

Arizona Education Association 2016-2018 Strategic Plan

I. Strategic Objective: Quality Public Education for every Arizona public school student. (QPE)		
Strategy	Tactics	Assignment
<p>QPE 1: AEA will shape state policy and support local organizing strategies related to quality public education, a systemic approach to teacher quality and systemic changes needed to achieve quality public education for every Arizona student.</p>	<p>QPE 1a: Identify and advance desired legislation and /or policies that promote a systemic approach to quality teaching and learning inclusive of teacher preparation and certification; professional development, including mentoring and career development; evaluation; and compensation structures.</p>	Public Policy and Quality Teaching and Learning Content Teams
	<p>QPE 1b: Research, make recommendations and provide support to local associations regarding federal and state policies, including ESEA and the Arizona College and Career Ready Standards and related curriculum and assessments.</p>	Quality Teaching and Learning Content Team
	<p>QPE 1c: Provide information and support to local associations regarding policies and practices related to teacher quality (evaluation, mentoring, coaching, performance-based pay, compensation structures, etc.)</p>	Quality Teaching and Learning Content Team
	<p>QPE 1d: Develop and implement programs and systems to support local organizing efforts related to quality teaching and learning.</p>	Quality Teaching and Learning Content Team
<p>QPE 2: Every Arizona public school will have teacher working conditions that positively impact student success and student achievement and school employee working conditions that promote employee retention and positive school environments.</p>	<p>QPE 2a: Support the development of local association organizing plans that have steps to identify and address constituency needs and interests.</p>	Advocacy and Bargaining Content Team
	<p>QPE 2b: Support local association efforts to incorporate organizing tactics into bargaining and advocacy campaigns that positively impact working conditions.</p>	Advocacy and Bargaining Content Team
<p>QPE 3: Every Arizona public school will be adequately and equitably funded to provide a quality education for every student. Salaries and benefits in Arizona will be sufficient to attract and retain highly skilled, competent and diverse teaching and ESP work forces.</p>	<p>QPE 3a: Develop and implement a plan to expand TEF concepts at the local association and community levels.</p>	Public Policy Content Team
	<p>QPE 3b: Review, revise and implement AEA's Campaign and Elections plan.</p>	Public Policy Content Team
	<p>QPE 3c: Design and implement a plan to build and strengthen external partnerships and relationships with school, parent, community, business and ethnic minority organizations and groups.</p>	Public Policy Content Team
	<p>QPE 3d: Design and implement a multi-faceted lobbying program to achieve AEA's legislative priorities.</p>	Public Policy Content Team
	<p>QPE 3e: Design and implement a plan to increase local association success in governing board, bond, and local override elections.</p>	Public Policy Content Team

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QPE 4: Internal and external communication systems will inform and engage stakeholders in the priorities of AEA.	QPE 4a: Develop and implement internal and external communication systems, including appropriate uses of technology.	Communications Team

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II. Strategic Objective: A viable organization through increased membership, strong and effective locals, and engagement of members. (OE)		
Strategy	Tactics	Assignment
OE 1: AEA will increase membership in active certified and active ESP categories by at least 10% per membership year for net new active members above 1/15/12 membership levels and will increase numbers in all other membership categories.	OE 1a: Design and implement a plan incorporating an organizing approach to local membership development.	Membership Team
	OE 1b: Design and implement plans to build a statewide student program which incorporates strong student chapters.	AEA Student Organizer
	OE 1c: Support AEA-Retired's plans to increase membership.	AEA-Retired Liaison
OE 2: Increase the capacity of AEA and local associations to engage members in the work of local, state and national associations.	OE 2a: Identify the elements and behaviors associated with a culture of organizing. Develop and implement a plan to incorporate those elements and behaviors systemically throughout the organization.	Organizing Task Force and Western Region Organizing Institute Team
	OE 2b: Develop and implement a system to strengthen and support effective local Association Representative structures within an organizing culture.	Local Association / Leadership Development Team
	OE 2c: Expand AEA's eSWAG statewide and local association-based program to recruit and engage additional millennial members and leaders.	eSWAG Advisory Committee
OE 3: Increase the number of strong and effective local associations and local association leaders.	OE 3a: Develop systems and processes to support local associations as they increase capacity in each of the areas included in AEA's Planning/Assessing Local Effectiveness guide.	Local Association / Leadership Development Team
	OE 3b: Design and implement a training curriculum and support system for local association leaders within an organizing culture.	Local Association / Leadership Development Team
	OE 3c: Design and implement an organizing approach to achieve the goals outlined in AEA's 3-1g Plan.	Ethnic Minority Engagement TF
	OE 3d: Design and implement a training curriculum and support system for developing advocacy skills and capacity within an organizing culture in locals and at sites.	Legal Services Department and Advocacy and Bargaining Content Team
	OE 3e: Provide advocacy services directly to members and locals whenever needed so that locals can use advocacy to organize and develop local capacity.	Legal Services Department and Advocacy and Bargaining Content Team
OE 4: Internal and external communication systems will inform and engage stakeholders in the priorities of AEA.	OE 4a: Develop and implement internal and external communication systems, including appropriate uses of technology.	Communications Team

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III. Governance Objective: AEA members will be involved in determining the goals, resolutions, constitutional and bylaw structure, and direction for the Association. (GOV)		
Strategy	Tactics	Assignment
GOV 1: Engage members in the governance decision-making of the organization at the state and national level through the AEA Delegate Assembly and NEA Representative Assembly.		Governance and Governance Coordinator
GOV 2: Engage members in developing policy positions and recommend implementation plans to achieve organizational goals through the AEA Committees, AEA Task Forces, and special committees established by AEA governance bodies.		Elections Committee, Compliance Review Committee, Resolutions Committee
GOV 3: Engage members in electoral processes to determine elected AEA and NEA representatives for the AEA membership to the Board of Directors of the organization.		AEA Board of Directors
GOV 4: Engage members in determining the future direction of the organization in Committee and Task Force work.		Committees and Task Forces
GOV 5: Provide support for AEA Officers in their leadership roles for the organization.		AEA President, Vice President, Treasurer
GOV 6: Provide for external organizational memberships.		Governance
GOV 7: Provide for member participation at external conferences and leadership developmental opportunities.		Governance
GOV 8: Allocation of AEA's Permanent Reserves and Defense Fund Programs.		AEA Board of Directors / AEA Legal Services

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IV. Management & Staff Objective: Support AEA members in implementing and operationalizing the direction set for the Association by the Association's governance decision-making bodies. (MS)		
Strategy	Tactics	Assignment
MS 1: Provide for the management of the organization.		Executive Director
MS 2: Provide for field operations of AEA Professional Organizational Consultants and Associate Staff assigned to the AEA Regional Offices.		Manager, Field Organizing and Services
MS 3: Provide for AEA State Program Professional Organizational Consultants and Program Associate Staff assigned to AEA Headquarters.		Executive Director
MS 4: Provide for Business Operations Associate Staff.		Manager, Business and Technology
MS 5: Allocation of AEA's assets, infrastructure and corporate responsibilities.		Management