

THE ANNUAL REPORT OF THE EXECUTIVE DIRECTOR-TREASURER

Collective action. Member engagement and leadership. Strategic advocacy. Joining in union — in every building and on every campus — as union. It makes a difference. And despite ongoing assaults on workers’ rights, on public education and on democracy, and, yes, despite the uncertainty, isolation and fear that still pervade our society from living and working in a pandemic, we, the MTA, have made a difference in so many ways over this past year.

For starters, we were tireless in our advocacy to protect the health and safety of educators, students and communities in the face of COVID-19. The MTA took courageous positions on masks and vaccines, made sure policymakers heard the voices of educators — through countless actions, posts, and media interviews — and then supported individual locals in negotiating the working conditions that were the best fit for their schools or campuses.



Lisa Gallatin

At the same time, our statewide union — along with our nearly 400 locals — continued to organize, mobilize and build our power. This report will focus on just some of the many initiatives in which the MTA’s advocacy has been pivotal.

Legislative, communications, and grassroots efforts, amplified by the more than 2,500 MTA members who met with their state legislators in the spring and summer of 2021, helped produce policy victories that included:

- Canceling the MCAS graduation requirement during the first two years of the pandemic.
- The allocation of almost \$400 million of federal American Rescue Plan Act (ARPA) funds for investments in preK-12 and higher education.
- In this year’s proposed Massachusetts House and Senate budgets, getting the *Student Opportunity Act* back on track to be fully funded, in alignment with what the MTA requested, as well as a new college-debt-relief program for public educators (both paraprofessionals and teachers).
- Also in this year’s proposed Massachusetts House and Senate budgets, securing funding for negotiated higher ed salaries, for financial/scholarship aid, for student support programs for community colleges, and for UMass operating line items.
- Advancing measures fixing *RetirementPlus* and promoting educator diversity (in part by creating an alternative to the Massachusetts Tests for Educator Licensure), which are now pending in the Legislature.

Regional organizing and leadership development have inspired unprecedented solidarity to maximize our bargaining power through steps such as:

- Expansion of Regional Action Networks — such as WEMEAN in Western Massachusetts, GBEAN in Greater Boston, and SOMEAN in Southeastern Massachusetts — in every corner of the state.
- Formation of the MTA’s first Bargaining Council, an initiative in the Merrimack Valley that has adopted formal principles of agreement.
- New bargaining councils beginning to take shape in every geographical area of the state.

A commitment to racial, social, and economic justice that informs all of our programming and organizing, as demonstrated by:

- The MTA PreK-12 ESP Bill of Rights, which has been adopted by well over 100 locals, and a growing number of locals prioritizing — and winning at the bargaining table — substantial wage increases for Education Support Professionals.
- Newly forming equity initiatives for adjunct faculty members.
- More and more locals taking action for racial justice, from networks like Locals Confronting Racism to locals mobilizing against right-wing efforts in their school districts aimed at stifling honest teaching about so-called “divisive concepts” in our classrooms.
- The MTA’s first major Juneteenth celebration, which will take place on June 19.

And, finally, bold initiatives that promise to change the landscape for investing in our public schools, colleges and universities, including:

- The launch of the 2022 Fair Share campaign, supporting passage of a ballot measure to tax annual income over \$1 million an additional 4 percent, which would generate \$2 billion a year for public education and transportation.
- Ongoing member-to-member phone-banking and canvassing that have already generated conversations with more than 5,000 educators about why the Fair Share Amendment is critical to our future.
- Ensuring that our education priorities — from eliminating MCAS to increasing community college enrollment — are front and center in the unfolding gubernatorial race.

BLUEPRINT STRATEGIC PRIORITIES

There are many more examples of how MTA power has grown this past year that you will find in the division reports below. They constitute the kind of organizing and strategic capacity building that will continue to advance the Blueprint Strategic Priorities adopted by the MTA Board of Directors in 2020:

#1: Connect Members to the Life of the Union

#2: Cultivate and Support Leadership at All Levels of the Union

#3: Maximize Our Bargaining Power

#4: Advance Policy Solutions and Campaigns

#5: Lead on Economic, Social and Racial Justice

MEMBERSHIP

Membership is the heart and soul of who we are as a union. Ever since the U.S. Supreme Court's 2018 *Janus* decision, we have understood more than ever that we cannot take membership for granted. And especially with the now solid and increasingly extremist conservative majority on the Supreme Court, the threat of ongoing assaults aimed at unraveling the very foundations of unionism looms large.

