



STATE OF THE UNION 2014–2016





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Randi Weingarten  
PRESIDENT



Lorretta Johnson  
SECRETARY-TREASURER



Mary Cathryn Ricker  
EXECUTIVE VICE PRESIDENT

## **OUR MISSION**

The **American Federation of Teachers** is a union of professionals that champions fairness; democracy; economic opportunity; and high-quality public education, healthcare and public services for our students, their families and our communities. We are committed to advancing these principles through community engagement, organizing, collective bargaining and political activism, and especially through the work our members do.

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# FROM ANGER TO ASPIRATION TO ACTION

THE FEARLESS GROUP of teachers who organized the AFT's first local 100 years ago in Chicago would be amazed—and more than a little proud, we think—to see what the union has become as we head into our second century. Those first members were fed up with their low pay and poor working conditions. They had a vision for a more just workplace, and they took action, coming together to fight for a voice on the job and improved opportunities for their students.

The brave women who formed that first local would easily recognize the fights our nearly 3,500 AFT locals are waging today: for workers' rights, for economic equality and for social justice. Now, as then, our members are justifiably angry about the constant attacks they and their unions face as opponents try to stymie

our efforts to move the country in a more progressive direction—a direction where more and more students, workers and their families have access to the American dream. And they're turning that anger and their aspirations for tangible change into action, from the halls of Congress to small-town school boards that make key decisions affecting our members' and students' well-being.

In a broad sense, today's fights often boil down to us pushing back against a well-funded group of opponents who drive growing inequality and who would love nothing more than for unions to disappear. At the same time, we fight forward to expand the middle class—and all that that means—to a much bigger segment of society. But we can't do it alone. As the number of work-

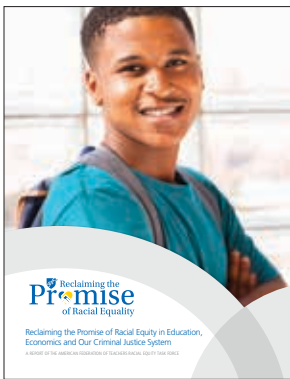
ers in unions has declined, we've redoubled our efforts to engage more members than ever in these fights while also building strong coalitions with a growing number of community allies. Community is our new density, as AFT President Randi Weingarten likes to say.

If anything, the stakes have been greater than ever the last two years, as the AFT has tackled challenges at the national, state and local levels—from ensuring our students can learn in buildings that aren't harming them with hazards like tainted water, to pushing states to provide adequate funding for the essential services that make communities vibrant, to guaranteeing basic rights for every American, regardless of race, gender or sexual orientation, and to promoting democracy and free trade unions internation-

*“We build power for people through success at the bargaining table and at the ballot box.”*

— AFT PRESIDENT RANDI WEINGARTEN





**"Reclaiming the Promise of Racial Equity: In Education, Economics and Our Criminal Justice System" continues the union's long and proud legacy of fighting for democracy and championing fairness and economic opportunity for all.**

ally. And let's not forget, at the same time, we've been working overtime to elect a new president who won't turn back the clock on all the gains we've made over the past eight years.

### **Bargaining and ballots**

It has become clear, Weingarten says, that we build power for people through success at the bargaining table and at the ballot box. That remains as true as ever, with community and member engagement as a common underlying theme.

Recently, however, we've also seen the courts playing an increasingly central—and often negative—role in the future of progressive programs and basic rights. The *Friedrichs v. California Teachers Association* case is one such example. Before the unexpected death in February of Supreme Court Justice Antonin Scalia, it looked like the court was set to eliminate "fair share fee" policies that require workers represented by unions to still pay the union a fee—their fair share—for representing their interests (which the

union is legally obligated to do). Eliminating fair share fees would have meant the loss of millions of dollars. Absent Justice Scalia, the court ended up deadlocked on *Friedrichs*, meaning that workers represented by unions must still pay their fair share.

As the *Friedrichs* case was working its way through the courts, the AFT launched an unprecedented effort—also coinciding with our 100th anniversary—to re-engage with every one of our members. The aim of this comprehensive member-engagement effort is to build on our central strength: the collective power of our members. Ultimately, that's the only way to make progress toward fair wages and benefits, safe schools, high-quality healthcare and great public services.

To that end, the AFT executive council approved a resolution pledging that, in addition to reaching out to every member of the AFT, the union will double the number of activists, to 10 percent of our membership, and triple the number of members who engage in any union activities, to

70 percent. As it turns out, in various locations, these efforts have converted many former agency fee payers to members.

### **Equity and professionalism**

We also undertook a serious and sometimes painful look at how to address the lingering effects of racism and inequality in our nation, and in our union. In October 2015, the AFT issued a landmark report and blueprint on achieving racial equity. "Reclaiming the Promise of Racial Equity: In Education, Economics and Our Criminal Justice System"—produced by a racial equity task force led by Secretary-Treasurer Lorretta Johnson—provides a framework to develop policy in national and state legislation, at the school board level and inside the AFT itself. It continues the union's long and proud legacy of fighting for democracy and championing fairness and economic opportunity for all.

The AFT also launched a task force on Latino issues, which has crafted a resolution and blueprint for action to go before





the convention. Our country's demographics are changing, and we need to embrace the new face of our student population and the American workforce, including the large numbers of AFT teachers and PSRPs who are educating our growing population of Latino children today.

A constant concern for the AFT, as a union of professionals, is ensuring that members in all of our divisions and diverse jobs are treated as professionals in the workplace. To bring a sharper focus to those efforts, a task force on professionalism—chaired by Executive Vice President Mary Cathryn Ricker—has been looking at barriers to professional treatment in the workplace and in society, as well as considering topics such as professional development, autonomy and respect. The task force is outlining strategies to make it easier to attract and retain qualified employees, to gain greater respect for our work, to elevate the dignity of all workers and to create professional work environments.

The past two years also saw

huge progress on other issues central to the AFT and our members. Among them:

- ◆ After years of the union fighting the testing fixation created by No Child Left Behind and federal programs like Race to the Top, a huge victory came last December when President Obama signed the Every Student Succeeds Act. The law has the potential to usher in the most sweeping, positive changes to public education we've seen in two decades.
  - ◆ In June 2015, prompting Facebook profiles and Twitter feeds across the country to proclaim "Love wins," the U.S. Supreme Court ruled in favor of marriage equality.
  - ◆ AFT political action helped flip governors' seats in Louisiana and Pennsylvania from Republican to Democrat, and pushed a number of worker-friendly mayoral candidates to victory.
  - ◆ From California to New York, AFT affiliates bargained innovative contracts—among them, class-size reduction
- language for the United Teachers of Los Angeles, landmark charter school contracts in Cleveland and New Orleans, and long-overdue salary adjustments for the Public Employees Federation members in New York state.
- ◆ Work by the AFT and our allies put a needed spotlight on problems with hedge funds, with their high fees and subpar returns as part of union pension investments. On the plus side, AFT pension investments poured billions into infrastructure rebuilding projects.
  - ◆ Meanwhile, AFT-run student debt clinics across the country have helped borrowers save huge amounts of money, hundreds of dollars a month for some.

At the same time, the AFT—often working with our community partners—continued a number of successful initiatives, including Reconnecting McDowell, which has brought tangible progress to one of the nation's poorest

Reconnecting  
McDowell



sharemylesson  
POWERED BY AFT



The AFT continues working with our many partners to improve our communities.



*Every worker  
deserves dignity,  
respect and fair  
compensation.  
That's a fight  
we'll carry on.*

counties, McDowell County, W.Va.; First Book, which has distributed millions of free books to low-income children across the country; Share My Lesson, the fastest-growing digital collection of free lesson plans and other materials for educators, which was significantly upgraded in 2016; and Colorin Colorado, our 11-year partnership with public broadcasting station WETA that has become the premier national online resource for educators and families of English language learners.

### **Growth and technology**

No union can remain strong without growing. And even though organizing new members has become more difficult in recent years, with labor laws increasingly stacked in management's favor, we've continued to bring new groups of workers into the AFT. Our membership figure reached an all-time high this year: 1,637,412 members. Charter school educators, adjunct faculty at colleges and universities, and nurses and health professionals are three groups that have seen the

biggest success.

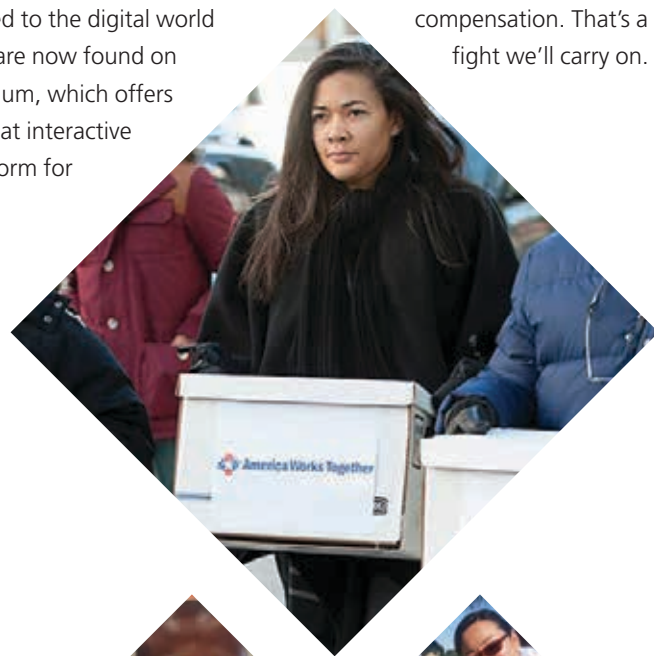
Technology has been a vital tool in the AFT's efforts both to communicate with our members and to spread our message more broadly to change the conversation around public institutions. In just two years, we have doubled the number of people who like our Facebook page (to 54,000) and who follow the AFT (29,000) and Randi Weingarten (60,000) on Twitter. The AFT website (AFT.org) underwent a complete redesign in 2014, and we've continued to expand and modernize our network of state and local union websites. The union's national publications also have transitioned to the digital world and are now found on Medium, which offers a great interactive platform for

highlighting our issues and featuring our members' voices.

In politics, as well, technology continues to play a central role. The AFT's network of 380,000 "e-activists" has sent literally millions of messages to lawmakers on the union's priority issues. The national union and many of our affiliates are also activating members through text messaging.

Although the tools might be more modern and more efficient, the basic message they help us spread hasn't changed that much from what our founders were fighting for a century ago in Chicago: Every worker deserves

dignity, respect and fair compensation. That's a fight we'll carry on. ♦





# EDUCATION

**Over the past two years, AFT members who work in education, from pre-K through higher education, showed the type of tenacity and resolve that turns anger into hope for our professions, for our students and for the communities where we work.**

Time and again, teachers, college faculty and support staff, as well as early educators, stood together to spearhead change and carve out new opportunities in a landscape mired in deep challenges. From test-and-punish mindsets to privatization schemes to fringe players who have turned dismantling public schools and other vital civic institutions into a national fixation, AFT members have risen to the challenge through their union—and found the voice needed to fight for conditions so crucial to the work they perform.

No recent milestone overshadows the 2015 enactment of the Every Student Succeeds Act. The law closes the books on its predecessor, the No Child Left Behind Act, and opens bold new prospects that move beyond NCLB and Race to the Top—all while keeping essentials like targeted federal funding for schools and certification for paraprofessionals. Gone are some of education's biggest travesties: teacher evaluation that turns the U.S. Education Department into a national human resources department, cookie-cutter models of school improvement and "adequate yearly progress," to name a few. In their place, ESSA creates the opportunity for a reset in education and new frameworks that put teaching and learning above testing.

It didn't happen by accident.

ESSA was a historic bipartisan breakthrough, and it came about through unified action. It engaged not only a broad array of stakeholders but also the AFT grass roots, which generated huge numbers of letters and actions, as well as testimony, leading up to the law's enactment. It was frontline, ground-level work—the type of

work that, time and again, has made the winning difference.

