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**MTA
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MTA STRATEGIC ACTION PLAN

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I. MTA'S STRATEGIC ACTION PLAN

MTA's Strategic Action Initiative was conceived as a new way of approaching our work as a union. It began with a discussion among members of the Board of Directors and the creation of the Strategic Direction Committee. There have been many rich conversations over the past few years involving governance, staff and local leadership about developing a comprehensive set of strategies and tools to educate, organize, mobilize and engage our changing membership in order to meet the many challenges we are facing at the local, state and national levels. We are not there yet. It will take the dedication of every current leader – along with the concerted effort of the entire MTA staff – to bring us to the state of organization and activism we must reach if we are to achieve our goals. Working together, we must rapidly move the MTA from the traditional service-oriented model to one that is more collaborative. There is no better time than now to renew our sense of urgency as we tackle this realignment of our skills and our resources.

MTA's membership has been changing and continues to change as experienced leaders retire and the economic, political and professional climate in which we operate sets increasingly daunting challenges for public education. As always, MTA will deliver – and work to improve – core union services, such as bargaining, grievance support and political action. But in this dynamic environment, we will also be developing new tools and strategies to address these challenges.

Our power resides in our members – informed, unified and active members. Every day, they bring to life a vision of quality education through their great commitment, creativity and passion for their students, schools, colleges and communities. This is the basis for both our success and our renewal as a union. The more member-driven we can become in everything we do, the stronger we will be on all fronts.

The key elements of MTA's Strategic Action Plan include:

- ◆ Identifying and training new leaders and activists.
- ◆ Involving members and staff in developing and delivering training programs based on the needs of leaders and members.
- ◆ Developing strategies to engage a broader range of members in the planning and execution of bargaining campaigns, grievance advocacy, community outreach, coalition building, political action and other union and professional issues.
- ◆ Improving communication capacity between and among MTA members, parents, elected officials and the community at large.
- ◆ Being understood by our members, the public and policymakers as a union committed to the highest standards of quality education and professional practice.

- ◆ Increasing our capacity to engage and mobilize members to take political action at the local, state and national levels so that we can influence the debate and decisions that shape students' learning conditions and members' working conditions.
- ◆ Ensuring through continuous input and advocacy that all policies and regulations regarding education policy and practice reflect the perspective and expertise of experienced practitioners.

Great unions have been and will continue to be constructed on a number of central principles and practices. Such tenets form the foundation of this Strategic Action Plan, which is designed to help the MTA work with its locals and chapters as they build the vision, the structures and the broad base of involvement that our members and our students need and deserve.

II. BACKGROUND

On November 24, 1845, 85 teachers from across the state gathered in Worcester to create the Massachusetts Teachers Association. Today, nearly 165 years later, the MTA has more than 107,000 members who work in all areas of public education. MTA educators include teachers, higher education faculty and staff, education support professionals, librarians, school nurses, counselors, administrators and others. Times have changed, yet in many ways the issues facing educators and students remain remarkably similar. Early in the 20th century, one teacher, when asked if her classroom was well ventilated, offered the following analysis: "If the air could find its way out where the water found its way in, everything would be perfect." More recently, questions have surrounded the persistent presence of dangerous chemicals such as PCBs in school buildings. But the educational environment – encompassing students' learning conditions and our members' working conditions – remains a concern and always will. Although collective bargaining has led to huge steps forward, we continue to fend off assaults from those who believe that educators should be subject to dismissal at will and without cause. Funding for our schools and higher education institutions, salaries, and respect for the expertise of professional educators likewise remain common threads. An MTA statement issued in 1924 still provides a cautionary note that all should heed: "When education declines, crime, corruption and anarchy flourish."

No thinking individual in our Commonwealth can doubt that it remains critical for the MTA to keep up the fight on behalf of students and public education. Our efforts serve not only our members but our communities, our state, our nation and our society. Our successes – both through the years and in recent times – are many, and they encompass areas including organizing, legislation, policy, politics and public relations. MTA members are deservedly proud of their organization's strong leadership and aggressive advocacy, not only in education but in civil rights, human rights and union rights.

To continue to succeed, however, we must be eternally open to weaving the threads that bind our efforts in new and different ways – to adapting to changes within and challenges from without. We need to continually ensure that all MTA efforts capitalize on the strength of every division and that our organization functions in unity and at maximum capacity. We must always be alert for the chance to pivot from defense to offense, to consolidate what we have achieved and to clearly mark the path to our next goal. We also must regularly reassess whether our current structure meets our current needs or whether it would be wise to consider some degree of reorganization. That is why it is crucial to periodically hold the mirror up to ourselves so that we can see how we can hone our approach and our strategy.

