliates to develop a Member Organizers Academy to train diverse cadre of rank-and-file Member Organizers, including early career educators and BIPOC members, to assist on Year-Round Organizing recruitment campaigns and to expand worksite leadership opportunities. Design and deliver organizing training for affiliate staff to build a culture of organizing, growth and member engagement through the UniServ and Organizer Training Program. Design and deliver an annual UniServ Managers Professional Development Conference to enhance their capacity as staff leaders to build a culture of organizing, growth and member engagement. Work in partnership with the National Council of Urban Education Associations (NCUEA) to create opportunities for sharing resources, strategies, and programs that support and foster successful implementation of shared NEA-NCUEA priorities and assist local affiliates in building a culture of organizing that demonstrates successful approaches to increasing member engagement to win. Develop state-based member-led workgroups to support the state affiliates’ implementation of competency leadership development programs. Partner with member-leaders on the development of leadership competency-based resources for NEA’s Learning Management System (LMS). 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 Development Competency Framework to measure their existing skills, abilities and knowledge. Track member engagement and usage of the assessments 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. 		

C1: Fuel the Transformation of Affiliate Organizational Capacity

02 Organizing Culture	2024-25	2025-26
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- 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.
- Implement NEA Board trainings and dialogue to enhance overall knowledge, skills and abilities of the NEA Board of Directors to position them to contribute to the overall growth and strength of the Association.
- Design and deliver leadership competency-based content and experiences for state affiliate vice-presidents and secretary-treasurers to grow their individual leadership knowledge, skills and abilities and leverage the partnership that creates opportunities for state-based leadership development work.
- Support and deliver the Higher Education and Retired Conferences to build the capacity of new and existing leaders to grow the union and win on issues.
- Provide training and support to local presidents through the National Local Presidents Training Program and the Local Presidents Release Time Program.
- 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.
- Develop and implement an assessment of existing NEA leadership development activities to increase collaboration and alignment of the NEA Leadership Development Competency Framework. Partner with state and local affiliates to adapt and adopt 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 levels.

03 Racial and Social Justice Culture	2024-25	2025-26
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| 01 | <p>Utilize racial equity tools and principles of equity and inclusion in mutually accountable partnership with state and local affiliates to apply the appropriate lenses to the development and implementation of affiliate strategies, policies, processes, practices and structures that promote and support a diverse, equitable, inclusive organizational culture and fortify our capacity to be an authentic partner and leader within the movement to protect, promote and strengthen public education.</p> <ul style="list-style-type: none"> • Integrate and implement a racial and social justice values-based organizing and engagement model to recruit and retain membership at the state and local level. Invest in, research, assess and track organizing data based on racial and social justice equity principles. | \$553,550 | \$553,550 |
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C1: Fuel the Transformation of Affiliate Organizational Capacity

03	Racial and Social Justice Culture	2024–25	2025–26
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- In partnership with key strategic partners, create and utilize assessment tools and processes that will ensure the inclusion of racially explicit language in organization-wide policies, programs and content.
- In partnership with state and local affiliates, engage in convenings and strategic conversations and provide training and technical assistance in state and local affiliate plan development and programs specifically for leaders of color that ensure diversity in leadership engagement and the education workforce/profession.
- Provide technical assistance and strategic planning support to state and local affiliates (inclusive of coaching, analysis, equity audits and assessments, as well as workshops and learning programs) to implement and apply principles of equity, inclusion and racial justice.

04	Modern Communications, Data and Technology	2024–25	2025–26
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01	Lead a transformative next generation union strategy by optimizing modern affiliate communications and engagement strategies, data analytics, and technological tools, utilizing cutting-edge tools and resources and real-time insights. Foster seamless collaboration and embrace new innovations that lead to affiliate growth and strength in the evolving landscape of the digital era.	\$9,353,625	\$9,353,625
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- Collaborate with affiliates to develop comprehensive communications tools and resources to promote and support the professional excellence of all our members across disciplines and stages of their careers. Support affiliate capacity to promote the value of and respect for a diverse, prepared, and professional educator workforce.
- Leverage state media grants to help build a movement to promote, protect and strengthen public education and positively position the Association and members in advancing key issues affecting students.
- Create innovative communications tools and resources to boost affiliate capacity to execute robust organizing campaigns to engage, recruit, and retain members and strengthen the power of the union as a force for positive change and justice in their communities. Build targeted resources and training to increase the organizing strength of our affiliates and increase recruitment and retention in key sectors including higher education, ESP, aspiring educators, and Retired memberships.
- Provide target tools, training and resources to maximize the effectiveness of affiliate communications operations and create dynamic alignment in our efforts to promote, protect and strengthen public education through strategic planning and execution of priority campaigns and initiatives. Boost the level of concerted and coordinated communications programs and narrative driving across the enterprise. Support affiliates with strategic communications guidance to mitigate and prevent crisis situations.

C1: Fuel the Transformation of Affiliate Organizational Capacity

04 Modern Communications, Data and Technology	2024–25	2025–26
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- Plan, execute, and measure digital strategies in collaboration with affiliates to educate, engage, mobilize and activate our pro-public education audiences while supporting enterprise digital advocacy and organizing platforms.
- Identify and resolve retention gaps in local district-to-district transfers, and membership category changes (Aspiring Ed-to-Certified, Active-to-Retired) through improved list acquisition systems, potential member prospecting, and modernized transfer policies and practices.
- Drive potential members to join the union, and lower per-member recruitment costs, through development and use of innovative, surround-sound organizing tools such as the Mobile NEA360 app, Join Now, digital ads, telephonic membership authorization and text-to-join.

02 Grow and activate a pro-public education majority in our nation by leveraging and building communications strategies for priority campaigns to expand and mobilize our member activists and pro-public education audiences that harness and magnify the power of our collective advocacy to promote, protect and strengthen public education.