AFT members also played a leading role in events that garnered national attention for public education. From South Boston to East Los Angeles, AFT members gathered in the early morning hours on two occasions to stand with students, parents and neighbors for rallies capped by a school "walk-in"—a community show of solidarity and support for strong neighborhood public schools. Working through the Alliance to Reclaim Our Schools, AFT members highlighted the irreplaceable contributions that strong schools—and all the dedicated staff who work in them—make in their neighborhoods.

AFT members stood tall when forces that weaken schools and our professions needed calling out. They turned out by the thousands to bring public attention to everything from toxic building conditions in Detroit to cold-blooded school closures across Chicago.

In 2014, when a cover of *Time* depicted teachers as "rotten apples," AFT leaders and activists showed up at the magazine's Manhattan headquarters, demanding an apology through a petition signed by more than 100,000 Americans. In 2015, when school-related stress was becoming an inescapable national crisis, AFT members were there as well. More than 30,000 educators participated in a survey developed by the union and the Badass Teachers Association—revealing that stress in schools had grown so pernicious that thousands were either leaving or poised to exit their professions—and it quickly became a rallying cry for federal action.

## At all levels

A number of compelling issues have driven member engagement in the AFT's higher education division, as well. Student debt has become a front-page national issue, and rightly so. In addition to holding back individuals trying to launch their post-college careers, staggering monthly student loan payments mean no money for home



## MEMBER ACTIVISM

### Doing what's right

**NOBODY EVER PROMISED** that becoming an effective site representative was easy, but it can be deeply rewarding.

That's the experience of Genia Scott, an after-school educator who considers it her mission to bring "fair share" payers into the fold as members of the Berkeley (Calif.) Council of Classified Employees. Her co-workers sometimes think they're members because money is deducted from their paychecks, but that's not necessarily true.

As a result of Scott's activism, her school now has only one fee payer left among two dozen members. She is constantly enlisting new helpers to lend a hand. If another school doesn't have a building rep, she helps members there.

In return, they show up for big meetings and rallies. Although she understands why school employees might not want to sit in meetings, she is adamant about the importance of engaging members—at a minimum, knowing what's in their contract and ensuring it's applied fairly.

Not that it's easy for PSRPs to get involved. They have varied schedules—custodians and cafeteria staff get off at 2 p.m., while the rest leave later, up to 10:30 p.m. Some hold down other jobs, and some live far away. Turnover is high. Scott tries to catch them in the mornings, and if she stays late, she can reach almost everyone.

Mostly, she is driven by a sense of fairness—that contract provisions are there for a reason. "If it's right, it's right. If it's wrong, it's wrong," she says. By building the strength of the union, Scott aims to make sure it's right.



**GENIA SCOTT**

## NEW PARTNERS

### In New Mexico, a groundbreaking model

WHAT'S IT GOING TO TAKE to move New Mexico out of the national cellar when it comes to children's well-being? "All of us, working together—parents, educators and small business owners," explains Carmella Salinas, a longtime early childhood educator in Española, N.M., and member of the AFT's New Mexico Early Educators United.

Thanks to Salinas and AFT members like her, those words of unity are more than a slogan.

Salinas is also president of PEOPLE for the Kids, a break-the-mold partnership among educators, parents and early learning center owners, who are joining together to address New Mexico's crisis in early childhood education. The partnership has grown rapidly and now boasts more than 100 centers, 4,000 parents and 350 educators. Together, these allies are mounting a powerful campaign aimed at putting to good use a \$15 billion education fund—one that currently sits unused on New Mexico's books—so that equal access to high-quality early childhood education becomes a reality for all children in the state. Together, the partnership is organizing center owners, parents and educators so that early educators gain the support and respect they deserve for the important work they do: giving our youngest learners a strong start.

"I love my kids and am passionate about my job. However, like many early childhood educators across the country, I have to rely on government assistance to make ends meet for my family," Salinas says. "That is why I became an active member of Early Educators United and helped form the PEOPLE for the Kids partnership."

CARMELLA  
SALINAS



ownership, new business ventures or consumer spending—and that means student debt affects the whole economy. The AFT is offering student debt clinics, teaching individuals about public service loan forgiveness, income-based repayment options, lower interest rates and other tools to ease their student debt load. The student debt issue is one that affects AFT members and their families across every sector of the union, even our retirees.

The AFT also has pushed hard at the policy level to reduce the impact of student debt, and the U.S. Department of Education has responded. Among other victories, students who borrowed to attend institutions run by for-profit Corinthian Colleges Inc., which charged exorbitant fees for degrees that were often inferior, are now released from having to pay back their federal student loans; new laws put a stop to predatory for-profit schools targeting vulnerable students; and additional laws prevent debt col-

lectors from illegally overcharging or otherwise exploiting borrowers.

The cost of higher education continues to skyrocket, in part because states are defunding it in their budgets. Connecticut, Illinois, Kansas, New Jersey, Wisconsin and other states have slashed spending, and public colleges and universities have taken the hit.

Wisconsin is a particularly dramatic example. It became one of the lowest-spending states for higher education when Gov. Scott Walker slashed \$250 million in higher ed spending from his budget. Hundreds of faculty and staff have been laid off, and others are leaving because they don't trust the state to fund or support their research if it is the least bit controversial. AFT-Wisconsin faculty and academic staff unions are fighting back, protesting at board meetings with duct tape over their mouths to symbolize how

they've been shut out of shared governance, signing petitions and pressuring their chancellors to stand up to the governor. Although the chancellor of the state university system promised to preserve tenure and funding despite state law that no longer protects it, he has not done so—and faculty are demanding that he resign.

Similar fights are underway in Illinois, where the state budget has been stalled by a governor determined to pass policies that would gut collective bargaining. Chicago State University had to lay off a third of its staff and faculty. And in New York City, members of the Professional Staff Congress who teach at the City University of New York have not had a raise—or a contract—in six years. After a strike vote, they reached a tentative agreement as we went to press.

Adjunct faculty are another casualty of defunding higher ed: Their lower salaries and fluid appointments are a tool universities use to save money, on the backs of academics who deserve better.

During Campus Equity Week in October, thousands of adjuncts—from Rutgers, in New Jersey, to the University of California-Santa Cruz—rallied and marched to draw attention to the growing reliance on these part-time, short-term contract faculty, who now make up about half of the instructors at American universities. Yet they are paid a fraction of what their full-time colleagues are paid, and their working conditions often lack basics like office space, paid office hours and job security.

Adjuncts who belong to unions fare better, however: The 2012 report of the Coalition on the Academic Workforce shows they are paid 25 percent more than those without a union, are twice as likely





to be paid for course cancellations, and have better job security. That's why nearly 1,200 adjuncts at Temple University joined their full-time colleagues in the Temple Association of University Professionals and voted "union, yes!" in 2015.

### On all fronts

AFT engagement showed up in the courts as well as in the streets.

Union members and affiliates in New Mexico, New York and Texas mounted effective legal challenges to intellectually dishonest and unjust "value added" systems and their misuse of testing as a measure of teacher performance. In *Vergara v. California* (a case that spawned knockoff lawsuits in Minnesota and New York), plaintiffs tried to suggest that seniority, due process and other basic workplace protections are culprits in public education rather than focus on real, deep-seated problems like poverty and lack of support that often deny educational opportunity in disadvantaged and minority communities. This year, a California appeals court evaluated the evidence, thoughtfully applied the law and issued a unanimous decision—rejecting the argument and keeping worker protections intact.

Behind these lawsuits is an effort to falsely advance "an either/or situation" in schools, AFT President Randi Weingarten says. It pits students against educators and ignores the fact that real opportunity "starts with recruiting, retaining and supporting teachers, not blaming educators for societal problems or stripping away their voice." Members responded to the false assumptions behind lawsuits—in ways that raise the bar, question the narrative and strengthen our collective voice.

The AFT and our affiliates have been leaders in making the community school model a reality in cities from Cincinnati to St. Paul, Minn. To date, more than 150 communities across the country have established these schools to reduce chronic absences due to poor health, decrease disciplinary issues and truancy rates, increase family engagement, expand educational opportunity, and ultimately improve teaching and learning. One key is bringing together educators and other staff, including school nurses, food service workers, social workers, parent liaisons and others, toward common goals.

The AFT has been a strong voice when it comes to the need for a diverse school workforce and

the benefits that students and educators both enjoy from a broader participation in the profession. The events and research spearheaded by the AFT, the Albert Shanker Institute and other groups not only have addressed the need for diversity in education but also the ways that this goal is advanced by such elements as solid preparation, induction, classroom conditions and ongoing professional development.

With career and technical education receiving deserved national focus, the AFT Innovation Fund's Promising Pathways initiative is investing approximately \$500,000 to support four AFT affiliates' work with their partners to expand career and technical education. The career pathways will be closely aligned with local job markets; supported by education stakeholders; and provide powerful links among high school, well-paid jobs and higher education.

In New York City, Mayor Bill de Blasio's Pre-K for All initiative is offering free, full-day preschool to every 4-year-old in the city and has added more than 53,000 students in just two years. Other cities are



## TURNING EDUCATORS INTO LEADERS

### Program empowers teachers and paras

EDUCATORS' VOICES have long been lacking in too many policy discussions—and the AFT is doing something about it. In 2011, the union launched the AFT Teacher Leaders Program, bringing together teachers and paraprofessionals from locals across the country and empowering them to assume leadership roles.

Today, almost 600 teachers and paraprofessionals from 17 locals have participated in the program. With the support of their local and national unions, they are exploring issues that go to the heart of today's biggest challenges. Among the questions that teacher leaders have explored over the years: how to best help students with mild or moderate disabilities learn to read, and how to connect the culture of a school with the achievement of its students.

In the case of paraprofessionals, the Toledo (Ohio) Federation of Teachers has the sole Paraprofessional Leaders Program, with three main components: basic training in leadership, a political piece and an individual project, such as anti-bullying strategies, developed into a workshop. This year, the whole group chose one project, a First Book giveaway.

The leaders' work gets results. School boards have adopted recommendations generated by teachers who have participated in the program. Policymakers have even reshaped the focus of entire schools based on the work of teacher leaders in concert with parents. Some projects even go regional: Toledo teacher Mona Al-Hyani's participation in the program helped shape Ohio's efforts to increase awareness about human sex trafficking. "The Teacher Leaders Program taught me how to look at social justice issues and figure out a way that teachers can work with the community," she says.

MONA  
AL-HYANI





eyeing developments in New York City, where pre-K enrollment is high across every community (with the highest participation among low-income families). The union is supporting the work by championing steps to raise pay for pre-K teachers and to give teachers and paraprofessionals access to targeted professional learning and on-site support. At the state level, members in New Mexico are working in a unique partnership of parents, early educators, and child care center owners to secure strong early learning and professional compensation and voice. And at the federal level, AFT activism helped win enactment and shape implementation of the Child Care and Development Block Grant Act of 2014, the first reauthorization of the child care program since 1996 and a critical support for struggling families.

AFT members continue demonstrating the pitfalls of privatization, including limited or shoddy work, safety breaches and higher costs. When attempts to halt outsourcing fail, some of our unions roar back by persuading officials of the need to reinstate public workers—unions like the Oregon School Employees Association, whose custodians in the Rainier public schools were contracted out and now have been brought back in-house after promised cost savings failed to materialize. Some of our affiliates write privatization restrictions into their contracts, banning the practice or limiting it to certain services or periods. Some help legislate limits on outsourcing. And some have partnered with advocates like In the Public Interest and the Labor Education and Research Center.