The MTA's new Strategic Action Plan is based on such an assessment – an in-depth examination that has involved all constituencies and has turned up both our many strengths and our potential vulnerabilities. Through it, we seek to provide for the realities of the present while holding true to the values we have cherished throughout our past. We find ourselves vitally engaged on many fronts – in areas of organizing, politics, regulation, legislation, communications, technology and member education, to name a few. Day by day, we are forced to battle to preserve and expand upon the policies and practices that will uphold the valued traditions that protect public education and ensure that it remains the cornerstone of American democracy and the American dream.

We also must take on the challenges we face and be innovative in meeting them. It is imperative that we continue to protect collective bargaining, through which our common voice on behalf of all students is heard; that we tirelessly organize our members and build our power so we remain effective in furthering the public good; and that we use every means available to ensure public understanding of the core truth that a strong public education system is the bedrock of opportunity and the key to the future success of our Commonwealth. To achieve these things, we will have to engage an ever-larger number of our members. Local and chapter presidents, who have so much on their plates already, will need to delegate responsibility to others for many core activities. These members, in turn, must help mobilize others so that our building organizational strength produces a corresponding increase in the MTA's influence over the profession and public policy.

This plan is designed to be a living, breathing document – subject, like all other effective tools, to continual re-evaluation so that it meets the issues of the day while holding true to our guiding principles and our history as an organization. It is also intended to convey our need to act with a sense of urgency. The changes around us are occurring at warp speed, and there is no time to waste. It is vital that we continue to provide the highest-quality services to members today while also building the organization with the future in mind.

III. STRATEGIC ACTION GOALS

The following section sets forth a series of goals and recommendations, along with action steps intended to ensure their implementation. They make up the heart of the Strategic Action Plan and are designed to work in unison as we build a stronger MTA that is mobilized to meet the demands of today and the challenges of tomorrow.

A. Strategic Action Goal Number 1

Educate, organize, mobilize and engage our members in a systemic manner in order to advance our agenda as a union of professional educators. To achieve this, we must:

- i.** Provide local associations, chapters and members with the training, assistance, tools and resources necessary to enhance their capacity to engage the membership at the local level to advance our agenda.
- ii.** Identify and cultivate future leaders and new activists and connect them to opportunities for training and leadership development.
- iii.** Develop the internal systems necessary to communicate with and engage a broader range of our members.

RECOMMENDATION 1

Spread the strategic action vision. Finalize and disseminate an MTA “Full Capacity Local Assessment” tool that identifies the characteristics of a powerful, successful, strategic, member-driven union and use it to build capacity, involvement and appropriate structure.

- a)** Communicate the vision to be achieved at all governance and staff meetings, along with a sense of urgency based on the realities we face.
- b)** Encourage locals and chapters to build the strategic action concept and its components into their leadership and membership meetings.
- c)** Ensure that members of the MTA field staff broadly promote the Full Capacity Local Assessment tool and work with locals and chapters to conduct the assessments as soon as possible.

ACTION STEPS

- ◆ Review and finalize the Full Capacity Local Assessment tool. Develop a field plan and structure – with timelines included – setting forth realistic goals for having the largest possible number of locals conduct assessments.
- ◆ Develop common language for dissemination of the strategic action vision and talking points for use by leaders in communicating the plan and activating members.
- ◆ Ensure that the needs brought forth through use of the local assessment tool are a major component of the training offered at the MTA Summer Conference and throughout the organization.

RECOMMENDATION 2

Review and restructure MTA leadership and professional training programs and delivery systems to align with the Strategic Action Plan to ensure membership participation and efficient use of organizational resources (i.e., trainings are aligned with the stated needs of locals, chapters and members and impart skills and knowledge necessary to strengthen local capacity and expand professional skills).

- a)** Create a common curriculum for all leadership and professional training programs aligned with skills and knowledge desired for each capacity (leadership, communication skills, political action, professional standards, regulatory requirements, external messaging, member-generated public relations and media outreach, etc.).
- b)** Develop online training modules, webinars and narrated PowerPoints in addition to traditional live trainings.
- c)** Annually disseminate a catalog that describes offerings, along with knowledge and skills to be learned, a schedule of trainings and information on scheduling training programs locally.
- d)** Develop training evaluations to capture data necessary to assess and improve content and delivery.