\$6,284,532 \$6,284,532

- Partner with NEA governance, staff, and affiliates to enhance awareness, knowledge, preference, and adoption of NEA supported technology tools to support their plans and goals through 1) The strategic use of data in identification, recruitment, training, organizing, tracking and reporting to engage members in their areas of interest; 2) support of organizational strategic decision making; and 3) improved opportunities for increased activism, voice, influence, and professional development. Test and implement innovative ways to use new and existing technology to advance organizational priorities and grow analytic capabilities.
- Employ a comprehensive mix of communications tools, channels, and targeting to advance member-informed policies and programs designed to shape education policies, curricula, and opportunities to meet the comprehensive needs of students.
- Support the scaling and promotion of Community Schools as an aspirational vision and concrete solution for creating equitable and inclusive public schools.
- Ideate, create, and innovate strategic engagements/campaign support, artist engagements, content and resources with allies, partners, state affiliates, and members to the principles of equity, inclusion, belonging, and racial and social justice throughout affiliates and our communities to strengthen and build power to win change initiatives that promote, protect, and strengthen public education.
- Produce and innovate strategic engagements and partnerships with a focus on the freedom to learn/freedom to read by uplifting diverse stories, books, authors, and illustrators with engaging resources and content for use and promotion of the RAA program by allies, partners, readers, and members as well as continue to rebrand and celebrate this national program developed by NEA with the goal of nurturing the joy of reading.

C1: Fuel the Transformation of Affiliate Organizational Capacity

04 Modern Communications, Data and Technology

2024–25

2025–26

- In partnership with affiliates and allies, develop and implement comprehensive communications and advocacy plans that lift member voice and help advance pro-public education and pro-Labor legislation, policies, regulations and nominations, and when necessary, defeat legislation, policies, regulations and legal attacks that work against the Association’s pro-public education mission at the state and federal level. Hold elected leaders accountable for living up to the promise of advancing the rights of all students to access high-quality public schools and advocating for the rights of educators and other public sector workers.
- Develop systems to monitor, identify, analyze and strategize about mis/disinformation and attacks on public education, unions and educators online and in the field. Train and support staff and state affiliates to increase internal capacity, while creating opportunities to leverage the voice of NEA’s members, leaders and allies to proactively promote pro-public education and pro-union narratives.
- Develop and execute strategic communication campaigns that support pro-public education, pro-labor candidates, and campaigns; utilize educator’s voice, and build partnerships with allies, parents, and other pro-public education advocates to connect student success to electoral outcomes. Support the development and execution of paid, earned media, and digital strategies that support local, state, and national electoral objectives. Develop, pilot, and utilize tools and strategies to elect pro-public education candidates and defend against threats facing the union, its affiliates, and members.
- In partnership with state affiliates and allies, develop and execute strategic communication and advocacy campaigns that lift member voices to help strengthen collective bargaining rights for all educators and support efforts to assure that educators in all professions have competitive wages and benefits and high-quality working conditions to attract and retain a diverse workforce.
- Conduct member and potential member research that optimizes join rates, improves AutoPay conversion rates, and enhances member recruitment, messaging, tools and materials.

C1: Fuel the Transformation of Affiliate Organizational Capacity

05 Affiliate Health and Strength	2024-25	2025-26
<p>01 Support strong fiscal management, risk mitigation, data security and internal operations by partnering with state and local affiliates to elevate the vitality and resilience of our entire affiliate network, ensuring sustained growth, readiness and effectiveness.</p> <ul style="list-style-type: none"> • Provide shared CFO work to state affiliates. • Coordinate cross-center support to state and local affiliates to promote best financial, business, and governing practices. • Provide training, strategic planning support, and assistance for affiliates to convert existing members on payroll dues deduction to AutoPay systems. • Administer the Small States Grant Program to provide foundational support to small state affiliates. • Coordinate enterprise risk assessment and mitigation strategies and interventions. • Train affiliate and staff on best practices for legally compliant membership sign-up and payment processes, including protection of payroll dues deduction and conversion to AutoPay methods in anticipation of, or in the wake of the loss of payroll deduction (training, advice, counsel). • Support the capacity building of state affiliates through the following leadership conferences/trainings: NEA/NCSEA Management Collective Bargaining Conference, NCSEA Fall Conference, and the NEA/NCSEA Affiliate Financial Forum. • Provide legal guidance and training to state and local affiliates and lawyers representing affiliates and members. • 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. 	\$10,887,424	\$10,887,424
	Direct Cost:	\$98,987,155
	Personnel Cost:	\$25,016,268
	Total:	\$124,003,423

NEA Operations

Ongoing functions that sustain the organizational infrastructure and nimbly adjust to the changing nature of the external environment; advance organizational learning and effectiveness; implement responsible business practices; and promote a positive, just, and innovative culture across the NEA.

Operations provide enterprise support in service to all the strategic objectives.

Work in this objective includes: Leadership and Governance Supports; Business, Conference and Facilities, and Financial Services; Headquarters Data and Technology Services; Communications; Human Resources; Legal Services; Research; and Strategy.

Operations tactics are:

- Facilitate the development, execution, alignment, and enhancement of NEA's long-term and tactical strategy, ensuring application of critical analyses and organizational learning processes to shape and advance the Association's goals.
- Utilize racial equity tools and principles of equity and inclusion in mutually accountable partnership with NEA Governance, staff, and other leaders to apply the appropriate lenses to the development and implementation of NEA's strategies, policies, processes, practices and structures that promote and support a diverse, equitable, inclusive organizational culture and fortify our capacity to be an authentic partner and leader within the movement to protect, promote and strengthen public education.
- Provide the research, data, and analytic support necessary to inform decision-making and achieve the Association's strategic goals.
- Provide support to state affiliates and state leadership teams to ensure maximum alignment, efficiency, and effectiveness.
- 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.
- 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 deliver a robust payroll, benefits, and Human Resources Information System (HRIS) program, ensuring compliance with all regulatory and legislative requirements.
- Provide legal guidance to NEA governance and NEA staff to ensure both legal compliance and compliance with best practices.
- Provide legal guidance to state and local affiliates to assist in ensuring legal compliance and compliance with best practices. Develop, implement, and maintain an enterprise technology infrastructure to support the Association's business and programmatic needs.
- Facilitate, support, and align well-informed decision-making processes by the NEA Executive Officers, Executive Committee, Board of Directors, Committees, Councils, and key constituencies to meet the contemporary and future needs of the organization and its members.
- Develop, implement, and maintain an enterprise technology infrastructure to support the Association's business and programmatic needs.