More broadly, collaboration among unions, districts and schools continues to be a focus of our efforts to improve school achievement, both in person at meetings like the annual Center for School

## KEEPING A CITY COLLEGE ALIVE

Perseverance and loyalty in San Francisco



**AFT 2121  
ACTIVISTS**

WHEN CITY COLLEGE OF SAN FRANCISCO was threatened with losing its accreditation—and its students nearly lost this crucially accessible urban institution—faculty members of AFT 2121 kicked into gear. Building on the work already begun by other community college locals and leaders in the California Federation of Teachers, 2121 played a key role in unraveling what turned out to be rogue behavior of the accrediting agency for their region. They rallied with students, staff, lawmakers and other leaders to expose the Accrediting Commission for Community and Junior Colleges for illegal and unreasonable policies such as secretive operations, lack of accountability, punitive reports, an excessive sanction rate, and an emphasis on college governance rather than on student success and academic rigor.

Unionists prevented the accreditation denial, and put the ACCJC itself on notice: After a months-long investigation, the U.S. Department of Education will revoke ACCJC's authority if it refuses to fix its violations.

That is the power of the union. But it doesn't stop there. After saving the City College of San Francisco from ACCJC, the faculty union held a one-day strike not just for a fair contract, but to keep the institution intact. Administrators want to shrink classes by 26 percent and lay off more than a quarter of the faculty.

"These cuts stand in the way of students trying to enroll in classes and pursue their education and career goals," says Tim Killikelly, president of AFT Local 2121. "We offer high-quality, affordable education for all, and we have worked to rebuild the college after the accreditation crisis. We want bold new initiatives to increase educational opportunities for all San Franciscans."

Improvement Leadership Institute and the inaugural AFT Collaborative Network sessions, and online. The 2016 convention will feature the launch of the new AFT e-learning site, a breakthrough professional development resource for members. From webinars to self-paced courses and blended learning, the site hosts a variety of professional development opportunities on an easy-to-access, web-based plat-

form, one that will allow members to connect with their colleagues around the country.

These new tools will complement the rich, proven array of resources that have made essential contributions to the efforts of members, who continue a century of dedicated work of turning anger to hope, adversity to opportunity, for students and communities across the nation. ♦





# PUBLIC SERVICES

**The AFT approaches its service to the public one employee at a time. But the big picture shapes the union's identity just as profoundly, as members and leaders advocate for the public good in a broader sense.**

Over the past two years, Fight for \$15, a movement to raise the minimum wage to \$15 per hour, has prompted walk-outs in fast food restaurants, retail stores and other low-wage establishments. The AFT has been standing shoulder to shoulder with protesters, including members of the AFT's Colorado WINS affiliate—custodians, mental health workers, college food service workers and other public employees—who rallied and marched for a living wage. With pressure from activists in affiliates like the California Federation of Teachers and the United Federation of Teachers, California and New York passed legislation that raises the minimum wage to \$15 in five years; New York City is phasing in \$15 an hour for all city employees by 2018. Fight for \$15 is not just about money, AFT President Randi Weingarten said at a New Orleans rally associated with the AFT's Conference on Civil, Human

and Women's Rights. "It is a fight for survival. It is a fight for dignity."

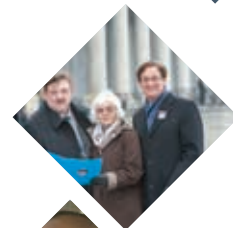
Meanwhile, women in all professions continue to fight for equal pay for equal work. Unions' efforts make an especially big difference: The Institute for Women's Policy Research reports that among full-time workers ages 16 and older, women represented by labor unions earn an average of 31 percent more per week than women in nonunion jobs. The "union advantage" also reflects a smaller gender wage gap. "Labor unions tend to raise wages and improve benefits for all represented workers, especially those at the middle and bottom of the wage distribution, who are disproportionately women," the report says.

The cascade effect of higher women's wages is also clear: When women are more financially secure, their children have more stable homes. Entire communities benefit.

## **Pensions for public good, not greed**

We all know our pensions are important, but the AFT has amplified their impact by investing union pension funds in public infrastructure. An impressive \$14 billion from these funds is slated to help finance important projects like the renovation of LaGuardia Airport, as well as energy retrofits for commercial, industrial and public buildings. The projects will create roughly 140,000 jobs, a long-term boost that will have an exponential impact on thousands of American families.

AFT members, and our energetic retirees in particular, continue to be active in the fight to expand Social Security and preserve Medicare—two perennial targets of Republican austerity hawks in Washington, D.C. Together, these programs are vital to the health and retirement security of the vast



## **INTERNATIONAL SOLIDARITY**

## **AFT IN THE WORLD**

Standing for justice with our international partners

THE AFT'S INTERNATIONAL WORK is based on three pillars: promoting and protecting human and labor rights, fighting back against global privatization, and fighting forward by applying best practices from around the world to improve education in the United States. We stand in solidarity with our global brothers and sisters in Education International and Public Services International, representing workers throughout the world.

Our rights advocacy promotes and defends international standards and the rule of law to safeguard labor rights, strengthen social justice and protect the well-being of children worldwide. The AFT co-chairs the Child Labor Coalition and serves on the executive board of the International Labor Rights Forum. We partner with the RFK Human Rights Center and the Tribeca Film Institute to facilitate the Speak Truth to Power video contest, encouraging students to produce a film about a human rights defender and to become activists. Our Teach Human Rights website builds on these ideas with human rights lessons for teachers to encourage activism.

AFT collaborates with unions worldwide to combat increased privatization in public services, education and healthcare. This year, the AFT led a shareholders campaign for Pearson to change its strategy by pulling out of high-stakes testing and low-fee private schools. We formed a coalition with education unions including KNUT (Kenya), NUT (United Kingdom), SADTU (South Africa), SNTE (Mexico) and ZITMA (Zimbabwe), submitting thousands of petition signatures and a shareholder resolution that won far more shareholder votes against Pearson management than expected.

The AFT identifies best practices from around the world through international assessments, such as the Program for International Student Assessment (PISA) and the Teaching and Learning International Survey (TALIS), using them to improve overall education, teacher professionalism and teacher well-being in the United States. These actions move us toward our vision of improved education, labor and human rights throughout the world.





majority of older Americans.

Meanwhile, investment in hedge funds has come under heavy scrutiny, and the AFT has urged investors, including public employee pension funds and college endowments, to abandon them. These largely unregulated, high-cost investment funds are run by ultra-wealthy managers with bloated salaries, and their high fees rarely justify the low return on investment. An AFT report, "All That Glitters Is Not Gold," found that hedge funds are costing the public employee pension plans that own them billions in lost revenue due to poor returns; at the same time, fund managers are collecting huge fees.

California's Public Employees' Retirement System, the largest employee pension fund in the country, divested from hedge funds in 2014, and in April 2016, the New York City Employees' Retirement System followed suit. A report released by the AFT and the Hedge Clippers campaign shows the funds play a disproportionate role in university endowments, a particularly troubling development as states continue to

defund higher education; so, many universities are reconsidering their investments as well.

Hedge funds are just one piece of the corporatization of education and public services. From charter schools privatizing K-12 schools with public money to the Koch brothers planting their cronies on public university faculties and boards of trustees, turning public services into profit-making ventures transforms what should be an exercise in providing public good into a vehicle for making as much money as possible.

Public employees won a huge victory when they prevented the State University of New York from privatizing the Downstate Medical Center in Brooklyn, where nurses belong to the AFT-affiliated Public Employees Federation. Had the privatization scheme gone through, the facility would likely have dropped all union employees; now it stands strong as a community mainstay with 1,000 physician residents in training, and more doctors of color than any other medical school in the United States; many go on to work in minority communities.

The AFT also has worked closely with organizations like UnKoch My Campus, and has led the way in urging corporations to leave ALEC (American Legislative Exchange Council), a group of businesses that work to influence state legislatures toward an agenda benefiting the wealthiest 1 percent of the population. Similarly, the AFT worked with education and public employees unions around the world to call out multinational testing giant Pearson, holding the company accountable. As pension investors and shareholders, AFT leaders attended Pearson's annual meeting in London this year to propose a resolution that the corporation rethink its profit-first approach to high-stakes testing in the U.S. and to profit-based schools in the developing world. Pearson's current strategy, Weingarten says, is not only immoral, it is unprofitable and has been one reason Pearson's market value has decreased.

### Protecting workers' voice

As state budgets have been squeezed by competing expenses, AFT members have lobbied hard to

## HELPING THOSE IN NEED

### AFT works for immigrants' dignity

UNDOCUMENTED IMMIGRANTS often live in fear: Central American children, for example, travel hundreds of miles, unaccompanied by adults, to flee violent homelands. And parents living in the United States are terrified they will be torn from their families and deported. But these people also attend school, go to public hospitals, enroll in college and use other public services AFT members provide.

We see immigrants suffering, and so we help—by advocating for reform that treats them with dignity, and offers them the assistance they need.

While the Deferred Action for Parents of Americans (DAPA) and the Deferred Action for Childhood Arrivals (DACA) programs protected people as they waited for their immigration cases to be heard, a series of court decisions put a halt to the programs. But the fight for comprehensive immigration reform will continue.

Meanwhile, detention facilities for newly arrived, unaccompanied minors resemble prisons. Temporary guardians sometimes abuse them or engage in human trafficking. When the children are able to settle in with family, they are sometimes snatched by Immigration and Customs Enforcement officers on the way to school; their homes might be raided, so they don't answer the door for fear a family member will be deported on the spot.

The AFT is working to stop the ICE raids on children, close poorly run detention centers, ensure children have viable counsel in court and address the root causes of migration: violence, poverty and persecution in the home countries. We have supported undocumented college students who courageously rally for immigrant rights. We've published two guides for educators. And we continue to press for immigration reform.

"Teachers want to help in any way we can," says Texas AFT President Louis Malfaro. "Doing nothing is unacceptable."



### PROTECTING CHILDREN



maintain high-quality public services. In Connecticut, budget-makers proposed cutting several thousand workers in corrections, law enforcement, domestic violence intervention and mental health programs, among others; AFT Connecticut leaders protested that families relying on these services should not be the only ones who sacrifice to save money, especially when viable alternatives exist. If the wealthiest individuals and corporations were taxed accordingly, the budget would not be so tight. "Connecticut doesn't have a budget problem," read one full-page ad purchased by the AFT. "Connecticut has a fairness problem."

In Kansas, correctional officers are struggling with a budget that's been cut to the bone: There are now just three officers for every 200 inmates, and the officers must buy their own safety equipment, such as stab-proof vests. Kansas Gov. Sam Brownback and GOP lawmakers are targeting unions by limiting collective bargaining to minimum pay, with no room to bargain for safer working conditions. Unions are fighting back.

In Illinois, Gov. Bruce Rauner used an executive order to block thousands of state employees from paying fair share fees to their union locals, threatening the substantial work the Illinois Federation of Teachers does to advocate for working people. Rauner has also refused to sign the state budget, withholding millions from public services until the Legislature agrees on language that would gut collective bargaining—and unions—in the state. Services such as mental health programs and facilities for homeless people are threatened, and public schools and universities are facing massive faculty and staff layoffs. Union faculty have staged strikes, and the Chicago Teachers Union is considering a walkout.

In Alaska, 10,000 public employees received notices of possible layoffs when the state budget was hit by a dip in oil revenues. Members of the Alaska Public Employees Association—from college professors to mental health professionals and custodians—fought hard to secure

## FIRST BOOK

### Giving kids the love of words

THE LIBRARY OF CONGRESS presented three literacy awards in 2015 and one went to First Book—a nonprofit organization that launched an amazing partnership with the AFT five years ago, linking locals from every division with communities eager to help children reach their dreams through reading.

To date, AFT members in more than 200 locals have put the power of this partnership to work, distributing more than 4 million books to students, families, classrooms and communities in 20 states. And now, AFT members are participating through First Book in ways that are changing children's literature itself—giving this body of work new resonance and reach among a wider young audience.