ACTION STEPS

- ◆ Publish a catalog of all MTA trainings by the summer of 2010 and post backup training materials online as soon as they are available.
- ◆ Develop a plan and timeline for increasing the number of local associations and chapters participating in trainings and the number of trainings attended by their representatives.
- ◆ Facilitate online sharing of member actions resulting from MTA training to help drive increase in participation.
- ◆ Create assessment mechanisms for the success of training programs and revisit them at regular intervals to ensure progress.

RECOMMENDATION NUMBER 3

Increase and strengthen MTA members' participation and visibility in the policy, political, legislative and regulatory processes at the local and state levels in order to better advocate for quality public education and improved working conditions. Coordinate personnel and resources to expedite cross-divisional/member development and refinement of:

- a)** Methods to meaningfully engage staff and governance, along with member activists, in reaching consensus on policy, legislative and political priorities for the short term and long term.
- b)** Strategies to ensure the MTA has a significant impact on the policy, legislative and political processes.

- c)** Efforts to use field staff and retirees to raise more funds for the NEA Fund for Children and Education and MTA VOTE – through payroll deductions, fund-raising events in non-public venues and other approaches.
- d)** Strategies to train and develop policy, legislative and political activists in every state House and Senate district and every congressional district.
- e)** Media strategies to support our specific policy, legislative and political objectives as opportunities and issues emerge.
- f)** Strategies to build and maintain statewide, regional and local coalitions.
- g)** Advocacy strategies using the Teaching, Learning and Leading Survey to gather information from educators about key issues and to identify school problems and opportunities.
- h)** Mechanisms for encouraging local leaders and members to engage with the regulatory processes of the Board of Elementary and Secondary Education, the Board of Early Education and Care, the Board of Higher Education, the UMass Board of Trustees and all other state agencies.

ACTION STEPS

- ◆ Bring together a cross-divisional/member group to drive the planning and activation process.
- ◆ Activate political action teams in as many locals and chapters as possible. Political action teams will:
 - * Work with local and chapter presidents and their designees to open lines of communication with their state legislators and to meet with legislators and members of Congress at least two times a year.
 - * Recruit members to be involved in campaigns when MTA-recommended legislative candidates face contested elections.
 - * Help initiate and build local partnerships and coalitions to work on common agendas – such as opposing or supporting legislation or initiative petitions.
 - * Work with local and chapter presidents and their designees to educate members about the Candidate Evaluation Team process and to ensure participation in CET meetings.
 - * Encourage member participation in local and state party activities.
- ◆ Use the Voter Activation Network at full capacity for tracking of political activities, training staff as needed to ensure that all activities are covered and political activists are identified.

RECOMMENDATION NUMBER 4

Recruit and identify governance, staff and member trainers and provide them with instruction in adult learning theory and practices and the content of MTA-developed training modules.

ACTION STEPS

- ◆ Instruct all potential trainers with a train-the-trainer learning experience that includes adult learning theory and practices and facilitation skills.
- ◆ Instruct potential trainers in the content of specific MTA training programs at either the divisional or cross-divisional level.
- ◆ Create a workshop and webinar schedule with sufficient notice to ensure participants' planning needs are met.
- ◆ Register participants and provide information to CEPP for its training database so that certificates of participation can be provided to all participants in a timely fashion.
- ◆ Set specific goals for completing training in each identified area, along with parties responsible for implementation.
- ◆ Ensure that evaluations are used to track progress and pinpoint the strengths and weaknesses of the program.

RECOMMENDATION NUMBER 5

Develop evaluation tools and use data to modify the Strategic Action Plan.

ACTION STEPS

- ◆ Collect information about every action aspect of the plan, including the dissemination and use of the Full Capacity Local Assessment tool.
- ◆ Develop data-evaluation protocols capable of rapidly producing user-friendly reports.
- ◆ Analyze information in the context of capacity building, beginning with baselines and progressing to regular comparisons with goals and objectives set forth in specific areas of the action steps.

RECOMMENDATION NUMBER 6

Develop and implement a strategy to improve internal communications among staff and members.

- a)** Obtain up-to-date e-mail addresses for all MTA members.
- b)** Increase use of social networking tools (*Facebook, YouTube, etc.*).
- c)** Maximize our ability to communicate rapidly and effectively with large numbers of members.
- d)** Encourage locals and chapters to develop internal communication systems that rely on face-to-face interactions.