NEA Operations (continued)

Ongoing functions that sustain the organizational infrastructure and nimbly adjust to the changing nature of the external environment; advance organizational learning and effectiveness; implement responsible business practices; and promote a positive, just, and innovative culture across the NEA.

- Administer and execute a comprehensive program for effective management of information security, policy, and technological risk.
- Manage, administer, maintain, and provide direct support to affiliates and the NEA in the use of the services and systems that support enterprise business and programmatic needs.
- Leverage current and emerging communications tools to inform, engage, listen, and mobilize our audiences - internal and external - to harness the power of our collective advocacy to tell compelling stories, shape public opinion, drive priority narratives, and connect members to their union.

N1: NEA Operations

01 Strategic Decision-Making	2024-25	2025-26
<p>01 Facilitate the development, execution, alignment, and enhancement of NEA's long-term and tactical strategy, ensuring application of critical analyses and organizational learning processes to shape and advance the Association's goals.</p>	\$5,176,531	\$5,176,531
<ul style="list-style-type: none"> • 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 from NEA's relationships with targeted internal and external constituent and professional groups. • Conduct and facilitate ongoing discovery inquiries and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses that examine the forces affecting NEA, its affiliates, and public education, along with the reactions to and impact of our organizational efforts, in order to develop, refine, and align the overall strategy used to achieve the vision and mission. • Provide strategic support and systems improvement to the Association throughout the strategic plan life cycle to: consider strategic choices; encourage innovation and efficiency/effectiveness enhancements; support analyses of impact; and promote broad organizational learning and dynamic alignment. • Facilitate a comprehensive organizational reflection and review process that creates greater alignment between activities and fosters improved overall impact. • 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. • Invest in and foster alliances and relationships that promote, protect, and strengthen public education, strong educator voice, democracy, unions, and social, racial, and economic justice. 		
<p>02 Provide the research, data, and analytic support necessary to inform decision-making and achieve the Association's strategic goals.</p>	\$2,540,295	\$2,540,295
<ul style="list-style-type: none"> • Provide research support to help achieve the Association's objectives, including identifying, tracking, reviewing, and synthesizing external data and research and responding to requests for information from within and beyond the Association. • In collaboration with NEA and affiliate leaders and staff, develop, field, analyze, and disseminate the results of surveys, focus groups, and interviews, with a focus on gathering data and information not available through other sources and carrying out program evaluations to measure the outcomes of NEA programs. 		

N1: NEA Operations

01 Strategic Decision-Making	2024-25	2025-26
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- Compile, analyze, and disseminate quantitative data and findings, and develop machine learning and other models to support NEA and affiliate business functions, decision-making, and campaigns.
- Work with NEA and affiliate leadership and staff to facilitate and maintain relationships and partnerships with academic researchers, research organizations, government agencies, and NGOs to identify, produce, disseminate, and use research of importance to the Association. Collaborate with partner organizations to advocate for data collection initiatives and enhancements that support the Association’s strategic goals.

02 Leadership Support	2024-25	2025-26
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<p>01 Provide support to state affiliates and state leadership teams to ensure maximum alignment, efficiency, and effectiveness.</p> <ul style="list-style-type: none"> • Provide leadership, strategic direction and administrative support in order to ensure that NEA operates in an effective, efficient, and mission-driven manner. • Partner with the Worker Institute at Cornell University to focus on leadership development in key areas of individual/personal leadership, organizational leadership, and movement building leadership via the NEA-LLI program. • Utilize the Unified State Executive Director Program (USEDP) to support small states and support a stable state affiliate executive director corp. Conduct president and executive director internal meetings. 	<p>\$2,428,509</p>	<p>\$2,428,509</p>
<p>02 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.</p> <ul style="list-style-type: none"> • Provide logistical support for the RA • Committee on Constitution Bylaws and Rules • Credentials Committee • Elections Committee • Committee on Program and Budget • Convention Guests • RA Today/Delegate Communications • NEA-Retired Annual Meeting 	<p>\$12,142,933</p>	<p>\$12,142,933</p>

N1: NEA Operations

02 Leadership Support	2024–25	2025–26
<ul style="list-style-type: none"> Information Forums and Town Halls Resolutions Committee 		
<p>03 Facilitate, support, and align well-informed decision-making processes by the NEA Executive Officers, Executive Committee, Board of Directors, Committees, Councils, and key constituencies to meet the contemporary and future needs of the organization and its members.</p> <ul style="list-style-type: none"> Conduct organizational self-assessment survey(s) and gather member and governance feedback regarding representation, functions, and design of NEA governing bodies. 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. 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 policy counsel regarding relationships with other labor leaders and organizations, including jurisdictional agreements and shared-member markets. Engage, support, and align well-informed decision-making by the Executive Officers and Committee to advance the organization’s present and anticipated needs. Facilitate, support, and align well-informed decision-making by the Board of Directors that meets the contemporary and future needs of the organization. Engage, support, and align well-informed deliberations of appointed committees, think tanks, and councils to advance NEA’s mission, vision, and strategic objectives. Engage multiple departments and strategic objective areas, to support the Office of President, by producing written deliverables, video scripts, correspondence with members and affiliates, opinion pieces, public hearing testimonies and scripts, blogs, social media content, and briefing guidance that supports meeting the current and future needs of the organization and its members. Conduct President and Executive Director internal meetings. 	\$10,773,060	\$10,773,060