It's happening through the First Book Marketplace, an online site where members can buy books and materials at ultra-low cost. AFT members constitute a large part of the network, and that collective power is showing up in a range of new titles. For too long, children's stories have been filtered through a very narrow lens: At a time when more than 90 percent of characters are white and middle class, First Book's Stories for All project is showing publishers that there are untapped opportunities—an audience eager to read stories from a richer catalog, told in voices and from backgrounds like their own, reflecting a world filled with people of color and all parts of society.

Now the First Book Marketplace is opening up even more opportunities, expanding to offer low-cost essentials that can make a real difference in children's lives: from e-books and school supplies to hats and coats to keep them warm and attending school on cold days.

DIVERSE  
LITERATURE



funding from an obstinate Republican Legislature, attending meetings, lobbying and even posting pictures of their layoff notices on social media.

In Wisconsin, when Gov. Scott Walker killed collective bargaining, targeted unions with right-to-work laws and crippled the state with trickle-down economics, he inadvertently activated unionists, especially higher education locals.

The irony of these attacks on organized labor is that they have driven union membership upward. People like Matt Emigholz, a mechanic for the Illinois Department of Transportation and area vice president of the Illinois Federation of Public Employees, are inspired to fight back. Emigholz drove 1,000 miles (using personal and vacation time) to reach out to members across the state. "Many of the people I spoke with thought they were members already," he says, adding that "a lot of people have become stewards and activists based on the face-to-face meetings."

### Working for social justice

For dignity and safety outside the workplace, the AFT stands in solidarity with those protesting the tragic deaths of so many unarmed men and women

of color at the hands of law officers. From AFT President Randi Weingarten's visit to Ferguson, Mo., where Michael Brown was shot, to the actions in our union's Racial Equity Task Force report, the AFT continues to fight for racial justice, both within our own ranks and in the larger world.

We joined our friends at the Congressional Black Caucus to examine how to improve public education for people of color, and increase the number of black teachers. We established a task force on criminal justice and public safety to give AFT members working in parole, probation, corrections and city emergency 911 services a chance to use their experience to offer solutions to the problems facing our criminal justice system. We fought disastrous proposed cuts in Medicaid. And scores of members joined hundreds of thousands of allies in New York City during the People's Climate March, wearing shirts that read, "Climate Justice" and holding signs that read, "Climate Change Is Real. Teach Science."

It all adds up to defending public employees, defending the services they provide, and protecting the public good. ♦





# HEALTHCARE AND PUBLIC HEALTH

**Over the years, the AFT has been unrelenting in our fight to help nurses and health professionals have their say in what matters most to them. Whether it is the ongoing corporatization of healthcare, or the lack of public health funding, or the quest to improve the quality of care in healthcare facilities, AFT's health professionals continue their fight by standing up and taking action to shape healthcare into a superior industry.**

In fall 2014, the deadly Ebola outbreak that started in West Africa touched American shores when

two nurses caring for a patient in Texas contracted the deadly virus. AFT President Randi Weingarten and nurse activists and leaders from across the country sprang to action offering a three-point strategy highlighting the need to involve nurses and health professionals in developing and implementing plans to respond to the disease.

More broadly, the AFT sounded the alarm about the deplorable state of the U.S. public health infrastructure, which has eroded significantly in recent years. The AFT not only called for greater investment in public health, but the union's health professionals also demanded a seat at the table to have a voice in their facilities' preparedness planning. The AFT also reached out to officials in states where more progress is needed for adequate training and resources.

In addition, the AFT's disaster relief program provided funds to support Public Services International and its effort to help with long-term public health infrastructure, and aided Partners in Health and Doctors Without Borders, which were focused on patient care and infrastructure building in West Africa.

As serious as the Ebola threat was, many additional public health threats emerged on the radar of public health officials and caught the attention of our health professionals—including Zika virus, the opioid abuse crisis and serious concerns in cities like Flint, Mich., which are dealing with crumbling infrastructures—especially lead in the water—that are sickening their residents. The AFT called for increased funding from Congress to address these crises. In addition, in

response to the explosive spread of Zika virus in Latin America, the AFT passed a resolution to leverage our resources in the fight against the spread of the virus. The resolution called for ongoing advocacy at local, state and federal levels to ensure that frontline health providers receive proper education, support and protection from contagious diseases.

## Gaining ground

Members of AFT Nurses and Health Professionals sought to gain ground on other issues as well. Bolstered by decades of research that shows a link between inadequate staffing and medical errors, complications, infections, readmission rates, patient satisfaction and turnover/burnout rates, the AFT pushed hard for legislation calling for minimum standards for the number of patients assigned to nurses as well as laws to establish nurse staffing committees. These committees would rely on frontline input and evidence-based research to determine appropriate staffing levels.

In Connecticut, hospitals are required to have a nurse staffing plan in place that provides adequate and appropriate healthcare services with input from direct care staff, along with other requirements. In 2014, healthcare members of AFT

## FIGHTING BACK IN FLINT

### AFT member and mother takes action

LAURA MACINTYRE, an adjunct sociology professor and a member of AFT's Lecturers' Employee Organization at the University of Michigan-Flint, is deeply immersed in the movement to fix Flint's water crisis.

Water there was contaminated when Flint switched water sources in 2014, using old pipes that leached lead into the system—lead that can stunt growth, decrease IQ and cause behavioral problems, especially in children. Residents have suffered respiratory illnesses, migraines, miscarriages, skin eruptions and mental health issues. Even their appliances are broken because of particulates in the water.

While some lead has been removed, contamination is a continuing problem. Residents are using bottled water for drinking, sponge baths, cleaning, everything.



LAURA  
MacINTYRE

MacIntyre is fearful for her family, including twin 10-year-olds and a 14-year-old high schooler. But she is fighting back. She testified at congressional hearings and participated in a "die-in," a bucket-brigade protest, performance art showers in Ann Arbor and protests outside Gov. Rick Snyder's condo. She has recorded videos and pushed the issue on social media.

With a coalition of other unionists, she's gone door to door to be sure residents are not drinking the water, and to deliver bottled water to those unable to get their own. The coalition is also crafting a union-style labor/community grievance to "make whole" the people of Flint.

MacIntyre says her position as an adjunct feels precarious; she doesn't trust the college declaration that water there is safe and suspects that administrators are uncomfortable with her activism. With the union at her back, she presses on with a message for city and state officials. "They are all responsible," she says. "I would like every single one of them to be held accountable."





## SAVING SEATTLE'S PUBLIC HEALTH

### Nurses' activism keeps vital clinics open

PUBLIC HEALTH NURSES KNOW the importance of the services they provide to the community, especially to the most vulnerable populations. When public health nurses in Seattle's King County, many of whom are represented by the Washington State Nurses Association, learned that four public health clinics in their county were slated for closure in 2015 because of a budget shortfall, they mobilized.

The proposed budget cuts jeopardized clinics that provide adult and pediatric primary care services as well as disease prevention programs that track and respond to outbreaks of public health threats like tuberculosis, whooping cough and measles; maternity support services; and vaccine clinics.

"Our public health nurses stave off health problems that can show up down the line by addressing health issues from the start," says WSNA member Hanna Welander. "To see these programs being chipped away is tragic."

To save public health services in Seattle, the WSNA nurses built a coalition called Communities for Public Health. As a part of their grass-roots campaign, the nurses showed up in large numbers at City Council meetings, county fairs, and weekend farmers markets to educate the community about the possible clinic closures and what that would mean to residents. The nurses also used their lunch hours to rally wearing red T-shirts that said "Danger! These Cuts Can Kill," holding signs, and gathering signatures for petitions to save their clinics.

Several weeks into the campaign, the tide began to turn. One of the clinics slated for closure was given more money to keep its doors open. In turn, all of the public health workers, including managers and directors, voted to freeze their longevity and step increases for two years with the guarantee that at least one more clinic would be saved. In the end, the WSNA's campaign managed to save all four clinics.

"People saw that the programs were not about a handout but a hand up for people to help their families and themselves," Welander says.

**WSNA  
MEMBERS**



Connecticut successfully lobbied state lawmakers to revise the current law to require each hospital licensed by the state department of public health to report its staffing levels or nurse-to-patient ratios annually. The revision also will allow the department to make that information public. In Oregon, a new law takes a number of steps to enforce compliance with plans crafted by staffing committees, including requiring that hospitals demonstrate compliance. Staffing committees often involve frontline nurses and incorporate a number of factors in developing their plans, including patient needs, ancillary support and the skill mix of staff on each unit.

In 2015, members traveled to Washington, D.C., to speak out against proposed legislation that would have redefined who qualifies as "full time" under the Affordable Care Act. The legislation would have allowed employers to cut workers' hours to just below 40 to avoid providing them with health-care insurance. The measure would have hurt health professionals in

particular because many of them work 12-hour shifts three days a week, which totals 36 hours but is currently considered full-time work.

Workplace violence is another issue that prompted action from the AFT. In 2014, the Government Accountability Office agreed to investigate whether the voluntary Occupational Safety and Health Administration (OSHA) guidelines for workplace violence prevention in healthcare are enough to protect workers. The GAO agreed to the investigation thanks in large part to the AFT's recommendation to key members of Congress. The report was released in April 2016, and the GAO offered three recommendations to protect healthcare workers, including improved training for inspectors, follow-up on hazard-alert letters, and an assessment of current efforts.

The AFT has been active in efforts to promote children's health and well-being. One of our signal accomplishments is developing a children's health program. First we

identified AFT members' priorities: mental health, access to care and food security, summarizing them in a report, "Helping Children Thrive." Together with the national Coalition to Support Grieving Students, we developed trainers to show school staff how they can help students cope with bereavement, and within a year, these members have trained nearly 500 school employees. We're helping states adopt a policy change that could improve federal financial participation in school health services through Medicaid.

In other issues related to children's

**NOT PART  
of the JOB**

Workplace Violence against  
Healthcare Workers

and Health Profession



# WORK SHOULDN'T HURT

## Affiliates take on workplace violence

AT THE AFT, we like to say that work shouldn't hurt. That's the name of our main health and safety campaign.

Over the years, some of our members, especially paraprofessionals, would mention that they'd been injured on the job by students—sometimes severely—adding that they loved their students and didn't want to talk about it, because it might “get the kids in trouble.” Sometimes members do speak up at work, but their supervisors don't want to talk about it, either.

Finally, about two years ago, the Oregon School Employees Association quietly started looking into this problem. Activists in the union swapped stories about how injured employees weren't getting the care they needed. First they traded stories. Then they began collecting them. And starting last fall, OSEA published a three-part series in its newspaper about what happened to these employees and how hard it was for them to get any workers' compensation, medical coverage or even sick days. Plus, there seemed to be little or no reporting of workplace violence.

The AFT has received an unprecedented response to OSEA's campaign from members across the country. We are collecting members' stories and will report regularly on developments. OSEA, for its part, is surveying members and working with the governor of Oregon to develop policies and legislation they plan to advance next year.



OSEA  
CAMPAIGN

well-being, the AFT continues to champion the role of school nurses; to encourage the use of chronic absenteeism as an indicator of child well-being and school success under the Every Student Succeeds Act; and to fight child hunger from the federal to the local level.

### Communities, not corporations

The U.S. Supreme Court upheld key provisions of the Affordable Care Act in summer 2015. The court's June 25 decision in *King v. Burwell* preserved healthcare benefits for more than 6 million Americans and dealt a blow to the ACA's Republican opponents, who have constantly attempted to undermine the law since its enactment in 2010.

In addition, the AFT joined with the AFL-CIO to oppose the so-called Cadillac tax that is included in the ACA, and scored another important victory for all workers in December 2015 when Congress delayed imposing the tax until 2020. Weingarten noted “that the ACA was never intended to penalize employees who had negotiated reasonable, comprehensive healthcare coverage,” adding that the tax was bad policy from the beginning.