ACTION STEPS

- ◆ Mobilize a work group made up of Affiliate Services, the Center for Education Policy and Practice, Communications, ITS, Governance and Governmental Services to assess the current situation regarding member e-mails: How many do we have? Where do they reside? How are they kept up to date?
- ◆ Develop a plan and budget recommendation to ensure access to updated member e-mail addresses on a consistent basis.
- ◆ Assess opportunities involving e-mail, cell phones, text messaging and social networking, and develop an implementation strategy.
- ◆ Provide training in face-to-face communications, including 10-minute meetings and other activities.

B. Strategic Action Goal Number 2

Position the MTA as the voice of public education, from early education through higher education, and re-establish the social compact with a message that connects with parents, community members, public opinion leaders and policymakers.

- i.** MTA must be an advocate for students and a credible pro-student force in public policy.
- ii.** Our members need to be seen as the experts on educational issues.

RECOMMENDATION NUMBER 1

Develop a slogan and associated messaging – consistent with our core values and principles – to positively position the MTA and its locals and chapters in the public eye. Promote consistency in ads, publications, membership materials, stationery, mail, buttons and other materials to help make the MTA and its locals and chapters synonymous with great public schools and colleges.

ACTION STEPS

- ◆ Conduct research as needed – including polling and focus groups – to refine branding and messaging materials.
- ◆ Develop a program to align local and statewide public relations/branding efforts, working with outside organizations such as Demos and the Massachusetts Budget and Policy Center.
- ◆ Further develop ready-to-use materials that can be repurposed and adapted as needed to explain what the MTA stands for and to spread our branding and messaging through print and electronic communications.

RECOMMENDATION NUMBER 2

Create a master narrative for the MTA that covers the history and principles of the association and how it has produced positive results for students, educators, communities and the state and is continuing to do so. This master narrative could ultimately be mirrored and complemented by having locals develop their own narratives as touchstones for their priorities and advocacy activities. The overarching goal is to create greater understanding and appreciation – both among members and in the public perspective – of the union’s mission, broad successes in policy and society, and specific achievements for members, students and the Commonwealth as a whole.

ACTION STEPS

- ◆ Update and widely disseminate a compact timeline of MTA’s history and achievements.
- ◆ Prepare versions of various lengths of a narrative, using the MTA’s 150th anniversary history and subsequent events and achievements, for use in *MTA Today*, on the Web and in local association publications and other documents.
- ◆ Explore various means of internal and external promotion of what the MTA has meant to public education and how its values and efforts continue to contribute to the greater good.
- ◆ Promote local exploration and dissemination of the many great things the association and its affiliates have accomplished in more than 160 years of existence.

RECOMMENDATION NUMBER 3

Empower and encourage members of the MTA Board, local leaders and our general membership to serve as positive public relations ambassadors for the MTA and the education profession by talking about what they really do and why they teach or work in other public education capacities as MTA members.

ACTION STEPS

- ◆ Assist locals and chapters in developing proactive media and communications strategies, along with the skills necessary to create strong relationships and coalitions with parents and business and community leaders to support public schools and public higher education.
- ◆ Provide training – in person and via the Web and other mechanisms – to make an ever-increasing number of members “ambassadors” who can effectively promote the union and its goals and mission in ways that build public support. Encourage members to speak out both as educators and members of the Massachusetts Teachers Association.

- ◆ Develop cadres of professional experts and key communicators to ensure that our members, the voices of public education and teacher unionism, are represented in important discussions in the media, at the State House and in other forums concerning issues regarding policy, practice, public education and public-sector employment.
- ◆ Facilitate efforts to have leaders and members take greater strategic advantage of social networking outlets such as *Facebook*, *YouTube*, *LinkedIn* and *Twitter* and to post on blogs using MTA messaging to make sure the voice of unions and public school and public higher education educators is being heard.

C. Strategic Action Goal Number 3

Develop the internal supports required to accomplish our dual goal of being a more member-driven organizing union while continuing to provide a high level of professional service to members.

RECOMMENDATION NUMBER 1

Ensure that the Strategic Action Plan is a living document, that progress toward its goals is evaluated regularly based on data, that recommendations for improvement to the plan are encouraged and that changes are made as warranted.