N1: NEA Operations

02 Leadership Support	2024-25	2025-26
<ul style="list-style-type: none">• Provide legal guidance to NEA governance and NEA staff to ensure both legal compliance and compliance with best practices in the conduct of the NEA Representative Assembly, the NEA Board, the NEA Executive Committee, and other NEA governance meetings.• Provide research, resources, counsel and expertise to NEA Governance leaders to continue to build strategic relations with Civil Rights (Native People, Asian, Black, Latin (o/a/x), Middle Eastern and North African, Multiracial, and Pacific Islander), progressive, labor and community partners, and education stakeholders at the national, state, and local level in order to advance a student-centered agenda that leads to empowered educators. This includes supporting NEA governance with engagement of minority principles.• Conduct the NEA Board Observances to shed light on systemic racial, social and economic barriers within public education impacting communities of color of the global majority, women/girls and the LGBTQ+ community; to uplift the historical and cultural wealth of said communities that has benefited the American landscape; and to equip NEA leaders with tools, resources and information to take action for change.• Provide research, resources, counsel, and expertise guided by the RJE Framework, Race Class Gender Narrative analysis, and other equity tools to NEA Governance leaders, standing committees, and work related to the Representative Assembly, Board Meetings, and other governance convenings.		

03 Operational Management	2024-25	2025-26
<p>01 Administer and support business operations across the Association to ensure sound legal operations and financial management, along with efficient and effective processes for facilities management, procurement, travel, conferences, printing, and other business services.</p> <ul style="list-style-type: none">• Provide high-quality, efficient, effective, and accurate financial accounting, reporting, and compliance services for NEA and its related entities.• In coordination with governance and management, develop and report on the overall fiscal affairs of the Association and affiliates, including development, implementation and monitoring of the strategic plan and budget for the Association.• 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.	\$20,149,525	\$20,149,525

- CFM Business and Administrative Operations, managing the various insurance programs for NEA, and administering the claims submission process. Travel management ensures that NEA’s business travel is well-organized, cost-effective, and aligned with the organization’s objectives. It prioritizes the convenience, safety, and satisfaction of NEA staff, governance members, and guest members while on the move.
- Facility Services. Provide a clean, safe and healthy working environment for NEA building occupants. Maintain and upgrade the building assets of the organization. Plan, develop, and implement energy conservation program to reduce utilities cost and maintain our Energy Star rating and Green Building Certification.
- Printing and Distribution: managing high volume printing and mailing services, and receiving services for NEA HQ.
- NEA building tenant lease management.
- Coordinate, strategize, and negotiate agreements with vendors to facilitate NEA meetings hosted at off-site venues. Additionally, provide support in organizing and executing special events. The NEA conference center is built for hosting meetings, conferences, and corporate events. Provides state-of-the-art technology to enhance productivity. Manages multiple meeting rooms in diverse sizes, advanced audiovisual tools, adaptable seating layouts, fast internet connectivity, catering options, accessibility accommodations, and a team of dedicated event support professionals.
- Facilitate and accelerate organizational improvements and change by linking transformation strategies to projects that support business continuity and best practice standards for financial and business operations of the NEA and its affiliates, enabling the delivery of the NEA’s strategic objectives.
- Administer and support business operations across the Center and Association to ensure sound accounting and financial management, along with efficient and effective administrative and operational processes and services to effectively realize the Association’s Strategic Objectives and NEA Operations.
- Provide legal guidance and review of NEA operations, regulatory filings including PAC filings, and contracts to ensure legal compliance and compliance with best practices. Develop and update policies where necessary. Support NEA’s interest-based labor-management work and NEA’s information security work.

N1: NEA Operations

04 Human Capital	2024-25	2025-26
<p>01 Provide robust human capital management, including a full-service Employee and Labor Relations program, to support the strength, skills, success, and well-being of the organization’s workforce.</p> <ul style="list-style-type: none"> • Administer organizational recruitment, retention, and position classifications to appropriately staff the organization in support of our Strategic Objectives. • Coordinate and administer the NEA Intern Program offering opportunities for higher education students to build skills and knowledge in support of their educational needs. • 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. • 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 NEA Operations. • Provide and promote an employee wellness program to improve employee health and morale. Perform ergonomic assessments and promote in-house wellness opportunities. • Foster employee engagement and support employee recognition to maintain organizational effectiveness and positive workplace morale. • Work in collaboration with HR and Center Leadership to focus on key talent management strategies to ensure NEA has the needed competencies, skills, and behaviors to effectively carry out its mission and promote an inclusive workspace. Work to provide critical data analytics and tools to inform leadership decisions on the workforce to enable and meet current and future organization goals and objectives through identification of appropriate gap closure strategies and dynamic and innovative learning experiences that advance diversity, equity, inclusion, and individual and organizational growth. Work with Center leadership and HR to assure a highly effective and efficient employee/management team through relevant training, skills assessment and internal leadership development aligned with NEA’s priorities and needs. 	\$9,764,318	\$9,764,318

N1: NEA Operations

04 Human Capital	2024-25	2025-26
<p>02 Administer and deliver a robust payroll, benefits, and Human Resources Information System (HRIS) program, ensuring compliance with all regulatory and legislative requirements.</p> <ul style="list-style-type: none"> • Deliver employee payroll, ensuring compliance with all legislation and tax laws. • Deliver a broad benefits program for employees, retirees, and identified state affiliates ensuring compliance with regulations, legislation, and contractual obligations. • Deliver 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. • Administration of the NEA and affiliates retirement plan. 	\$2,868,455	\$2,868,455
<p>03 In mutually accountable partnership, work internally alongside NEA Governance, staff and other leaders to utilize racial equity tools and principles of equity and inclusion to apply the appropriate lenses to the development and implementation of NEA’s strategies, policies, processes, practices and structures to promote and support a diverse, equitable, inclusive organizational culture and fortify our capacity to be an authentic partner and leader within the movement to protect, promote and strengthen public education.</p> <ul style="list-style-type: none"> • The Center for Racial and Social Justice and Human Resources department will support efforts to develop, build, and implement a systemic staff professional development program focused on racial and social justice. • Human Resources will collaborate with all Centers and Departments to assess, analyze and support diversity, equity and inclusion practices that will positively impact the organization’s culture. • Provide research, resources, counsel and expertise to NEA Governance leaders, senior management and staff guided by the RJE Framework, Race Class Gender Narrative analysis, partners, and other equity tools to strengthen internal capacity on key principles, concepts, praxis and work strategy to advance a student- centered equity agenda that grows the education justice movement and moves the NEA progressively forward towards our goal of becoming an anti-racist organization. 	\$1,858,374	\$1,858,374