AFT Nurses and Health Professionals has also led efforts to address the corporate agenda of privatization, profitization and deprofessionalization of healthcare services through its Patients Before

Profits campaign. The healthcare industry is at a crossroads: Many people are forced to choose between their health needs and the overwhelming cost of that care. This is one of the main reasons that our healthcare division has resolved, through this campaign, to promote transparency in healthcare quality and financial information, affordability of care, community control and a strong voice for workers in the healthcare delivery system.

When North Carolina Mayor Adam O'Neal sought to bring awareness to the plight of rural hospitals by walking from his hometown of Belhaven to Washington, D.C., the AFT was an eager supporter. O'Neal teamed up with the Rev. William Barber, president of the North Carolina NAACP and founder of Moral Mondays, to save O'Neal's community hospital, which closed its doors in July 2014, in part because members of the North Carolina Legislature refused federal funds to expand Medicaid in the state. O'Neal says the hospital's pursuit of profits over the health of the community also played a role in the hospital's closure.

On the federal level, the AFT has fought hard against cuts in Medicaid, alongside Sen. Elizabeth Warren (D-Mass.) and other Democrats committed to protecting it.

On the national level, AFT Nurses and Health Professionals has partnered with the Lown Institute's Right Care Alliance to host Right Care Action Week, a grass-roots initiative to raise awareness of the changing healthcare landscape.

Efforts like these are helping AFT's nurses and health professionals not only use collective action to secure patient care standards for the common good, but also to drive a broader push to build a far-reaching grass-roots campaign that enforces a central message: Communities, not corporations, are the best judge of their healthcare needs. ♦





# EVERYDAY HEROES

**After a nationwide nomination and voting process, seven extraordinary union members were selected as our 2016 AFT Everyday Heroes. These AFT members epitomize the spirit of public service, camaraderie and compassion, and inspire us all to reclaim the promise in our chosen fields and in our communities.**

## **ERIKA WOZNIAK**

**Teacher, Oriole Park School  
Chicago  
Chicago Teachers Union**

Passionate. Brave. Articulate. The adjectives can pile up quickly when people bring up Erika Wozniak. But press Wozniak about her style of speaking up and out—for kids, colleagues and public schools—and the fifth-grade science teacher concocts an entirely new formula: “strategic troublemaker.”

For the past 12 years, Wozniak has taught in the Chicago Public Schools district, finding ways to take public discussion of the urban education challenge to the granular level of the classroom. Her commentaries have been published in the *Chicago Tribune*. She’s been in campaign ads for local candidates running on a strong school platform, and she even hosts a monthly stage show called “Girl Talk with Erika Wozniak.”

She loves helping her students discover through science the richness of inquiry, of being unafraid to try and fail, understanding there is value in that process. With science, “you have to explore and fail—and learn from that failure,” explains Wozniak, a CPS mentor teacher and a member of the educator and licensure board for the state board of education.

She also spearheaded a successful campaign to stop taxpayer money needed for public schools from bankrolling a new basketball arena for DePaul University, her alma mater. She’s worked as a local union representative for most of her career, serving so aggressively in one building that it cost her a chance to return for the next year. But that aggressive union

stand also has its rewards—it’s why her school is moving to honor the contract’s class-size limits. When she walked in a classroom and saw only 26 kids, rather than the 36 she had worked with in prior years, the sight was so overwhelming, she had to sneak into the restroom to wipe away a few tears.

## **SANDRA CAPPELLI**

**Teacher, John F. Horgan  
Elementary School  
West Warwick, R.I.  
West Warwick Teachers’ Alliance**

It’s an “energetic place that effortlessly ticks like the inner components of a fine timepiece—students engaged in complex learning, children working on differentiated assignments and a class full of youngsters using technology to create and collaborate.” That’s how one teacher describes Room 103 at Horgan School, where first-grade teacher Sandra Cappelli has built excellence and engagement into daily classroom life.

A 17-year veteran, Cappelli has

honed her practice over the years and earned a reputation as a go-to colleague for support and encouragement. As lead teacher for her grade level, she works with district-level coaches and routinely creates and shares model lessons for colleagues. As an active union member at the local and state levels, she facilitates professional development for colleagues across West Warwick and across Rhode Island. And she has also made her imprint at the national level as part of the AFT’s review team for the Next Generation Science Standards.

Cappelli has found ways to give back to her community as well as her colleagues. At Feed 1,000, a local event that provides hot meals, warm jackets and holiday presents to deserving families each December, you’ll find Cappelli (aka “the book lady”) seated behind a



**ERIKA  
WOZNIAK**



**SANDRA  
CAPPELLI**

table, trying to match free volumes to the interests of readers both young and old.

"The way I teach science now is nothing like before," Cappelli says, and strong professional development is a big reason why. She traces years of development from an early practice that was heavy on direct instruction to one where "developing good questions and inquiry" opportunities for her first-graders is the first order of business.

## **BRENDA JOHNSON**

**Transition specialist**

**Stadium View School**

**Minneapolis Federation of Teachers and Educational Support Professionals**



Besides love, the things students in a juvenile facility may need most of all are structure and consistency. Brenda Johnson provides all those and more.

Every Sunday, Johnson teams up with a social worker to meet and greet families of incoming high school students at Stadium View School, which is part of the Minneapolis school system and is housed within the Hennepin County Juvenile Detention Center. On Tuesdays, she follows up with students in the classroom. On Wednesdays,

she makes phone calls to families who visited. Once a month like clockwork, there is a parent council meeting. If asked, she will come along when students must appear in court.

"I try to re-instill hope to kids who are on their last straw," she says. "Kids often look at police and correctional workers as being the enemy. I am not the enemy. My work is to build trust."

Fervently devoted to interrupting the "cradle-to-prison pipeline," she was recently asked by her city's police chief to serve on a task force about gangs. She is a single mother of two, a minister in the AME church, and has become active as a steward and member of her union's negotiating team.

The pinnacle of Johnson's work has been developing a national model for engaging the parents of incarcerated students. She has run a Freedom School at the facility for the past three years, in which parents and the community are invited for a night of celebrating students' academic progress. The next day, school and elected officials visit. "People as far away as Australia have come," her nominator writes, "to see how Brenda has engaged parents and supported students in and out of the system."

## **ARNOLD KOROTKIN**

**Sociology professor, Montclair State University, Montclair, N.J.**

**Montclair State University Federation of Adjunct Faculty**

When residents in Newark and Jersey City, N.J., worried about lead in the water at their public schools, Arnold Korotkin blogged about it, prompting officials to test the water—even though he had no children in the schools. When 9-11 survivors and their families craved information without having to wade through endless newspapers and television shows, he created a listserv linking them to worthwhile articles—even though he'd lost no one close to him in the tragedy.

Korotkin, a part-time adjunct professor of sociology at Montclair State University for 30 years, retired from full-time work at the New York City Department of Mental Health, Mental Retardation and Alcoholism Services, but his days are filled with volunteer work. As a "cybrarian," he organizes information for a national aviation safety group advocating for safety and for the families of people who have died in airplane accidents. He maintains a blog called "The Gadfly," keeping his Little Falls neighbors informed about everything from property taxes to overtesting in the schools,

from highway construction to video surveillance at the municipal building.

He's also a staunch union promoter. "All workers should have a union," he says. "The union levels the playing field; it advocates for all." Korotkin is active in his local as the co-director of COPE, sending out a daily list of links and articles about politics relevant to the union and the university.

He's also deeply immersed in teaching, and passes on his empathy to his students. In his class on the sociology of illness and health, he shows a film made in part by people with disabilities, then offers extra credit: Spend an afternoon navigating a shopping mall—including the food court and restrooms—from a wheelchair.

## **ROGER WOODS**

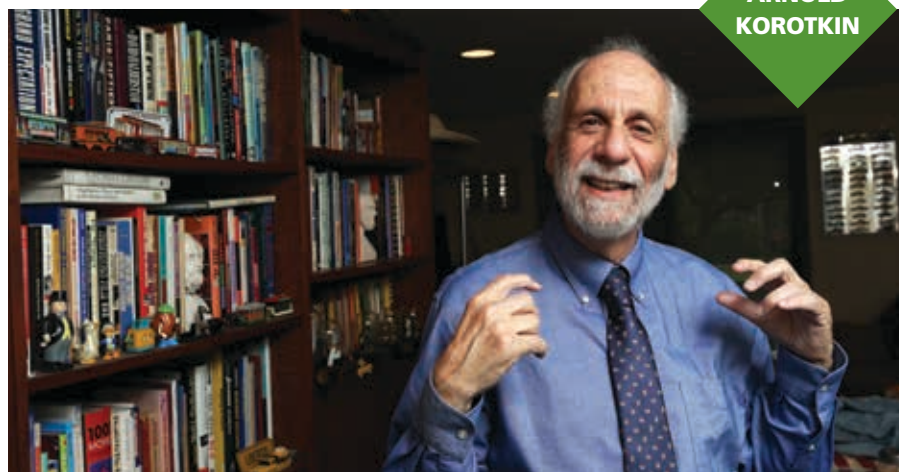
**Registered nurse**

**Danbury (Conn.) Hospital**

**Danbury Nurses' Union**

Roger Woods may be an emergency room nurse, but he's also a natural-born teacher. Woods came to nursing as a second career after spending years as a painter. He has been a staff nurse at Danbury Hospital in Connecticut for 15 years. "Just like Harry Potter's wand found the wizard, nursing is the profession that found me," says Woods.

Woods has a love of nursing, learning and sharing his newfound knowledge with others. Two years ago, when the Ebola crisis hit in the U.S., Woods trained nurses at his hospital on how to safely use personal protective equipment to prevent them from contracting the virus or any other infectious disease. He had pursued first-responder training through the Federal Emergency Management Agency several years before. He also spent several weeks at the Centers for Disease Control and







**ROGER  
WOODS**

Prevention learning how to prepare and manage a crisis like Ebola.

A few years ago, Woods became a certified clinical hypnotist and uses his skills daily to calm anxious patients and family members. He's developed a course to teach nurses how to use these same techniques. Nurses are great communicators, says Woods, and if they can get patients to focus on something other than their pain and anxiety, they can enhance bedside care and aid in a faster recovery.

Woods has taught health professionals to reduce stress and use language to influence care; he also has presented some of these techniques at churches and before civic groups to spread the word on how people can improve their health and well-being. As his nominator puts it: "Roger is exemplary in his willingness to help patients, colleagues and people in all walks of life."

**VALENTINA  
WASHINGTON**  
Accountant, Baltimore County  
Health Department  
Baltimore County Federation of  
Public Employees

You might describe Valentina Washington, an accountant for the Baltimore County Health Department, as a go-getter for the people of Baltimore. You surely would describe her as a professional. A star worker and colleague during more than a decade in county government, Washington is above all a problem-solver. Her enthusiasm and powers of analysis help her on the job, and

her personable nature allows her to help co-workers. She understands the challenges public employees face, which led her to become a union steward and then a leader for the Baltimore County Federation of Public Employees, where she is serving as an area vice president.

The sheer scope of her community involvement is amazing. As a mother of four, she volunteers at Hebbville Elementary School and serves as treasurer of its PTA. Also a parent volunteer and member of the Cromwell Valley Elementary Regional Magnet School PTA, she is a staunch advocate for equity among all the county's public school students. She has provided testimony at many a school board meeting.

In her neighborhood, Washington stays active in her civic association, where she served as an officer for two terms. She diligently attends meetings held by local elected officials "in an effort to enlighten them," her nominator says. During the summer, she volunteers as a Little League parent coach.

Washington's husband works as a county correctional officer and is a union member as well. Somehow they manage to balance their commitments in work and life. To top it off, Valentina Washington is enrolled at the University of Maryland University College, where she is working toward a master's degree in accounting and information systems.

**SAM TRIVETTE**  
Retiree  
Alaska Public Employees  
Association

Sam Trivette has spent a lifetime defending public employees. In fact,

his nominator says he is "Alaska's most tireless advocate for public employees." Trivette spent three decades working for the state's department of justice, beginning his career as a correctional officer. He has always been a people person, but Trivette says working corrections served to enhance his people skills.