ACTION STEPS

- ◆ Lay the groundwork for successful implementation of the Strategic Action Plan by establishing a steering committee and accountability mechanisms.
- ◆ Inform the membership at large about the Strategic Action Plan.
- ◆ Encourage conversations about how our goals can be achieved and the need to shift organizational focus.
- ◆ Set up a mechanism for feedback from leaders and members.
- ◆ Evaluate the need for redirection of efforts to meet the goals of the plan.
- ◆ Establish procedures for monitoring progress toward the plan's stated goals.
- ◆ Set out procedures and timelines for the president, vice president and executive director-treasurer to review implementation internally and review progress with the MTA Executive Committee, Board of Directors, management team, Annual Meeting delegates and attendees of the MTA All Staff Meeting.
- ◆ Set forth a structure for improving and updating the Strategic Action Plan based on data and contemporary circumstances.
- ◆ Ensure that successes are celebrated appropriately.
- ◆ Develop assessment mechanisms for membership participation in advocating for and achieving goals.

RECOMMENDATION NUMBER 2

Review MTA's organizational staffing and structures and revise them as needed to meet the objectives of the Strategic Action Plan.

ACTION STEPS

- ◆ Develop a structure to assess current human resources and deployment of personnel in light of internal and external challenges and the implementation of the Strategic Action Plan.
- ◆ Develop options for reorganization to maximize effectiveness in building power and achieving the goals set forth.
- ◆ Monitor impacts of changes on staff workload.
- ◆ Plan for smooth transitions and optimal realignments in the face of looming staff retirements.
- ◆ Identify, create and promote opportunities for cross-divisional connections and opportunities to build action teams that involve both members and staff.

RECOMMENDATION NUMBER 3

Enhance the information on MTA's Web site and build internal technological capacity.

ACTION STEPS

- ◆ Appoint a cross-divisional/member committee to strategically assess what needs to be available on the Web site for ongoing capacity building efforts (talking points, legal analyses, Q&As, legislative summaries, training materials, professional resources, organizational guidelines, regulatory information, etc.).
- ◆ Evaluate existing materials and increase the depth and extent of information and interactivity to promote advocacy, activism and grassroots efforts.
- ◆ Develop mechanisms and allocate specific personnel from each division to ensure that materials are consistently updated, improved and added or removed based on timeliness.
- ◆ Assess links to other organizations and revise as appropriate to promote coalitions and complementary goals and messages.
- ◆ Plan for use of Web-based communications to gather data in conjunction with the Strategic Action Plan and other initiatives.
- ◆ Plan and budget for the redesign of the MTA Web site to maximize user friendliness and smooth presentation of information.
- ◆ Examine opportunities to interface with other data systems – including the Voter Activation Network, electronic calendars and Cvent – to build the speed and extent of organizational technology.

IV. ORGANIZATIONAL IMPERATIVES

It is vital that we align all staffing, programs and activities with the priorities set forth in the Strategic Action Plan. The MTA must be prepared to move rapidly and urgently at every step so that our overarching strategy continues to drive motion on the ground. The following are three key areas that must be subjected to continuous scrutiny and ongoing review and refinement, with input at all levels and timely action by MTA leaders and staff. It is urgent that they be kept in mind and acted upon by all decision makers in the organization.

- ◆ Ensure that MTA has the appropriate information to make decisions about services, programs and policies and to accomplish tasks in the most efficient possible manner.
- ◆ Streamline decision-making processes in order to allow the MTA to be more agile, flexible and responsive to meet the needs of our members and the challenges we face.
- ◆ Align the MTA's operational budget with the Strategic Action Plan to ensure that staffing, programs and activities move forward in unison.

V. CONCLUSION

Handle the challenge of change well, and you can prosper greatly. Handle it poorly, and you put yourself and others at risk.

– John Kotter and Holger Rathgeber
“Our Iceberg Is Melting”

In their 2005 book, *Our Iceberg Is Melting*, authors John Kotter and Holger Rathgeber tell the tale of a colony of penguins. As the slim volume’s title portends, the iceberg on which the penguins reside is found to be disappearing, endangering their very existence. The discovery, only grudgingly accepted as true, initiates a series of events that leads to their departure from their longtime home and to their immediate survival. It also sets into motion numerous forces – among them resistance, passivity, ingenuity, intrigue, creativity, resilience and determination – that play out over time. At the end of the book, the penguins are poised to thrive on another iceberg. Equally important, they know what to do if their new location begins to melt. They have gone through a process involving education, organization, communication, training, rejuvenation and a growing comprehension of the need for social activism. They have lobbied, shaped their political environment and developed regulations and policies to meet their changing circumstances.