N1: NEA Operations

05 Technology Systems	2024-25	2025-26
01 Develop, implement, and maintain an enterprise technology infrastructure to support the Association’s business and programmatic needs.	\$19,620,116	\$19,620,116
<ul style="list-style-type: none">• Utilize enterprise data infrastructure to provide robust and easily accessible data, and data driven decision support for analytics and modeling to maximize affiliate programs.• Implement enterprise-wide project management and product development strategies which include methodologies focused on standard processes, tools, and governance to maintain and improve the enterprise technology infrastructure that supports the goals of the organization.• Develop, integrate, and maintain NEA’s enterprise systems and applications which support the Association’s strategies and needs. Deliver robust technical solutions for operations, organizing, and membership growth. Enhance the technology and systems needed to support the Representative Assembly, along with customized financial/membership systems to allow for management of affiliates dues collections, PAC collection, as well as legal systems. Develop processes and procedures to utilize development and quality assurance best practices; enhancing our ability to deliver higher quality solutions at a faster pace while ensuring the integrity of our members data.• Establish a resilient enterprise technology infrastructure that effectively sustains the Association’s membership, data, reporting, enterprise applications, and operational and programmatic requirements, enabling seamless operations and scalability. This includes business continuity planning, database management and maintenance, wired and wireless networks, server management, administrative utilities and tools, telephony systems, and digital storage solutions. Responsible for overseeing a secure and compliant infrastructure to support business operations and ensure the reliability and availability of applications and systems. This involves managing both on premise NEAHQ and AWS cloud services supporting IaaS and PaaS. Additionally, offer maintenance and support for Strategic Technology Partner (STP) affiliates and improve technology and systems for the Representative Assembly infrastructure, including electronic voting and hybrid technologies.		

N1: NEA Operations

05 Technology Systems	2024-25	2025-26
02 Administer and execute a comprehensive program for effective management of information security, policy, and technological risk.	\$2,378,450	\$2,378,450
<ul style="list-style-type: none"> Establishing and implementing a robust framework ensuring a proactive management of information security, data governance, policy enforcement, and technological risk mitigation measures organization-wide, safeguarding sensitive data and maintaining operational continuity. Administer and execute a comprehensive and effective information security program to educate end users on threat vectors, protect systems, and ensure data integrity. This includes security awareness training, cybersecurity threat simulations, security policies and guidelines, and informational emails aimed at educating staff, assisting affiliates, and reaching various target audiences across the Association. Additionally, the program encompasses firewall protections, account access monitoring, and data exfiltration visibility, including identity management authentication and authorization for enterprise systems and data accessibility to ensure data integrity. Information security efforts extend beyond NEA to cover the entire Association. 		
03 Manage, administer, maintain, and provide direct support to affiliates and the NEA in the use of the services and systems that support enterprise business and programmatic needs.	\$9,257,222	\$9,257,222
<ul style="list-style-type: none"> Support effective utilization of NEA enterprise applications and business systems, maximizing availability and facilitating sustained evolution. Provide administration, functional support, troubleshooting, and identify efficiencies for alignment with objectives, including membership, financial, grants, human resources, legal management, and other enterprise tools, such as ERP. Also, offer support in NEA360 and business systems, including maintaining a knowledge base, ensuring uninterrupted functioning, providing problem-solving support, and organizing registration for the NEA Representative Assembly for a smooth process and data integrity. The CIT Service Desk offers technical assistance and customer service to NEA Centers and Departments, Board Members, Executive Committee, NEA members, and affiliates. This area provides user support for NEA Network IDs, video conferencing, various integrated software applications and hardware, email, wired and wireless network issues, mobile devices, print managed services, and general IT support services. Equipment, operations and maintenance support is also extended to Strategic Technology Partner (STP) affiliates. 		

N1: NEA Operations

06 Communications Support	2024-25	2025-26
<p>01 Leverage current and emerging communications tools to inform, engage, listen, and mobilize our audiences - internal and external - to harness the power of our collective advocacy to tell compelling stories, shape public opinion, drive priority narratives, and connect members to their union.</p> <ul style="list-style-type: none">• Listen and learn from key audiences (members, voters, parents, students, opinion-makers, etc.) to understand their needs, concerns and priorities so we can develop strategies based upon understandings of these audiences, how we can support, engage, inform, persuade and/or mobilize them.• Utilize strategic promotional strategies to for NEA initiatives and programs by engaging the public through paid media, strategic partnerships, sponsorships, and special events.• Partnership with NEA member influencers (members with large and engaged followings on Instagram and TikTok) to amplify NEA's reach and relevance online by creating content that appears on member social platforms, in NEA's paid programs, and on NEA's social media channels.• Develop, advise, produce, and innovate strategic engagements and communications that uplift NEA leadership, delegates, and members both internally and externally via multiple channels to strengthen and build power and win change initiatives that promote, protect, and strengthen public education.• Maintain a best-in-class website for NEA.org and support scaling of the affiliate website service to invite members, potential members, and supporters to join, and to educate, engage, mobilize, and activate our audiences through a unified experience across NEA.org and affiliate sites.• Sustain and enhance the Association's mission, vision, and goals by producing member and affiliate driven content, a focus on multi-modal distribution strategies and a unifying collaborative approach to digital enhancements across communications units. Provide editorial content in NEA Today, NEA Today for NEA Retired for members, education and labor media, policymakers, opinion leaders and state affiliate communicators in print and digital formats.• Sustain and enhance the Association's mission, vision, and goals by producing content for our Aspiring Educators that focuses on multi-modal distribution strategies and a unifying collaborative approach to digital enhancements across communications units. Provide editorial content online through various channels for AE members through a digital publication to help our newest members navigate their soon-to-be careers serving as a comprehensive guide to officer expert advice and real-world experiences to help them navigate the complexities of the education profession and their union life.• Develop message frames and narratives informed by understandings of key audiences, develop and disseminate resources for key messengers via collateral and message trainings or workshops to advocate for healthy, safe, equitable and racially just policies and schools.	\$29,168,054	\$29,168,054