Despite the ongoing attacks by right-wing billionaires who have bankrolled dozens of cases in the legal pipeline, and despite the disruption and uncertainty caused by COVID-19, MTA membership has not only stabilized — it has grown!

Prior to the pandemic, MTA membership had been trending upward, with modest increases each year, and it reached a high of over 117,000 in fiscal year 2020. As we all know, our schools and colleges were then hit hard in the first year of the pandemic, and membership dropped by approximately 3,000. However, this year, our membership tally has regained much of the ground lost, adding over 2,000, so we are once again over 116,000 members strong.

We look at membership in two ways — total number of members and FTEs, full-time equivalents. As explained in the budget book, FTEs are the basis for the MTA's revenue projections. Actual FTEs as of January 2022 are even higher than pre-pandemic levels. What all of this adds up to is an MTA that has demonstrated its resilience in the face of a multitude of challenges.

With timely and compelling new-member orientation programs run by each local — and thorough member recruitment, signup and tracking systems, reinforced by MTA investment in programs such as the Summer Member Organizers — we will continue to be the largest union in New England and an influential voice for public education from preK-16, for democracy, and for the common good.

THANK YOU!!!!

Despite the fears and frustrations and the at times overwhelming demands of the pandemic, our rank-and-file membership, our local leadership, our MTA leadership, and our MTA staff have all worked tirelessly. I want to take this opportunity to say THANK YOU. I hope all of you get to enjoy some much-needed and much-deserved time this summer to spend with your family and friends — and to fortify us for the challenges ahead.

The following summaries cover the key activities of MTA divisions and departments in 2021-2022.

CENTER FOR EDUCATION POLICY AND PRACTICE

The center's three focal points are monitoring and information sharing, policy and budget analysis, and driving education policy. All of the areas converge on the strategic priorities of the MTA Blueprint and center racial, social, gender and economic justice in analysis and advocacy.

The CEPP has been moving to connect to the five priorities by:

- Engaging with members, given the roles played by the staff on key commissions and councils, as well monitoring and responding to the Department of Elementary and Secondary Education, the Department of Higher Education and other state and federal agencies.
- Creating Action Dialogue Circles that include members, policy scholars and students who offer input and in some cases engage as co-participants in policy and practice monitoring and action research with CEPP staff.
- Increasing the interactivity of the CEPP blog, "The Policy Minute" (*thepolicyminute.com*), and creating an open-source, empirical policy and practice research journal titled "The Portal."
- Prioritizing the inclusion of those most affected by the policy topic and/or education practice, as well as emphasizing diversity in the composition of Action Dialogue Circles.
- Engaging in a broad equity study — centering participatory action research that directly involves members — in collaboration with the higher education staff and the Bargaining Campaign Strategy Team.
- Offering multiple virtual workshops on educator licensure in 2021 and 2022, both statewide and for local associations. Through direct support on educator licensure, the CEPP worked with 466 members in 2021.
- Applying an economic, social and racial justice lens in its research agenda, which includes the budget and ARPA spending; reversing enrollment declines in higher education, particularly involving students of color; the development of an Adjunct Bill of Rights; early college; recruitment and retention of diverse educators; receivership; school building and facilities; attacks on critical and social justice teaching and learning; the imposition of charter schools on local communities; educational technology trends; performance contracting; and how Fair Share can support investments that advance equity, including debt-free college, community schools, and mental health supports.

COMMUNICATIONS

The Communications Division continues to be guided in all areas by the priorities of the Blueprint, building on a lengthy history of connecting members to locals and the statewide MTA: leading on racial, economic, gender and social justice issues; cultivating new leadership; and participating aggressively in advancing MTA policy priorities and campaigns. The division's work adds significantly to our union's power both on a daily basis and over the long term.

This has held true throughout the COVID-19 pandemic, which has led to a surge in both our media advocacy and the need for strategic internal messaging.

Due in part to the staff's outreach, MTA President Merrie Najimy and local leaders have been a constant public presence. In collaboration with other divisions, Communications also has helped develop new ways of reaching members, including issue-oriented Facebook Live events and webinars.

Moving these activities forward, sometimes at a fever pitch, has tested the division's mettle, but Communications has come through for the MTA even under extremely trying circumstances.

