



YOUR VOICE. OUR UNION. OUR FUTURE.

After input from CTA members and staff, CTA's Strategic Planning Group (SPG) has identified eight areas upon which to focus and build a strategic plan to lead CTA for the next five years.

The areas build upon **CTA's Mission Statement**: *The California Teachers Association exists to protect and promote the well-being of its members; to improve the conditions of teaching and learning; to advance the cause of free, universal, and quality public education; to ensure that the human dignity and civil rights of all children and youth are protected; and to secure a more just, equitable, and democratic society.*

The SPG believes the mission of CTA is carried out by building a strong union on the foundation of educators who are active and engaged in local schools, strong local chapters and in their communities. SPG members are now working on establishing goals in each focus area. This work is ongoing. Below is a definition of each focus area and its preliminary goals. Committee members will continue to further define goals and specific tasks necessary to reach those goals over the next few months. A draft plan will be available for review in the fall.

### **Advocacy on Education Reform**

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Changing the education reform discourse to being proactive and student-centered on education policy issues:

- Develop a student-centered, pro-active agenda for public education that advances CTA's mission.
- Use advocacy to build power with parents, the community and elected officials.
- Use advocacy to engage and build capacity with CTA members.

### **Building an Organizing Culture**

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Building an organizing culture that engages CTA members at every level of our union:

- Local chapters will create/maintain an organizing team that develops a local organizing plan; will be trained on organizing principles and practices; and will affiliate with the central labor council in their area.
- CTA will create regional structures and systems for training, collaboration, and coalition building that support the organizing culture.
- CTA will establish a state entity to oversee, monitor, and support the building of an organizing culture at all levels of the association.
- CTA leaders and staff will participate in trainings on organizing principles and practices.
- State Council activities will reflect an organizing culture.

## **Community Engagement and Coalition Building**

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Building effective and authentic partnerships with parents, other unions and community organizations:

- Create Community Engagement Teams in local chapters to help:
  - Build better communities
  - Establish strategic partnerships and build power
  - Show CTA and educators as positive contributing members of the community
  - Advance free, universal and quality public education for all kids
  - Be seen as a communication source for expertise on education issues.
- Raise the awareness of CTA members and leaders about the need to establish Community Engagement Teams.
- Build upon previous CTA community outreach work to develop a program to create the local Community Engagement Teams.
- Support local Community Engagement Teams through appropriate CTA structures.

## **Leadership and Leadership Development**

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Supporting the recruitment, retention and development of effective, responsible and accountable leaders at every level of our union:

- Communicate the current leadership structures, as well the roles and responsibilities of elected leaders at all levels of CTA.
- Examine and evaluate all existing emerging leadership development and training programs.
- Create new pathways and mechanisms to identify, recruit, and retain leaders at all levels of CTA.
- Expand support structures and recognitions for CTA and local leaders by increasing opportunities for mentoring and networking. These opportunities should take into account all areas of diversity.
- Implement programs and policies that would eliminate impediments to leadership.
- Increase the representation of under-represented groups in CTA leadership at all levels by 10%.

## **Organizing Unrepresented Education Workers**

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Engaging in new-member organizing, including charter school workers, Education Support Professionals and college faculty, to advance our goal of quality education for all:

- Demonstrate and increase awareness on how organizing unrepresented workers benefits CTA and the future of public education.
- Educate, organize and get support from CTA members, leaders and staff on the importance of organizing unrepresented education workers.
- Identify unrepresented units of education workers.
- Develop and implement a plan to organize unrepresented educators.

## **Social Justice, Equity and Diversity**

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Standing up for social justice, equity and diversity inside our organization and in the greater community:

- Actualize this definition of Social Justice: *Social Justice encompasses educational, economic, and political, arenas. Social Justice is a commitment to equity and fairness in treatment and access to opportunities and resources for everyone, recognizing that all is not equal. Social Justice means that we work actively to eradicate structural and institutional racism, sexism, classism, linguicism, ableism, ageism, heterosexism, religious bias and xenophobia. Social Justice means that we as educators are responsible for the collective good of society, not simply our own individual interests.*
- Identify current programs within CTA that address social justice, diversity, and equity and assess their relevance and currency.
- Promote and improve educational equity for historically underrepresented groups of students (HUGS).
- Develop programs that recruit, support, and retain historically underrepresented groups into the education workforce and CTA staff.

## **Structure and Governance**

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Align all CTA structures with the strategic plan and assure effective representational democracy in CTA:

- Align governance and organizational structures to most effectively support the strategic plan.
- Align staffing and management structures to most effectively support the strategic plan.
- Align the CTA budget to most effectively support the strategic plan.

Make ongoing adjustments to the CTA Strategic Plan to remain relevant in an ever-changing environment.

## **Transforming our Profession**

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Transforming our profession for teachers and other educators by supporting the highest standards of quality in student-centered education:

- Build the capacity of educators to collectively drive the education profession.
- Promote a whole student, strength-based public education system.
- Establish and facilitate networks to develop professional capital within CTA to help educators drive their profession and do their work with students.