N1: NEA Operations

06 Communications Support	2024-25	2025-26
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- Leverage tools and trainings to elevate the NEA Leadership and organizational profile through the development, execution and analyzing of comprehensive earned media strategies that target priority audiences, engage key media outlets, and utilize the voice of NEA members and leaders to proactively shape and drive national narratives to position NEA as a leader in driving equity, student success, advancing racial justice and a respected and valued workforce.
- Ideate, create, and innovate a full range of creative strategic engagements, paid media campaigns, visual campaign support, cultural organizing, produce events and content, using traditional and interactive design, film, video, cultural-influencer engagements, and resources for internal and external use by allies, partners, state affiliates, and members to strengthen and build power to win change initiatives that promote, protect, and strengthen public education.
- Administer and support business operations across the Center and Association to ensure sound accounting and financial management, along with efficient and effective administrative and operational processes and services to effectively realize the association’s Strategic Objectives and NEA Operations.

Direct Cost:	\$67,067,941	\$67,067,941
Personnel Cost:	\$61,057,901	\$61,057,901
Total:	\$128,125,842	\$128,125,842

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Budget Financial Line Item Definitions

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

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

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

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

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

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

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

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

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

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

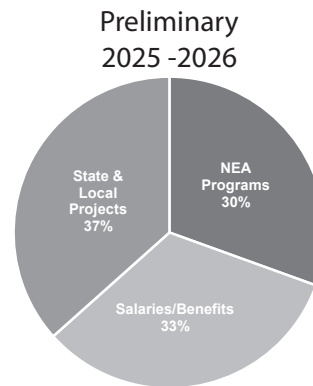
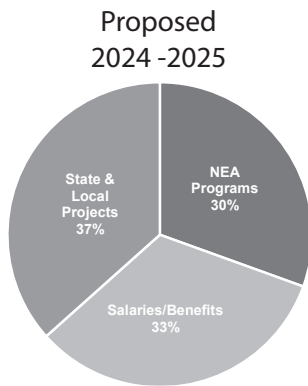
Conference/Meeting Expenses – Facilities, equipment rental, food and beverages, speaker fees, training materials, teleconferencing, and video conferencing.

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

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

Total Budget Comparisons By Line Item

Description	Proposed 2024-2025	Preliminary 2025-2026
Salaries/Fringe Benefits	\$ 123,435,342	\$ 123,435,342
Non-Staff Wages	5,023,947	5,023,947
Travel - Staff	6,853,829	6,853,829
Travel - Non-Staff	12,192,703	12,192,703
State and Local Projects	142,186,974	142,186,974
Publication Costs	3,938,747	3,938,747
Office Expenses	6,566,207	6,566,207
Administrative Expenses	16,508,362	16,508,362
Technology and Equipment	11,115,928	11,115,928
Outside Services	48,273,727	48,273,727
Conference/Meeting Expenses	13,441,388	13,441,388
Recovery - External	(6,391,004)	(6,391,004)
Sub-Total	\$ 383,146,150	\$ 383,146,150
Contingency Fund	2,500,000	2,500,000
Total Budget	\$ 385,646,150	\$ 385,646,150



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.

				Proposed 2024–2025	Preliminary 2025–2026	
S1	Strengthen Public Education as the Cornerstone of Democracy	1	3	Educators Employment Liability and Association Professional Liability Reimbursements	\$ 825,000	\$ 825,000
S1	Advance Racial and Social Justice	1	3	Legal Fee Reimbursements	975,000	975,000
S2	Advance Racial and Social Justice	2	1	Human and Civil Rights Dinner Tickets	155,000	155,000
S2	Advance Racial and Social Justice	2	1	CRSJ Conference	110,000	110,000
C1	Fuel the Transformation of Affiliate Organizational Capacity	2	2	National Leadership Summit Registration Fees	234,000	234,000
C1	Fuel the Transformation of Affiliate Organizational Capacity	4	1	Digital Advocacy And Organizing Platforms Recovery: Sprout, Every action, Hustle	70,000	70,000
C1	Fuel the Transformation of Affiliate Organizational Capacity	5	1	NEA Conference On NOLEA	30,000	30,000
C1	Fuel the Transformation of Affiliate Organizational Capacity	5	1	Recovery From Providing Shared CFO Work to State Affiliates	200,000	200,000
N1	NEA Operations	2	1	Reimbursements From State Affiliates For Jointly Funded Executive Director Positions	331,503	331,503
N1	NEA Operations	2	2	Annual Meeting Activities	497,000	497,000
N1	NEA Operations	3	1	Real Estate Tax and Salary Recovery	63,517	63,517
N1	NEA Operations	3	1	Printing Recoveries	350,000	350,000
N1	NEA Operations	3	1	Office and External Conference Rental Income	370,000	370,000
N1	NEA Operations	4	1	UHC Recovery	19,000	19,000
N1	NEA Operations	4	2	NEA Employee Benefit Plans–personnel cost for Human Resources administration and FSA recoveries	267,000	267,000
N1	NEA Operations	5	1.3	NEAHQ and Affiliates Technology Infrastructure Support	833,984	833,984
N1	NEA Operations	6	1	Qualtrics - State Affiliates	60,000	60,000
N1	NEA Operations	6	1	NEA Today and specialized constituency publication advertising	1,000,000	1,000,000
Total External Recoveries					\$6,391,004	\$6,391,004