In addition, the division has experienced considerable staff turnover because of retirements but has been able to recruit and train highly capable new employees, all of whom are establishing strong records in their jobs.

This has been evidenced in lively additions to the MTA's social media streams, in writing for the four issues of *MTA Today* that have been published since the last Annual Meeting, in material developed for *massteacher.org* and other websites, and in the division's extensive bargaining and crisis work with locals and chapters.

The division's messaging effectiveness has been demonstrated on all fronts, including the furtherance of a substantive

counternarrative to the right wing and so-called education reformers. Indications of its success can be found in the public perceptions of educators, which remain highly positive both anecdotally and in polling, and in the strength of support for MTA positions on MCAS, funding, and living wages and good benefits for ESPs, adjunct faculty members and all other educators.

The division is playing a key role in advancing the Fair Share campaign and advocating for the MTA's legislative and electoral priorities. And the quest for equity in all of its forms is incorporated in every conceivable way in MTA photos, stories, and all other aspects of print, digital and event communications.

The effect has been felt not only in the MTA's positioning around the Blueprint — an area that will continue to be analyzed and adapted in the year ahead — but also in continuing to work with all others in the organization to help members occupy their rightful place as the voice of public education and the leading advocate for excellent student learning conditions, from prekindergarten through college.

FIELD AND ORGANIZING

The Field and Organizing Division — created a year and a half ago with the combination of the former Affiliate Services and Higher Education divisions — emphasizes the need for a preK-16 approach to the work of the MTA. The division remains committed to engaging members and assisting locals in promoting the success and dignity of educators and staff at all levels. The division is further dedicated to organizing for power and helping members take on stronger leadership and activist roles as the MTA fights, in alignment with the Blueprint priorities, for the schools and campuses that Massachusetts students and communities deserve.

Field and Organizing staff support nearly 400 locals in mobilizing around strategic bargaining campaigns, the negotiation of more than 700 contracts, and representing and advancing the interests of members. Highlights of the 2021-2022 school year include:

Bargaining and Advocacy: More and more locals have adopted increasingly democratic forms of bargaining, including open bargaining, the establishment of Contract Action Teams, coordinated and coalition bargaining, and the creation of bargaining councils. Here are just a few examples:

- The ESP living wage campaign and the PreK-12 ESP Bill of Rights campaign have been embraced by dozens more locals this year. A common goal for many locals is establishing a \$35,000 starting rate for ESPs.
- Almost every higher education local ratified a successor contract this year. Several engaged in open bargaining for the first time, and all engaged in some form of coordinated bargaining. Many higher ed locals are continuing to strengthen their bargaining councils through coordinated or coalition bargaining on health and safety issues as well as continuing to prepare for the next round of contract negotiations. For the first time, *An Act to Provide Fair Working Conditions for Public Higher Education Adjunct Faculty* was reported favorably out of committee and sent to Ways and Means. This bill would address the unjust conditions under which many adjunct faculty members work. A newly formed adjunct working group continues to engage adjunct faculty members in educating legislators, their fellow members and the public about these conditions.
- Whether preK-12 or higher ed, teacher, ESP, faculty or staff, the newly formed Bargaining Campaign Strategy Team continues to support field staff and locals throughout the state with tools and resources for bargaining better contracts.

Organizing: New organizing continues through outreach by staff and members to units that are not unionized. This year a new unit joined the Ludlow local — and over the last two and a half years, 14 new units with nearly 1,100 members have been organized and joined the MTA. In addition, strong organizing efforts — in coalition with community allies — resulted in the defeat of a charter school proposal that would have weakened the New Bedford Public Schools and surrounding districts.

Support for MTA Committees: Division staff actively support MTA committees and working groups, including those focused on large locals, environmental health and safety, ESPs, ethnic minority affairs, new presidents, new members and adjunct faculty.

The Fair Share Campaign: F&O staff are actively organizing with locals to build support for the Fair Share Amendment. Locals are holding informational meetings, phone banks and canvasses, as well as making sure every member knows the importance of passing the ballot measure.

Racial and Social Justice: Division staff are supporting locals that are engaging in antiracism work in their districts and on their campuses, and they are participating in workshops and trainings to be better prepared to support this work. Racial and social justice toolkits and other resources have been developed in collaboration with other divisions and member leaders.

Membership: With F&O supports such as the Summer Member Organizing program and best practices for new-hire orientation programs, locals have been able to maintain stable membership and in some cases have seen small increases in membership.

