

## Club or Union?

|                   | Unorganized                                                                             | Club                                                                                                  | Union                                                                                                                                                                                                                                                                                                                                                        | Fighting Union                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <b>Budgeting</b>  | Little or no local funding                                                              | Funding used to recognize activists -- stipends, meals                                                | Funding used to recognize activists and also to reach out to members: stickers, buttons, tee shirts, picket signs.                                                                                                                                                                                                                                           | Funding used to release activists to do work, to communicate with members, and to open opportunities to the newly active. Funding supports coalition work and socially focused issues                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Roles</b>      | A few officers, risk of vacancy                                                         | Proliferation of titles and stipends to Presidential allies                                           | Titles and roles generally tied to actual activities; if there's a treasurer, there is a budget; if there's a newsletter chair, there's actually a newsletter                                                                                                                                                                                                | Titles rotate regularly, or are even dropped when no longer needed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Bargaining</b> | No bargaining, or done by a single expert (UD, President)                               | Small group of the usual folks on the bargaining team that the president trusts                       | Team represents all major job categories. Criteria is whether or not the president trusts them and they are recognized by members                                                                                                                                                                                                                            | Team represents all major job categories; criteria is whether they are trusted by the members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Leaders</b>    | Volunteers if any                                                                       | Tends to be the same small group of folks that populate other teams. Little to no risks are taken.    | Elections are regularly held and there are sometimes contested positions. Leaders can move others to act. However, their focus is on activism and mobilizing instead of term organizing.                                                                                                                                                                     | Are trusted and respected by members, and there is a healthy election process with a number of good candidates. Leaders routinely deliver on persuading large groups to take public collective action; the and actively seeks other trusted and respected leaders. Leaders use their agency to take risks that result in growth.                                                                                                                                                                                                                                                     |
| <b>Equity</b>     | Very little prioritization of racial equity or inclusionary practices by local leaders. | An awareness of the value of equity-based practices but seeing that as the districts role to execute. | Values diversity and has an 'official' position reserved in the leadership for a diversity representative. Limited interactions with the community around valuing racial equity and inclusion. Still seen as the district's responsibility to implement equity based practices. Leadership may reach out intermittently to underrepresented employee groups. | Infuse bargaining with concerns that address race, class, democracy, historically marginalized communities/members, and equity issues. Local union budget reflects equity as a priority and positions in the union. The commitment to equity is explicit. Management and Labor are partners in engaging families, community and ethnic groups to support the local public schools. Local leadership and positions in the union reflects the diversity of their membership and/or community they work in. Leaders see racial equity as their responsibility to implement and lead on. |

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|                 | <b>Unorganized</b>                                                                                 | <b>Club</b>                                                                                                                         | <b>Union</b>                                                                                                                                                                                                                                                                          | <b>Fighting Union</b>                                                                                                                                                             |
| <b>Advocacy</b> | None, or done by staff and/or local president<br>Used as one of the few justifications to pay dues | Few members may help with advocacy with much support from staff. Advocacy is solely viewed as a service to single members.          | Intentional identification and training of member advocates who conduct low-level meetings with support of higher levels from staff. Most advocacy is still viewed as a service to individuals with some understanding that protecting the work standards are in everyone's interest. | Advocacy is primarily viewed as way to build worker solidarity and ways to exercise collective action in response to poor work standards. Issues to organize around.              |
| <b>Activity</b> | None, or led by the union, the staff, or by union members. No ownership.                           | Programs for individual interest with little risk in participating. Led by one person, and focus of change is on personal practice. | Works to have leaders design and lead the programs. Focus is on change of relationship with the union from rank and file to leader. Mobilizing and activism are the norms focused on traditional worker issues.                                                                       | Organizing is the norm focused on the solidarity of the group and the work is to apply pressure on a system of oppression. Issues are broad and include social movement thinking. |