

Goal Setting

Goal setting is crucial for your school to be effective and active members of CEA. Goal setting:

- Influences behavior
- Is highly motivational
- Helps schools with specific goals to perform better
- Allows schools with difficult, but obtainable goals, to perform better than those with easy goals
- Requires commitment in order to be successful
- Reflects the basic purpose for existence

Constant Organizing Goals - a Tool for Assessment and Planning

The basis of effective local chapter programs is PLAN - ACT - EVALUATE. Too often we tend to act without planning or evaluation. At times we plan and then act but don't evaluate. Five common characteristics of strong local chapters are referred to as the Constant Organizing Goals and can be used as a basis for effective planning and evaluation of programs and actions:

Constant identification and development of leadership

- The local exists and grows independent of individuals.
- New leaders are constantly being surfaced and nurtured. People are given opportunities for involvement.
- We work toward becoming an inclusive organization that seeks the involvement of all.
- There is a constant need to develop new or different roles for experienced leaders.

Effective communication system(s) with members, non-members, constituents, audiences, communities, and the employer's constituents audiences and communities.

- Communication system(s) from leaders to members and members to leaders that goes well beyond flyers. Messages need to be communicated three different ways, seven different times just to begin penetration and understanding.
- Building alliances with constituent groups, individuals, and organizations.
- Building alliances or neutralizing, the employer's constituents.

Achieving organizational parity or equality with the employer.

- Generally thought of as though an enforced collective bargaining agreement that protects the interests of the Association, but it means power. Power is gained through organizing. Power is gained through two components - organized people and organized money (membership and dues).
- Locals that look for a "quick fix" process "to be less adversarial" do not understand organizing and representing the interests of their constituents.

- Whenever there is a reliance on a third party, such as consultants, to represent your interests or solve your problems, the local chapter has lost its basic purpose for existence - to represent and empower.
- Whenever there is reliance on a third party, such as consultants, to represent your interests or to solve your problems, the local chapter has lost its basic purpose for existence - to represent and to empower.
- People tend to disregard the fact that organizing takes place before mobilizing. The mobilizing is the action that tests and solidifies our organizing.

Constantly developing and changing programs and organizational objectives which members (and potential members) can identify with and share in...

- Meaningful involvement based upon interest and issues.
- Leadership surfacing and development.
- Communication system(s).
- Parity with employer.
- Attracts new members and retains old.

Constantly developing and changing alliances with groups, individually, and organizations with common interests.

- Both internal and external.
- Avoid permanent alliances that will restrict or impede your own agenda. However, you have to know what your agenda is.
- Know what your interests and issues are as well as others.
- No permanent friends and no permanent enemies.
- Requires collaborative behaviors to build trust.

The Constant Organizing Goals can be used as a planning and/or evaluation tool. By looking at each of the five areas and honestly comparing what is with what should be, local leaders can develop and refine a program that will strengthen the local chapter. Turn each of the five Goals into questions, such as "What are we doing to identify and nurture new leaders? How can we improve our communications?" etc.