The MTA’s iceberg is not melting – yet. Indeed, the organization is thriving in many respects. It benefits from the collective power of more than 107,000 members, from strong leadership at diverse levels, and from working in common with many other individuals and groups. But the MTA, like all other organizations, must pay close attention to the imperatives of change and the constant need to engage and activate its members while identifying and training new leaders. Failure to do so would be tantamount to turning a blowtorch on the figurative iceberg on which we live. Only through continued vigilance and consistent dedication to our core values, accompanied by moment-to-moment adaptation and periodic reinvention, can we continue to protect the things that matter most to our long-term future and the interests of our members, our students, our communities and our state. Protect them we must. Our mission, however, is larger than safeguarding our accomplishments. It involves building, and more building, and then rebuilding what we have built.

This Strategic Action Plan is designed to help us as we face the challenges of the present day and the many difficulties that lie ahead. It bears repeating that it is a living, breathing document that is not intended to be static or to gather dust on a shelf. It is a set of goals and guidelines that we take very seriously. It is based on principles and beliefs that are lasting, but it must be subjected to constant scrutiny and periodic revision.

We want to inspire all of our members to be organizers and activists. We hope that for many of you, that will mean engaging with the strategic process we have now set in motion. Please join us, and please encourage everyone you know in your school or on your campus to do the same. Working together, we can make a difference and help shape a bright future for our students, for our members and for public education.

VI. APPENDICES

APPENDIX A MTA AND NEA STATED GOALS AND OBJECTIVES

MTA's Vision

Great public schools and colleges for every student in Massachusetts.

This vision and the principles articulated below are the driving force behind our commitment to the Strategic Action Plan set forth in this document.

MTA Mission Statement

The Massachusetts Teachers Association is a member-driven organization, governed by democratic principles, that accepts and supports the interdependence of professionalism and unionism. The MTA promotes the use of its members' collective power to advance their professional and economic interests. The MTA is committed to human and civil rights and advocates for quality public education in an environment in which lifelong learning and innovation flourish.

MTA Bylaws

GENERAL OBJECTIVES:

- A.** To maintain and improve the quality of education for all;
- B.** To promote and protect the principles of human and civil rights;
- C.** To uphold high professional standards and to advance the socio-economic well-being of members; and
- D.** To encourage the affiliation of local educational associations and to promote mutual assistance among these and other related organizations.

MTA RESOLUTIONS, PREAMBLE

The Massachusetts Teachers Association, as an advocate for education, should advance the cause of education for all individuals, promote excellence among all educational personnel, gain recognition of the basic importance of the professional educators in the learning process, secure professional autonomy, protect the rights of educational personnel and advance their interests and welfare, unite educators for effective citizenship, promote and protect human and civil rights, and obtain for its members the benefits of an independent, united teaching profession.

MTA BOARD, STRATEGIC DIRECTION INITIATIVE, OCTOBER 2003

Changing times and emerging challenges require changes in strategies. In order to meet the current and future challenges, the organization must implement an organizing model and shift its activities to that model. An organizing model will result in a membership that is empowered and engaged with the organization and its mission and goals.

MTA BOARD, STRATEGIC DIRECTION INITIATIVE

That the MTA's primary goal . . . focus on the organization's commitment to establish and pursue the implementation of a new strategic direction for the organization, aligning our resources and mission with this strategic direction, and developing procedures to make the necessary adjustments in our programs and policies to achieve this strategic direction.

NEA'S VISION, MISSION, AND VALUES

Adopted at the 2006 NEA Representative Assembly

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.

NEA also believes every child in America, regardless of family income or place of residence, deserves a quality education. In pursuing its mission, NEA has determined that we will focus the energy and resources of our 3.2 million members on improving the quality of teaching, increasing student achievement and making schools safer, better places to learn.

APPENDIX B FULL CAPACITY LOCAL ASSESSMENT

To review the MTA's Full Capacity Local Assessment, please visit:

<http://links.massteacher.org/locals>

APPENDIX C 2009 STRATEGIC ACTION COMMITTEE

Chair: Paul Toner

Members: Ashley Adams, Mary Ann Alford, Ildelfonso Arellano, Joanne Blum, David Borer, Ann Clarke, Glenn Coolong, Rosemarie Freeland, Michelle Gallagher, Ken Haar, Karen Horner, Donna Johnson, Marc Lewis, George Luse, Mary Hawes Mahoney, Shauna Manning, Kathy Meltsakos, Kerry Miller, Jeff Morassi, June Murray, Arthur Pippo, Chrissy Reeder, Gene Reiber, Kathy Rogers, Gerry Ruane, Jim Sacks, Richard Sanders, Meg Secatore, Kathie Skinner, Ann Sullivan, Tim Sullivan, Nora Todd, Paul Toner, Anne Wass, Lee Weissinger, Frederick White, Chris Zellner.