Appendix B: Highlights of The NEA Foundation's Programs

The NEA Foundation

202-822-7840

neafoundation.org

The NEA Foundation is an independent national philanthropic partner organization founded by educators to promote the absolute best in public education. For more than five decades, the Foundation has championed and funded educator-led initiatives and innovation, resulting in measurable and sustained improvements in public education. We believe that the most innovative and effective educational policies and strategies emanate from educators engaged in authentic partnership with policymakers, students, parents, researchers, and others who are committed to educational justice, equity, excellence, and opportunity. Through the transformative power of these partnerships, we believe we can improve educators', students', and communities' educational experiences and outcomes. The Foundation has received Charity Navigator's highest, 4-star rating on financial health, accountability, and transparency for the past 14 years, placing it among the top one percent of all rated charities.

Key Initiatives, Programs and Grant-making

- **Community Schools Initiative:** The Foundation's Community Schools Initiative, launched in 2020, supports the development of Community Schools as an educational justice and equity strategy in the American South, a region with persistent patterns of underinvestment in public education and the highest child poverty rate in the nation. Community Schools are co-created through partnerships among educators and school leaders, community organizations, students, families, and local businesses and institutions to meet students' academic and non-academic needs. Through its initiative, the Foundation has built a regional community of practice to support the development of Community Schools across Arkansas, Louisiana, and Mississippi.
- **Grants to Educators:** The NEA Foundation currently offers three grant programs for educator-conceived and led projects. Student Success Grants support projects that promote critical thinking and real-world application of learning. Learning and Leadership Grants support educators' professional development, innovation, and collaboration. The Foundation's newest grant program, Envision Equity Grants, launched in 2021, provides educators with the opportunity to center equity in transforming education to improve students' educational experiences and outcomes. Grants range from \$1,500 to \$5,000 each and are typically awarded three times a year. Since 2016, the Foundation has awarded more than \$4 million in grants to educators across all 50 states.
- **Global Learning Fellowship:** The Global Learning Fellowship is a yearlong, cohort-based professional development experience through which educators enhance their knowledge and skills to integrate global competency in their classrooms, strengthen their ability to advocate for global competency, and empower students to thrive in an increasingly interconnected world. Over the course of the year, fellows immerse themselves in online coursework, webinars, reading and reflection, a two-day conference, mentoring by program alumni, and a nine-day international field study. Fellows also complete a capstone project that reflects their learning and can serve as a resource for educators beyond the program. The 2024 Cohort has 50 fellows.
- **Awards for Teaching Excellence:** Each year, The NEA Foundation provides national recognition to educators across the country in order to celebrate and give visibility to excellence in public education and to amplify the voices of exemplary teachers as advocates for the profession. Annually, all state affiliates are invited to nominate an educator to be celebrated as representative of the educational excellence found in each state. From that group, five educators are chosen for additional recognition and one educator receives the top national award. All awardees were celebrated at the NEA Foundation Salute to Excellence in Education Gala on May 3, 2024.

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

- **Responsive Grantmaking:** The Foundation responds to pressing issues and opportunities in education by making grants and establishing partnerships to advance educational justice, equity, excellence, and opportunity. Among the Foundation's current partners are the National Network of State Teachers of the Year (NNSTOY), the Education Civil Rights Alliance (ECRA), housed with the National Center for Youth Law, and the Communities for Just Schools Fund, a national donor collaborative that helps grassroots organizers, including educators, nurture the full potential of all students.

Appendix C – Governance

	Proposed 2024 – 2025	Preliminary 2025 – 2026
EXECUTIVE COMMITTEE		
Executive Officers’ Salaries	\$950,920	\$950,920
President	344,764	344,764
Vice President	303,078	303,078
Secretary-Treasurer	303,078	303,078
Executive Officers’ Benefits	\$1,058,138	\$1,058,138
Executive Officers’ Travel	201,004	201,004
Executive Committee Travel	298,254	298,254
Executive Committee Release Time	536,009	536,009
Executive Committee Benefits	489,076	489,076
Executive Committee Support Services	23,225	23,225
Executive Committee Official Meetings	1,607,325	1,607,325
President’s Meetings/NEA Reps	16,000	16,000
Total – Executive Committee	\$5,179,951	\$5,179,951
BOARD OF DIRECTORS		
Official Meetings	\$2,215,884	\$2,215,884
National Conferences	120,481	120,481
Committees	15,108	15,108
Directors’ In-State Expenses	300,235	345,235
Directors’ Benefits	177,652	177,652
Total – Board of Directors	\$2,829,360	\$2,829,360
REPRESENTATIVE ASSEMBLY		
Annual Meeting Administration	\$9,229,468	\$9,229,468
Resolutions Committee	459,121	459,121
Constitution, Bylaws and Rules	88,471	88,471
Credentials Committee	18,780	18,780
Elections Committee	448,763	448,763
Committee on Program and Budget	12,578	12,578
Pre-RA Retired Meeting	85,000	85,000
RA Today, Reports and Administrative	1,777,752	1,777,752
Convention Guests/Past Presidents	44,000	44,000
Total – Representative Assembly	\$12,163,933	\$12,163,933
OTHER GOVERNANCE		
National Leadership Conferences	\$2,344,429	\$2,344,429
NEA Board Role and Responsibility Training	205,326	205,326
Strategic and Advisory Standing Committees	617,340	617,340
Total – Other Governance	\$3,167,095	\$3,167,095