FINANCE AND ACCOUNTING

The MTA's financial condition remains strong. Our June 30, 2021, audited financial statements showed total net assets of \$81.8 million. The MTA's cash and liquid reserves remain healthy as a result of continued positive financial results, prudent pension funding, positive investment performance, and sound fiscal management.

While the MTA is still living through uncertainty, current counts in fiscal 2021-2022 indicate that post-pandemic membership FTEs are returning to pre-pandemic levels. The staff has not, however, assumed any membership gains related to education funding. This is a conservative method of projecting 2022-2023 membership, given that it is not possible to predict how education funding will be spent by local jurisdictions.

Fiscal 2021-2022 saw the addition of a new Chief Financial Officer in the division. With a new perspective comes the opportunity to review long-standing vendor relationships with an eye toward improvements in service offerings with lower organizational costs.

The first request for proposals issued was for investment advisory services. The RFP process resulted in a transition from Morgan Stanley to Portsmouth, New Hampshire-based Prime Buchholz to manage the MTA reserve portfolio. During the evaluation process, the firm demonstrated its ability to engage with the Investment Committee on socially responsible investment options and proposed a balanced portfolio that aligns with the MTA's investment objectives, while also significantly lowering fees. RFPs in additional operational areas will be forthcoming.

Finance and Accounting is committed to delivering a high level of service in the following areas:

- Membership processing.
- Financial training and assistance for local associations, as well as informing them of best practices and assisting with compliance issues.
- Internal accounting services, including financial reporting, budgeting, expense reporting, financial analysis, payroll, 401(k) and pension accounting, internal controls, accounting for other MTA entities, annual tax filings, financial support for MTA governance and committees, purchasing, and travel administration.

GOVERNANCE AND ADMINISTRATION

The division manages all governance-related meetings and events, including the Annual Meeting of Delegates, Executive Committee and Board of Directors' meetings, All Presidents' and Regional Presidents' meetings, and local and regional member forums. The division also coordinates and manages the Massachusetts delegation's attendance at the NEA Representative Assembly.

In providing day-to-day assistance to MTA officers, the Executive Committee, the Board, member committees and local association leaders, the division's work crosses all five areas of the MTA Blueprint strategic priorities and is vital to the leadership mission of connecting members to the life of the union.

Key activities during the past year have included:

- Hosting the Annual Meeting of Delegates as a virtual meeting for a second consecutive year, producing an event that allowed for crucial MTA business to be conducted.
- Holding meetings and events in a hybrid format and creating virtual and in-person options that enabled governance business to move forward during the pandemic.
- Assisting when the NEA Representative Assembly was again held in a virtual format and continuing to help MTA delegates participate in a new way.
- Providing administrative support in the appointment of MTA committees and serving as staff liaison to several committees and task forces.
- Preparing budget proposals for the division's operations and for MTA committees.
- Dedicating support staff to MTA leadership for work on all MTA campaigns.

GOVERNMENT RELATIONS

The division works to strengthen the voice and impact of MTA members in the political and legislative processes by linking educators with their elected officials on Beacon Hill and through the electoral process.

The year was again dominated by priorities flowing from the COVID-19 pandemic and guided by the MTA Blueprint.

The union won nearly \$400 million in education-related investments in the December 2021 ARPA law passed by the Legislature. That victory was based on significant member engagement lifting up the need for building renovations, addressing food insecurity, and seeking behavioral and mental health support in schools. In January, member advocacy led to legislative victories expanding support for coronavirus tests, higher-quality masks, and improved accountability from DESE.

The division staff supported member leadership on key initiatives such as changing the Massachusetts Tests for Educator Licensure to increase workforce diversity, correcting significant challenges with the implementation of *RetirementPlus*, and addressing much-needed improvements in basic wages and benefits for ESPs and adjunct faculty members. The work included supporting member testimony, meetings with legislators, social media, letter-writing campaigns and, in partnership with Grassroots, in-district meetings.

The legislative session does not conclude until the end of July 2022, but at this writing, bills in the areas mentioned have received favorable recommendations from key committees and are in active discussion for possible passage.

This spring, the division developed and executed new opportunities for members to engage with leading gubernatorial candidates. Activities have included one forum focused on lifting up the voices of BIPOC members of the Global Majority and two events featuring questions solicited from and asked by members. The division continues to focus on creative ways to engage members in the political process.