Over the years, Trivette has relied on his people skills to stand up for his colleagues. When he retired, Trivette joined the Retired Public Employees of Alaska. He took a position as secretary and served in nearly every capacity, including president. In 2006, Alaska switched from a defined-benefit retirement system to a defined-contribution system for all public employees. That's when Trivette got himself appointed to the Alaska Retirement Management Board; his appointment meant that public employees had an advocate to look out for their retirements.

"If I'm involved and I can't make something happen, it's clear I need to do something else," he says. His dedication has made a world of difference. However, after 11 years of exemplary service, Trivette is stepping down. "I need to slow my activity level," he says.

For him, that means a little more hiking, yard work and wood chopping, as well as volunteering with the Juneau Suicide Prevention Coalition. Trivette made sure he left his beloved public employees in good hands by lobbying for a retiree well-versed in policy surrounding public retirement systems to be appointed in his place.

Because he's familiar with every statistic, policy, law and procedure concerning public retirement systems, Trivette will continue to advocate when he's needed. "I have a mind to learn and desire to share what I've learned," he says.



**VALENTINA  
WASHINGTON**

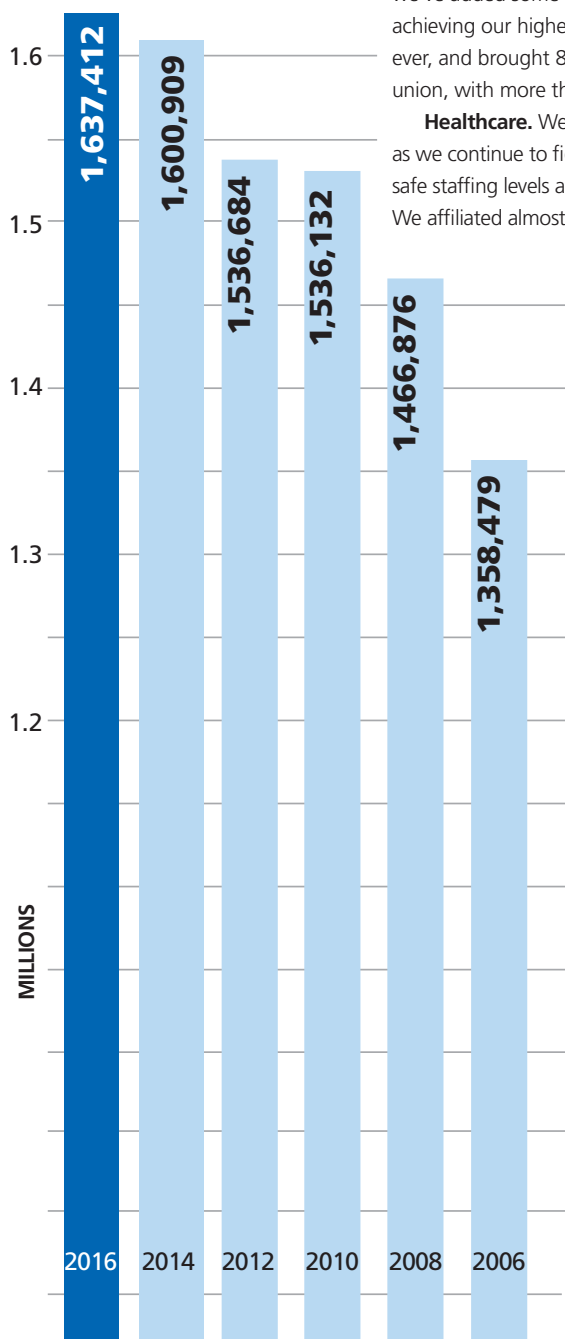


**SAM  
TRIVETTE**

# AFT MEMBERSHIP

The AFT continues to grow despite concerted attacks against public services, bargaining rights and our very existence as professionals. Our union grows in part because we fight back aggressively against these attacks—whether they are attempts to cut basic services, to silence our voices, or defund out unions by eliminating fair share fees for collective bargaining. But even more, potential members see the value of a union of professionals committed to the institutions where they work and to the services they provide to students, patients and the public.

## Our growth continues



The AFT's growth crosses all our constituencies. Since the last convention, we've added some 37,000 members, achieving our highest membership level ever, and brought 81 new units into the union, with more than 12,000 workers.

**Healthcare.** We continue to grow as we continue to fight for quality care, safe staffing levels and high standards. We affiliated almost 1,300 members of

the Alaska Nurses Association. Some 450 new members at Underwood Hospital in New Jersey joined Health Professionals and Allied Employees. About 300 hospital LPNs and techs at Danbury Hospital voted to join AFT Connecticut, as did hundreds of nurses, technologists and respiratory clinicians statewide. Just this June, more than 300 technical professionals at the PeaceHealth Southwest Medical Center in Vancouver, Wash., joined with the RNs there who already were represented by the AFT. More professionals joined us in Minnesota, Oregon and Washington state.

**AFT Higher Education** has scored stirring victories since the last convention. At Temple University in Philadelphia, more than 1,400 adjuncts voted overwhelmingly to join the full-timers there who were already organized. Similarly at the Community College of Allegheny County in Pennsylvania, the AFT easily won an election for a unit of more than 800 adjunct faculty; their full-time colleagues have been affiliated with the AFT for more than 40 years.

In Illinois, new units include 137 faculty at the University of Illinois Springfield and about 500 nontenured faculty at the University of Illinois Urbana-Champaign who are jointly affiliated with the AFT and the American Association of University Professors. At Northern Illinois University, a unit of more than 600 tenured and tenure-track faculty formed another new union affiliated with the AFT and AAUP. Across the country in California, more than 900 faculty at West Valley Mission College affiliated with the AFT, and almost 800 graduate teaching and research assistants at Portland (Ore.) State University won voluntary recognition.

**Charter school educators**, too, are seeing the benefits of speaking with one voice. With the addition of a school in Cleveland, there are now 228 charters represented by the AFT across 15 states. The wins for educators at I CAN charters in Cleveland are especially noteworthy because the AFT negotiated an agreement that covers all current I CAN educators, and will cover any newly organized schools in the chain. In New Orleans, we have recently organized staff at four charter schools. Other new charter units include schools in Connecticut, Illinois, Michigan and New York.

**School and college support staff**, or PSRPs, have strengthened our ranks in the last two years throughout New York state; in Illinois, Minnesota, Missouri and Montana; and across the West. New members include security guards, clerical workers, special education assistants and bus drivers.

**Early childhood educators** in New Mexico have had an exciting string of wins. In a partnership called PEOPLE for the Kids, more than 150 new AFT members joined center owners and parents to advocate at the state level for better preschool education. In New York, more than half a dozen early childhood centers also joined us last year.

In states without collective bargaining, the AFT also has invested substantial time and effort in our work to give members there a meaningful voice. Even without a contract, there's a moral imperative to deliver the benefits of solidarity to workers in states like Alabama, Louisiana, Mississippi, Texas and West Virginia.

# HOW THE COUNCIL WORKS

The AFT executive council meets periodically by AFT constitutional mandate to “deal with all the affairs of the federation in the period between conventions.” The council consists of the president, secretary-treasurer, executive vice president and 43 vice presidents, who are elected every two years.

## Council duties, responsibilities and committees

The council's duties include adopting the AFT budget; granting state and local charters; approving contributions to community and labor organizations and campaigns; approving appointments to AFT task forces, commissions and standing committees; approving financial assistance for defense cases; and approving new AFT benefit programs. The council also addresses proposals for constitutional amendments and policy resolutions to be considered by delegates at the AFT convention.

In addition to handling the union's routine business, the council discusses all matters that relate to the welfare of AFT members and to the institutions in which they work, and the body adopts policy between AFT conventions.

Council responsibilities also include investigating affiliates, ruling on local reinstatements and considering locals' requests for assistance. The council receives reports of staff activities, ranging from lobbying efforts to organizing campaigns. It also has oversight of the AFT Educational Foundation and the Albert Shanker Institute.

A number of committees make policy recommendations to the executive council, and the executive committee meets between sessions to take action that is subject to the approval of the whole council. Those committees are:

- **Executive Committee**
- **Audit Committee**
- **Constitutional Amendments and Convention Committee**

- **COPE Committee**
- **Defense Committee and Militancy Fund Trustees**
- **Democracy Committee**
- **Human Rights and Community Relations Committee**
- **Member Benefits Committee**

The AFT executive council also has standing committees that represent constituencies or special concerns within the organization. They include:

**AFT Advisory Committee on State Federations**, which explores ways to help state federations become stronger as events at the state level have increasing impact on AFT members and locals.

**Committee on Civil and Human Rights**, which guides the union's efforts to develop and strengthen relationships with organizations that work for educational, social and economic justice. Focusing on the issues that affect our society's most disenfranchised communities, the committee helps move members to take action in support of local and national legislation and campaigns related to women, communities of color, the LGBTQ community, public education and labor.

**Committee on Retirement and Retirees**, which serves as a voice within the union for retired AFT members and provides a clearinghouse for information on retirement issues.

**Organizing Committee**, which explores strategies on how the union can organize new members within our current constituencies as well as potential membership in new categories of workers.

**Women's Rights Committee**, which tracks women's issues and keeps members updated on relevant laws and legislative trends.

The program and policy councils of each AFT division are: **Teachers, PSRPs, Higher Education, Public Employees, Nurses and Health Professionals** and **RNs**.





SHELVEY ABRAMS



MARY ARMSTRONG



BARBARA BOWEN



ELSIE BURKHALTER



CHRISTINE CAMPBELL



STACEY  
CARUSO-SHARPE

## AFT EXECUTIVE COUNCIL

As the AFT's top leadership body, the executive council continues to lead the union's efforts to fight back against the relentless threats our members and our affiliates face, and to fight forward for a more inclusive vision of where the country should be headed.

### Our ambitious agenda

Every four years, it seems, we talk about how the upcoming presidential election is the most important in recent memory. This year, the stakes couldn't be higher and the choices couldn't be starker. As a result, the executive council took early and decisive action by endorsing Hillary Clinton for the Democratic nomination. After an unprecedented effort to engage and survey members, as well as visits to the council by all the major Democratic candidates (who answered questions from AFT members), the council voted to endorse Hillary in July 2015, and the AFT became the first national union to do so.

The executive council has adopted policies and programs that address every major issue facing the AFT and our members. Some cross division lines, such as the groundbreaking racial equity task force (which released its report in 2015) and the task force on professionalism (which has prepared a major resolution for this convention).

Other policies deal with issues of paramount concern to a

segment of our diverse membership, such as implementation of the Every Student Succeeds Act, consolidation in the health-care industry, disinvestment in higher education and the growing student debt college students face, and damaging austerity approaches—and union-busting legislation—in state and local governments. The council has addressed other crucial issues as well, ranging from economic inequality, to Zika and Ebola and the need to upgrade our public health infrastructure, to the need to guarantee retirement security to more of our population, to the continuing crisis of immigration and unaccompanied minors.

The council also embraced an ambitious approach to involve more members in everything the union does and to help build greater solidarity across our diverse membership. A 2015 resolution pledged that the AFT would, coinciding with our 100th anniversary, engage in conversations with every one of our 1.6 million members.