Appendix D – How Your 2024 – 2025 Dues Dollars Are Allocated – Active Teaching

Active Teaching Professionals	Proposed Budget 2024-25	Teaching Professional Dues 2024-25
<u>Strengthen Public Education as the Cornerstone of Democracy</u>	\$44,270,938	\$24.45
Build a movement that promotes, protects, and strengthens public education; safeguards the rights of students, communities, and educators; advances economic justice; increases public regard for educators and their public schools from pre-K to higher education; and ensures that students are prepared to participate fully in our democratic society.		
<u>Legal and Insurance Support</u>	33,191,974	18.33
Implement member advocacy programs including the Unified Legal Services Program, Fidelity Bond, Association Professional Liability insurance, and a 1 million dollar per member Educators' Employment Liability insurance program.		
<u>Advance Racial Justice and Social Justice</u>	14,200,267	7.84
Support members in advancing racial and social justice in education, and improving conditions for all students, families, and communities through awareness, capacity building, partnership, and individual and collective action.		
<u>Promote Safe, Healthy, Inclusive, Collaborative, and Future-Focused Public Schools</u>	10,069,035	5.56
Support the development of modern, safe, and supportive public schools that are affirming to all students and employees, resourced to meet the academic and developmental needs of today's students, and that serve as beacons of pride and support in their communities.		
<u>Improve Professional Respect and High Quality Working Conditions</u>	4,969,056	2.74
Enhance the well-being, satisfaction and respect of our members (aspiring, active, and retired), ensuring they receive fair compensation (salary, benefits and retirement); cultivate favorable working conditions for aspiring, new, and experienced educators; amplify opportunities for authentic voice; and safeguard the freedom to teach in the most effective manner for their students.		
<u>Support Professional Excellence and Student Learning</u>	24,315,615	13.43
Enhance the education professions and the pride that all educators throughout their careers experience in their work by supporting educators' growth in the professional knowledge, skills, and competencies necessary to maximize students' academic and social-emotional learning and shape the future of learning.		
<u>Fuel the Transformation of Affiliate Organizational Capacity</u>	124,003,423	68.49
Build the capacity of state and local affiliates for growth, collective action, and agenda-driving power with particular focus on: a Dynamically Aligned Leadership Development System; Membership Growth and Engagement, Organizing, and a Culture of Connectedness; Racial and Social Justice Culture; Modern Affiliate Communications; Data and Technological Advancement; and overall Affiliate Health and Strength.		
<u>NEA Operations</u>	128,125,842	70.78
Ongoing functions that sustain the organizational infrastructure and nimbly adjust to the changing nature of the external environment; advance organizational learning and effectiveness; implement responsible business practices; and promote a positive, just, and innovative culture across the NEA.		
<u>Contingency</u>		
Provide funding for emergencies at the national, state, or local levels.	2,500,000	1.38
	\$385,646,150	\$213.00

Appendix E – How Your 2024 – 2025 Dues Dollars Are Allocated – Education Support

Education Support Professionals	Proposed Budget 2024-25	Education Support Professional Dues 2024-25
<p><u>Strengthen Public Education as the Cornerstone of Democracy</u></p> <p>Build a movement that promotes, protects, and strengthens public education; safeguards the rights of students, communities, and educators; advances economic justice; increases public regard for educators and their public schools from pre-K to higher education; and ensures that students are prepared to participate fully in our democratic society.</p>	\$44,270,938	\$14.52
<p><u>Legal and Insurance Support</u></p> <p>Implement member advocacy programs including the Unified Legal Services Program, Fidelity Bond, Association Professional Liability insurance, and a 1 million dollar per member Educators’ Employment Liability insurance program.</p>	33,191,974	10.89
<p><u>Advance Racial Justice and Social Justice</u></p> <p>Support members in advancing racial and social justice in education, and improving conditions for all students, families, and communities through awareness, capacity building, partnership, and individual and collective action.</p>	14,200,267	4.66
<p><u>Promote Safe, Healthy, Inclusive, Collaborative, and Future-Focused Public Schools</u></p> <p>Support the development of modern, safe, and supportive public schools that are affirming to all students and employees, resourced to meet the academic and developmental needs of today’s students, and that serve as beacons of pride and support in their communities.</p>	10,069,035	3.30
<p><u>Improve Professional Respect and High Quality Working Conditions</u></p> <p>Enhance the well-being, satisfaction and respect of our members (aspiring, active, and retired), ensuring they receive fair compensation (salary, benefits and retirement); cultivate favorable working conditions for aspiring, new, and experienced educators; amplify opportunities for authentic voice; and safeguard the freedom to teach in the most effective manner for their students.</p>	4,969,056	1.63
<p><u>Support Professional Excellence and Student Learning</u></p> <p>Enhance the education professions and the pride that all educators throughout their careers experience in their work by supporting educators’ growth in the professional knowledge, skills, and competencies necessary to maximize students’ academic and social-emotional learning and shape the future of learning.</p>	24,315,615	7.98
<p><u>Fuel the Transformation of Affiliate Organizational Capacity</u></p> <p>Build the capacity of state and local affiliates for growth, collective action, and agenda-driving power with particular focus on: a Dynamically Aligned Leadership Development System; Membership Growth and Engagement, Organizing, and a Culture of Connectedness; Racial and Social Justice Culture; Modern Affiliate Communications; Data and Technological Advancement; and overall Affiliate Health and Strength.</p>	124,003,423	40.68
<p><u>NEA Operations</u></p> <p>Ongoing functions that sustain the organizational infrastructure and nimbly adjust to the changing nature of the external environment; advance organizational learning and effectiveness; implement responsible business practices; and promote a positive, just, and innovative culture across the NEA.</p>	128,125,842	42.03
<p><u>Contingency</u></p> <p>Provide funding for emergencies at the national, state, or local levels.</p>	2,500,000	0.81
	\$385,646,150	\$126.50

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REPRESENTATIVE ASSEMBLY

2024



PHILADELPHIA