GRASSROOTS CAMPAIGNS

The mission of the Grassroots Division is to support public education and make educators' voices heard. As such, it is in direct alignment with the Blueprint priorities.

The staff helps move the MTA forward through ongoing public education campaigns, elections, and organizing initiatives. Its work is powered by Senate District Coordinators (SDCs) and Political Action Leaders (PALs). Their teams play a pivotal role in many legislative and electoral campaigns.

More than 2,500 MTA members met with their state legislators in the spring and summer of 2021, helping set up legislative victories in 2021-2022. In addition, the division supported candidates and causes to help make the Legislature more favorable to public education.

As 2022 progresses, the division is preparing to support pro-public-education candidates for legislative seats and state constitutional offices. The staff, SDCs and PALs will be heavily involved in the Fair Share campaign, for which Grassroots has been managing a member-to-member program that has connected with more than 5,000 educators for conversations.

It is gratifying to report that almost 98 percent of MTA members contacted are supportive of or neutral about the campaign.

HUMAN RESOURCES

The Human Resources Division continues to provide the MTA's approximately 150 full-time employees with a wide selection of benefits, including short-term and long-term disability insurance, dental insurance, and a 401(k) program, along with our defined-benefit pension plan. It also administers health insurance coverage, vacation, sick time and holiday leave. Leave options were expanded as a result of the Paid Family and Medical Leave law, which the MTA advocated for as part of the Raise Up Massachusetts coalition.

The MTA's seven office locations, like offices everywhere, were significantly impacted by the COVID-19 pandemic. HR played a major role in helping to develop and implement the MTA's workplace policies and protocols aimed at protecting the health and well-being of our staff. For the first 18 months or so of the pandemic, those protocols were developed through a collaborative process with a joint labor-management committee.

Facing the prospect of a federal vaccine mandate, the JLMC was replaced by formal bargaining with the three staff unions. Negotiations concluded this spring, and the agreement includes a requirement that employees be boosted or submit the results of weekly testing. HR has been busy collecting vaccination information and creating a system for tracking those who test. Going forward, the JLMC will resume meeting so that the MTA can continue to be flexible as COVID-19 infection rates ebb and flow (and hopefully soon just ebb!).

INFORMATION TECHNOLOGY SERVICES

The division has continued to provide and support systems that help the organization implement the MTA Blueprint, as well as to meet the day-to-day technological needs of the staff.

The staff continue to work with other divisions to help maximize efficient workflows through the use of Office 365. A notable project this year was the automation of the activity reporting application.

ITS works in collaboration with all other MTA divisions to ensure that technological needs are being met and that the union is using its internal resources to the greatest extent possible. The division is also responsible for the implementation, support and maintenance of all major computer applications, as well as more than 175 laptop and desktop computers, printers, servers and internal and cellular telephone systems.

The work of the division makes possible the smooth operation of the technology systems that are woven through all parts of the organization and essential to ensuring maximum efficiency and productivity.

LEGAL SERVICES

Managed by the Office of the General Counsel, the division continues to be widely recognized and respected for high-quality legal representation, robust advocacy, and a strong commitment to protecting the workplace rights and secured benefits of MTA educators.

The division provides a wide range of legal services and representation to individual members and local affiliates on labor, employment and union-related issues, including terminations, suspensions, licensure investigations, unemployment claims, health insurance disputes, retirement appeals, civil service issues, unlawful discrimination matters, wage claims, workers' compensation, whistleblower retaliation, work-related criminal charges, unfair labor practices and contract interpretation arbitrations.

Such matters are expertly litigated by MTA attorneys — both in-house lawyers and outside counsel — before the Massachusetts Supreme Judicial Court, the Appeals Court, the Superior Court, arbitrators, the Department of Labor Relations, the Division of Administrative Law Appeals, the Massachusetts Teachers' Retirement Board, and other legal forums.

The division also oversees the MTA's retirement consultation program. Experienced and knowledgeable retirement consultants meet with hundreds of members across the state on a one-to-one basis and in workshops, reaching more and more members every year in securing hard-earned retirement benefits and protections.

MTA attorneys swiftly and deftly addressed numerous legal issues arising from the COVID-19 pandemic, ranging from health and safety rights to the constitutionality of government mandates.