CATALINA FORTINO



DAVID GRAY



TED KIRSCH



FREDERICK KOWAL



DANIEL  
MONTGOMERY



MICHAEL MULGREW



DAVID QUOLKE



STEPHEN ROONEY





KATHY CHAVEZ



MELISSA CROPPER



EVELYN DeJESUS



MARIETTA ENGLISH



ERIC FEAVER



FRANCIS FLYNN



DAVID HECKER



FEDRICK INGRAM



KEITH JOHNSON



JERRY JORDAN



DENNIS KELLY



SUSAN KENT



KAREN GJ LEWIS



KAREN MAGEE



LOUIS MALFARO



JOANNE McCALL



JOHN McDONALD



MARTIN MESSNER



RUBY NEWBOLD



CANDICE OWLEY



ANDREW PALLOTTA



JOSHUA PECHTHALT



PAUL PECORALE



DENISE SPECHT



TIM STOELB



RICHARD STUTMAN



ANN TWOMEY



ADAM URBANSKI

# AFT SOLIDARITY FUND

**Income and Distribution of Funds Since 2014 AFT Convention** (May 1, 2014 – April 30, 2016)

The Solidarity Fund was created in 2002 to help states counter initiatives and campaigns that seek to weaken public education and public services, bargaining rights, and hard-earned benefits such as healthcare and retirement security. The Solidarity Fund receives money through an allocation from a specific portion of dues set aside for the fund, and that allocation is shared between the national union and state affiliates.

**TOTAL AMOUNT RECEIVED FOR AFT NATIONAL SOLIDARITY FUND:**

**\$24,676,996**

**TOTAL DISBURSEMENT FROM AFT SOLIDARITY FUND:**

**\$29,640,721**

**BALANCE OF AFT NATIONAL SOLIDARITY FUND (through April 30, 2016):**

**\$19,819,757**

## Disbursements from National Solidarity Fund

### American Federation of Teachers

Resources were provided for the AFT's political and legislative mobilization campaigns during the 2014, 2015 and 2016 legislative sessions and elections. These activities included, but were not limited to, the AFT's and labor's member-to-member programs; independent expenditures for federal, state and local elections across the country (including gubernatorial, state legislative, mayoral and school board races); the AFT's State Affiliate Political Organizer (SAPO) program; community coalition building and engagement; education and mobilization of the general public; state and local affiliate legislative fights; and union efforts related to state ballot initiatives and referendums.

**\$28,940,721**

### AFT Missouri

Support was provided to a campaign effort to defeat a state ballot initiative attacking due process of Missouri educators. AFT Missouri, working with labor and allied organizations, successfully defeated the initiative.

**\$250,000**

### MEA-MFT (Montana)

Support was provided to a campaign to defeat two legislative referrals. The first, LR-126, would have eliminated same-day voter registration. The second, LR-127, would have created a "top-two" primary system. Both referendums, if passed by the voters, would have led to the disenfranchisement of voters. LR-127 ultimately was removed from the ballot following challenges by MEA-MFT. LR-126 was defeated at the ballot.

**\$350,000**

### Oregon

(Joint request from AFT-Oregon, Oregon Nurses Association, Oregon School Employees Association)

Resources were provided to Our Oregon to support a coalition responsible for coordinating the campaign against expected "right-to-work" ballot initiatives for the 2016 ballot. To date, the ballot initiatives have yet to be certified for the 2016 ballot.

**\$100,000**

**TOTAL AMOUNT DISBURSED FROM THE NATIONAL SOLIDARITY FUND:**

**\$29,640,721**

# AFT SOLIDARITY FUND

Income and Distribution of Funds Since 2014 AFT Convention (May 1, 2014 – April 30, 2016)

Under the AFT bylaws and state finance laws, where applicable, state affiliates receiving funds are required to establish separate holding accounts for those funds, as well as separate accounts from which the funds would be disbursed. Affiliates also are required to obtain a written legal opinion verifying that their use of their solidarity funds is in compliance with all applicable state and local laws. All states that have asked to participate in the fund have provided written assurance through counsel that they have met those requirements.

**TOTAL FUNDS DISBURSED TO STATE AFFILIATE SOLIDARITY FUNDS:**

**\$15,499,987**

## Disbursements from State Affiliate Solidarity Funds

**Affiliates that have reported spending from their solidarity funds in support of activities of critical importance to members, and the amounts spent, are listed below.**

### **Alaska Public Employees Association/AFT**

**\$63,034**

APEA/AFT used its solidarity fund to increase membership mobilization, COPE campaigns, and to stop legislation that would adversely affect public employees' wages and benefits. Positive results included but were not limited to: successfully unseating an anti-worker incumbent governor, electing three pro-worker candidates to the state House of Representatives, and conducting political training of members.

### **California Federation of Teachers**

**\$940,380**

The California Federation of Teachers spent its funds to defeat Prop 45 (health-care insurance); promote Prop 47 (reclassifying some nonviolent criminal offenses as misdemeanors), extend Prop 30 (stable state funding legislation) and on other initiatives regarding bonds and tax measures. Funds also supported several important coalitions, including the Alliance for a Better California and the Make It Fair coalition, and also allowed CFT to conduct extensive member-to-member programs.

### **AFT Colorado**

**\$70,300**

AFT Colorado used its funds to protect and expand a Democratic majority in the Colorado House of Representatives and Senate. Support was also extended to coalitions and committees involved in protecting public education and collective bargaining.

### **AFT Connecticut**

**\$547,618**

AFT Connecticut used its funds to support political and legislative mobilization efforts, as well as to strengthen community ties through contributions to community groups. Funds were also used to support member mobilization and engagement, including strike support.

### **Florida Education Association**

**\$402,722**

The Florida Education Association used its funds for extensive polling and research on issues of critical importance to public education as well as contributions to progressive partner organizations for shared work, including communications and mobilization of the public.

### **Georgia Federation of Teachers**

**\$56,409**

The Georgia Federation of Teachers used its funds to contribute to candidates who support public education and to support community-building programs.

### **Illinois Federation of Teachers**

**\$1,478,950**

The Illinois Federation of Teachers used its funds to support coalitions and political candidates. Contributions included support for the Center for Tax and Budget Accountability, Citizen Action, Illinois Working Together, and Citizens for Tax Reform. In addition, funds were used to enhance member engagement on a variety of key legislative issues and contested elections.

### **AFT Indiana**

**\$67,071**

AFT Indiana used its funds for contributions to candidates, state parties and appropriate caucuses, and intensified its lobbying and political action program. Funds were also used to increase member education efforts in support of positive community and education programs.

### **AFT-Kansas**

**\$52,975**

AFT-Kansas used its funds to support efforts to defeat attacks on collective bargaining and the elimination of payroll deduction of union dues. Contributions were also made to coalition groups: Keeping the Kansas Promise, National Public Pension Coalition, and member education and mobilization efforts. Funds were also used for educational publications in support of the *Brown v. Topeka Board of Education* anniversary.

### **Louisiana Federation of Teachers**

**\$300,000**

The Louisiana Federation of Teachers used its solidarity funds to expand communication strategies and strengthen member mobilization efforts to defeat legislative attempts to end paycheck deduction for public employees. The LFT also used funds to successfully elect a governor friendly to labor and to public education.

### **AFT-Maryland**

**\$241,515**

AFT-Maryland used its funds to support its 2014 and 2016 electoral programs. Additionally, the funds were used for member education, communication and mobilization around legislative priorities, including successful efforts defending Maryland's strong charter school law, providing state employees with a COLA raise, and putting a hold on cuts in education funding. Following



protests in Baltimore over the death of Freddie Gray, AFT-Maryland joined with the state AFL-CIO to form Forward Baltimore, a voter registration and education drive.

#### **AFT Massachusetts** **\$326,988**

AFT Massachusetts used its funds to support organizations that promote public schools and libraries that better the interests of members and communities. They include Raise Up Massachusetts, which focused on raising the minimum wage; Emerge Massachusetts, which seeks to increase the number of women in leadership positions; and Citizens for Public Schools, which promotes public education. Resources also were spent on efforts to not raise the cap on charter schools, and on the Massachusetts branch of Jobs with Justice.

#### **AFT Michigan** **\$325,175**

AFT Michigan has used its funds to increase member involvement and activism in the face of “right to work” and loss of payroll deduction of dues for K-12 locals. Funds also were used to educate members about candidates and build member activism in support of endorsed candidates, as well as to expand community outreach and involvement in issues of mutual concern.

#### **Education Minnesota** **\$542,536**

Education Minnesota used its funds to help locals win local referendums and school board races. Additionally, Education Minnesota invested in coalition groups and partner organizations that share member concerns. Education Minnesota also used funds to broaden member activism through a conference that featured training on issue messaging and communication skills.

#### **AFT Mississippi** **\$11,000**

AFT Mississippi used solidarity funds to assist “Better Schools, Better Jobs” in support of the Initiative 42 campaign. The measure was defeated, but AFT Mississippi was able to strengthen ties with legislators for future endeavors.

#### **AFT Missouri** **\$57,122**

AFT Missouri used funds to successfully defeat right-to-work, paycheck deception and school transfer legislation. Also defeated was Amendment 3, a ballot initiative that would have forced schools to administer more tests, use those tests in teacher evaluations and force teachers to “teach to the test.” AFT Missouri also used funds to participate in several racial inequality marches in Washington, D.C., and St. Louis.

#### **MEA-MFT (Montana)** **\$74,148**

MEA-MFT combined its funds with other direct grants from the AFT National Solidarity Fund to defeat LR-126, a legislative referendum that would have eliminated same-day voter registration in Montana. Resources also have been used to support MEA-MFT’s endorsed candidate for superintendent of public instruction in 2016.

#### **AFT-New Hampshire** **\$24,652**

AFT-New Hampshire used its solidarity fund on efforts to successfully defeat right-to-work legislation and legislation to decertify unions. AFT-New Hampshire continued its efforts to monitor and advocate for bills that strengthen public education and public employees, and that create safe and welcoming working environments.

#### **AFT New Jersey** **\$286,749**

AFT New Jersey used its funds to broaden communication outreach with members and support for coalitions of labor organizations and community allies. Funds also were used to support candidates and to fight for and create stability in the the New Jersey pension system.

Health Professionals and Allied Employees (New Jersey)

\$180,583 Health Professionals and Allied Employees’ funds were used to engage members and educate the public on the issues healthcare professionals are facing, including hospital consolidation and safe staffing. Additionally, HPAE partnered on a debt survey and used the resources for membership and community engagement.

#### **AFT New Mexico** **\$111,063**

AFT New Mexico utilized its funds for community outreach and advocacy projects, sponsorships of allied organizations, and member mobilization. Support was provided for Moral Monday and resulted in twice defeating so-called right-to-work laws and beating back attacks on public education. Resources also were used to support endorsed candidates and community events and partners.

#### **New York Public Employees Federation (PEF)** **\$31,438**

The New York Public Employees Federation used its funds primarily on two campaigns: successfully preventing closure of SUNY Downstate, and running a member-engagement campaign organized around the *Friedrichs* case. Communications tools included telephone town halls, local meetings and information mailings.

#### **New York State United Teachers** **\$5,457,898**

New York State United Teachers used its solidarity fund to support and coordinate a mass media (billboards, advertising, commercials) campaign against the governor’s anti-public education agenda. Additionally, funds were used for solidarity grants to local affiliates, and to employ regional political organizers (RPOs) throughout the state. The RPOs were instrumental in rallies and events, including Be Fair to Public Education, and support for ALCOA workers in Massena, N.Y.

#### **North Dakota United** **\$38,000**

North Dakota United used its solidarity funds for legislative and electoral efforts, including member mobilization. Successes included 3 percent salary increases for state employees; expansion of the flexibility in the family leave policy for state employees; and increases in K-12 funding, including preschool funds. NDU also participated in the Candidate School with the North Dakota AFL-CIO and the North Dakota Farmers Union, which attracted 35 candidates.

#### **Ohio Federation of Teachers** **\$319,971**

The Ohio Federation of Teachers used its funds to help local and state-wide coalitions in strengthening parent-engagement efforts, supporting Ohio’s public pension system, advocating for revenue and taxes to improve community services, promoting legislation to turn around low-performing schools. The OFT also used funds to support pro-public education candidates.

#### **AFT-Oklahoma** **\$34,629**

AFT-Oklahoma used its funds to support and elect pro-public education candidates to the state House and Senate.

<b>AFT-Oregon</b> AFT-Oregon used its funds to protect a progressive, pro-worker majority in both the state House and Senate, and to elect members to school and community college boards.	<b>\$132,401</b>	<b>AFT Washington</b> AFT Washington supported community partners that assisted in advancing issues of importance to its members and communities; it also supported Working America and Step Forward Washington. Funding also supported member and organizational branding to build union solidarity, and strengthening communication and political messaging efforts.	<b>\$94,472</b>
<b>AFT Pennsylvania</b> AFT Pennsylvania used its fund to strengthen its communications program and member-engagement efforts. Additionally, funds supported the continuing legislative battle to save pensions, fairly fund schools, and defend dues deduction and collective bargaining as well as to support community groups.	<b>\$439,316</b>	<b>AFT-West Virginia</b> AFT-West Virginia used its funds to work with coalition groups, union activists and community allies in improving public education and protecting workers' rights. Funds also were used to strengthen lobbying efforts, legislative action and community outreach, including support for Reconnecting McDowell.	<b>\$188,154</b>
<b>Rhode Island Federation of Teachers and Health Professionals</b> The Rhode Island Federation of Teachers and Health Professionals used its fund to strengthen its political and legislative program through expanded use of member communication and mobilization. Working with other labor organizations and community allies, RIFTHP was able to raise awareness and mobilize members on legislative issues, such as funding for the developmentally disabled, protecting pension benefits and promoting tax equity. Funds were also used to elect labor-friendly candidates in statewide and local contests.	<b>\$112,847</b>	<b>AFT-Wisconsin</b> AFT-Wisconsin used funds to support coalition groups and community allies—such as Citizen Action of Wisconsin, Wisconsin Progress, Voces de la Frontera and Wisconsin Alliance for Retired Americans—to expand community outreach and involvement.	<b>\$24,000</b>
<b>Texas AFT</b> Texas AFT used its funds to improve member communication and political messaging by utilizing text messaging and social media tools, and increase member and ally participation in legislative lobbying, both in person and online. Texas AFT continued its successful program of providing matching grants and state staff expertise to locals to build up local political capacity.	<b>\$509,374</b>	<b>Wisconsin Federation of Nurses and Health Professionals</b> Wisconsin FNHP supported efforts to help community groups and to recruit and train progressive, worker-friendly candidates at the local level, and intensified member education and mobilization and get-out-the-vote programs and, as a result, was able to help elect several new progressive candidates, including one of its members. Additionally, funds were used to educate and mobilize two bargaining units in preparation for mandatory recertification elections following Gov. Walker's Act 10. WFNHP successfully won both of the recertification elections.	<b>\$18,716</b>
<b>United Professions AFT Vermont</b> United Professions AFT Vermont, in partnership with other unions, formed the Vermont Labor Candidate School; two participants are current candidates for state representative. Funds were also used to support the Rights & Democracy project, an election-focused progressive group in Vermont.	<b>\$2,000</b>	<b>TOTALS AMOUNT DISBURSED FROM STATE AFFILIATE SOLIDARITY FUNDS:</b>	<b>\$13,564,206</b>

**BALANCE SHEET**

December 31, 2015

Unaudited

<b>ASSETS</b>	<b>GENERAL FUND</b>	<b>MILITANCY/DE- FENSE FUND</b>	<b>BUILDING FUND</b>	<b>SOLIDARITY FUND*</b>	<b>POST-RETIRE- MENT BEN- EFITS FUND</b>	<b>TOTAL</b>
Current assets						
Cash (including short-term investments)	\$ 3,302,206	\$ 21,899,048	\$ 3,440	\$ 953,990	\$ —	\$ 26,158,684
Per capita and fees from affiliates receivable	30,140,922	238,713	109,344	—	—	30,488,979
Other receivables	4,003,911	133,573	—	—	—	4,137,484
Prepaid expenses	547,252	—	—	—	—	547,252
Total current assets	37,994,291	22,271,334	112,784	953,990	—	61,332,399
Furniture, equipment and leasehold improvements, net	2,986,329	—	—	—	—	2,986,329
Other assets						
Loans to affiliates, net	4,802,185	—	—	—	—	4,802,185
Israel bonds, at cost	—	300,000	—	—	—	300,000
Investment in limited partnership	—	—	23,367,388	—	—	23,367,388
Due (to)/from other funds	(19,236,800)	(14,082,172)	9,457,170	23,861,802	—	—
Accrual to cash adjustment	—	—	—	(2,399,753)	—	(2,399,753)
Total other assets	(14,434,615)	(13,782,172)	32,824,558	21,462,049	—	26,069,820
<b>TOTAL ASSETS</b>	<b>\$ 26,546,005</b>	<b>\$ 8,489,162</b>	<b>\$ 32,937,342</b>	<b>\$ 22,416,039</b>	<b>\$ —</b>	<b>\$ 90,388,548</b>

**LIABILITIES AND FUND BALANCES**

Current liabilities						
Accounts payable	\$ 10,127,378	\$ 4,019,471	\$ —	\$ —	\$ —	\$ 14,146,849
Affiliation fees payable	2,550,782	—	—	—	—	2,550,782
Post-retirement – Health and life current	—	—	—	—	608,000	608,000
Post-retirement – Accrued officer defined-benefit current	—	—	—	—	737,221	737,221
State collections and rebates payable	835,311	—	—	—	—	835,311
Assistance payable to state and local federations	3,417,422	—	—	—	—	3,417,422
Accrued other	79,265	1,000,000	3,399	—	—	1,082,664
Advance per capita taxes and fees	401,504	1,033	—	—	—	402,537
Other deferred revenue	477,587	—	—	—	—	477,587
Total current liabilities	17,889,249	5,020,504	3,399	—	1,345,221	24,258,373
Other liabilities						
Severance and vacation pay	10,916,828	—	—	—	—	10,916,828
Post Retirement – Accrued medical and life insurance	—	—	—	—	23,247,556	23,247,556
Post Retirement – Accrued officer defined-benefit plan	—	—	—	—	13,083,592	13,083,592
Total other liabilities	10,916,828	—	—	—	36,331,148	47,247,976
Fund balances	(2,260,072)	3,468,658	32,933,943	22,416,039	(37,676,369)	18,882,199
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b>\$ 26,546,005</b>	<b>\$ 8,489,162</b>	<b>\$ 32,937,342</b>	<b>\$ 22,416,039</b>	<b>\$ —</b>	<b>\$ 90,388,548</b>

\* Solidarity Fund reports on a cash basis



**STATEMENT OF INCOME AND EXPENSES**

Six Months  
Unaudited Program Bud-  
Dec. 31, 2015 get 2015–2016

**GENERAL FUND****INCOME**

Per capita dues	\$ 82,703,313	\$ 168,923,429
Less Militancy/Defense Fund allocation	(2,611,111)	(5,100,000)
Less Building Fund allocation	(474,747)	(1,003,200)
General Fund per capita	79,617,455	162,820,229
Less state federation rebate	(1,052,000)	(2,000,000)
Net General Fund per capita	78,565,455	160,820,229
State AFL-CIO collections	681,867	1,333,256
Subscriptions, advertising and literature	27,071	80,000
Program administration	951,349	1,800,000
Member Benefit Trust/Union Privilege	75,000	300,000
Grants and related company reimbursements	1,478,084	4,692,652
Other	58,367	150,000
<b>TOTAL INCOME</b>	<b>\$ 81,837,193</b>	<b>\$ 169,176,137</b>

**EXPENSES**

Administrative expenses	37,287,139	\$ 73,367,706
Affiliations, fund allocations, rebates, etc.	16,308,268	32,043,671
Communications	1,354,024	3,716,778
Community	825,145	1,147,519
Funding our priorities	6,200,020	20,000,000
Governance and operations	2,572,296	4,037,615
Knowledge and ideas	2,659,264	6,230,029
Mobilization and organizing	9,880,690	23,457,272
Politics, legislation and collective bargaining	4,253,195	5,896,029
<b>TOTAL EXPENSES</b>	<b>\$ 81,340,041</b>	<b>\$ 169,896,619</b>

**NET EXCESS/(DEFICIT) OF INCOME**

<b>OVER EXPENSES</b>	<b>\$ 497,152</b>	<b>\$ (720,482)</b>
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Audited  
June 30, 2015

**GENERAL FUND****INCOME**

Per capita dues	\$ 162,391,857
Less Militancy/Defense Fund allocation	(4,917,855)
Less Building Fund allocation	(952,264)
General Fund per capita	\$ 156,521,738
Less state federation rebate	(1,538,800)
Net General Fund per capita	\$ 154,982,938
State AFL-CIO collections	1,199,042
Subscriptions, advertising and literature	38,978
Program administration	1,906,829
Investment revenue and market adjustment	239,180
Member Benefit Trust/Union Privilege	178,958
Gain/loss on investment in SML JV	(145,219)
Grants and related company reimbursements	2,610,316
Other	198,513
<b>TOTAL INCOME</b>	<b>\$ 161,209,535</b>

**EXPENSES**

Administrative expenses	73,814,878
Affiliations, fund allocations, rebates, etc.	32,692,091
Communications	4,191,128
Community	1,154,118
Funding our priorities	11,015,141
Governance and operations	7,172,462
Knowledge and ideas	5,242,991
Mobilization and organizing	21,130,723
Politics, legislation and collective bargaining	8,176,034
<b>TOTAL EXPENSES</b>	<b>\$ 164,589,566</b>

**NET EXCESS/(DEFICIT) OF INCOME**

<b>OVER EXPENSES</b>	<b>\$ (3,380,031)</b>
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Unaudited Audited  
Dec. 31, 2015 June 30, 2015

**MILITANCY/DEFENSE FUND****INCOME**

Per capita	\$ 2,611,111	\$ 4,917,855
Locals insurance	890,300	1,990,642
Investment revenue and market adjustment	(459,060)	182,870
Other	7,228	27,496
<b>TOTAL INCOME</b>	<b>\$ 3,049,579</b>	<b>\$ 7,118,863</b>

**EXPENSES**

Professional fees	\$ 1,361,346	\$ 7,195,607
Locals insurance	1,398,422	2,122,130
Other	0	53,661
<b>TOTAL EXPENSES</b>	<b>\$ 2,759,768</b>	<b>\$ 9,371,398</b>

**NET EXCESS/(DEFICIT) OF INCOME**

<b>OVER EXPENSES</b>	<b>\$ 289,811</b>	<b>\$ (2,252,535)</b>
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Unaudited Audited  
Dec. 31, 2015 June 30, 2015

**SOLIDARITY FUND****INCOME**

Per Capita	\$ 10,195,549	\$ 18,518,628
<b>TOTAL INCOME</b>	<b>\$ 10,195,549</b>	<b>\$ 18,518,628</b>

**EXPENSES**

Grants to State Solidarity funds	\$ 3,834,465	\$ 7,625,490
Ballot initiatives and campaign expenses	2,345,703	6,559,258
527 Solidarity Fund	293,503	10,713,555
<b>TOTAL EXPENSES</b>	<b>\$ 6,473,671</b>	<b>\$ 24,898,303</b>

**NET EXCESS/(DEFICIT) OF INCOME**

<b>OVER EXPENSES</b>	<b>\$ 3,721,878</b>	<b>\$ (6,379,675)</b>
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Unaudited Audited  
Dec. 31, 2015 June 30, 2015

**BUILDING FUND****INCOME**

Per capita	\$ 474,747	\$ 952,264
Rent	212,916	(1,416,045)
Equity in income of limited partnership	—	—
<b>TOTAL INCOME</b>	<b>\$ 687,663</b>	<b>\$ (463,781)</b>

**EXPENSES**

Rent	79,615	\$ 36,793
Other	—	—
<b>TOTAL EXPENSES</b>	<b>\$ 79,615</b>	<b>\$ 36,793</b>

**NET EXCESS/(DEFICIT) OF INCOME**

<b>OVER EXPENSES</b>	<b>\$ 608,048</b>	<b>\$ (500,574)</b>
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