Despite the significant surge in pandemic-related cases, the division's attorneys have been keen to act and think creatively about proposed policies and regulations that are intended to scapegoat and attack educators and prevent honest education. The division has risen to the occasion by developing a legal toolkit to help members effectively advocate for an antiracist curriculum as educators, private citizens and union leaders. In doing this work — and in concert with the MTA's goal to lead on social, racial and economic justice — the attorneys and support staff have enthusiastically participated in regular and ongoing racial justice learning programs together as a team, both for interpersonal growth and for professional development.

MTA BENEFITS

MTA Benefits continues to serve the unique needs of members and their families, which are constantly evolving. Over the past year, MTAB addressed increased requests from members on life insurance, dental insurance and disability insurance. The division also saw inquiries for travel benefits and discounts skyrocket.

MTAB recently launched a new virtual behavioral health program allowing local associations to provide members and their families with access to talk therapy in as little as 24 to 48 hours. Educators have faced mounting pressure, particularly over the past few years, and a program that can help destigmatize and make available the mental health care they deserve will provide much-needed relief to members.

Meanwhile, MTAB has added a new mortgage program, partnering with Massachusetts-based NewFed Mortgage, which offers members another choice when purchasing or refinancing a home.

MTAB partners at both Cambridge Credit Counseling and NEA Member Benefits have responded to frequently changing regulations regarding student loan repayment and Public Service Loan Forgiveness. Cambridge Credit Counseling offers webinars to discuss repayment and forgiveness options, as well as reviewing new guidelines or waivers. And a new webinar program is available to locals or individuals needing objective financial wellness education from MTAB's financial planning partner, Stacey Braun Associates, Inc.

As members' desire to travel resurges, MTAB is offering a new travel program with Access, providing hotel savings at more than 850,000 properties worldwide — as much as 50 percent lower than what they would find in a typical online search. Benefits include savings on car rentals, theme parks, activities, flights and cruises.

PRINTING AND MAILING

The department fulfilled 495 job requests during calendar year 2021 to meet the needs of MTA divisions, locals, coalition partners and other clients. Many of these requests were from locals, involving the printing of materials such as contracts, flyers, newsletters and postcards. The department continues to see an uptick in the usage of the wide-format printer for banners, large posters and signs.

With the purchase of sublimation equipment, Printing and Mailing now provides several new offerings, including mugs, water bottles, tote bags, T-shirts, mouse pads and coasters.

The staff has continued to scan archived MTA documents. This work includes creating searchable PDFs.

TRAINING AND PROFESSIONAL LEARNING

This has been a year of pivoting and learning to adjust to developments involving COVID-19, and staff members are proud that they have mastered the art of producing virtual and hybrid events. The division has used technology to provide members and leaders with a safe environment while continuing to improve its practice.

TPL solidified its place as a virtual event provider by launching the Virtual Attendee Hub at the 2021 Summer Conference. The hub provided access to the entire conference on one platform, using one event web link instead of dozens of separate Zoom links. This allowed for a streamlined, MTA-branded user experience.

The MTA's Digital Library was launched this year to provide resources for local reading groups, making them immediately accessible. The library allows TPL to offer more titles in more formats (notably eBooks and audiobooks) at substantial cost savings and on demand — meaning no more waiting for sold-out titles to become available and no more shipping costs.

There is also a new Facilitator Database, expanding the diversity of the potential presenter pool, allowing TPL to better target requests for workshops and helping the staff keep track of members' engagement through their union and professional leadership.

The staff spent considerable time this year integrating Massachusetts data with NEA360. While still a work in progress, this integration, once finalized, will provide the MTA with key data on member engagement through attendance tracking and session tracking.

Specific ways that TPL has advanced the five Blueprint priorities include:

- Making more than 20 titles available on racial and social justice, unions, history and politics.
- Arranging or producing events such as the Summer Conference, the Early Career Educators Conference, the Ethnic Minority Affairs Committee Conference, the Winter Union Skills series, the Human and Civil Rights Awards banquet, and the Education Support Professionals Conference.
- Working with committees dedicated to leadership initiatives and various constituencies to help them refine their online programming.
- Collaborating to plan and execute governance meetings.
- Offering conference workshops on bargaining, racial justice, alternatives to white supremacy culture, Islamophobia, immigrant youth, teaching culturally responsive practices and teaching hidden histories, celebrating diversity and ensuring inclusion, and providing diversity materials in classrooms.
- Beginning to plan Fair Share events with other divisions and offering support.