

# NASA Strategic Plan 2026-28

NASA's strategic plan serves as a focal point for all union activities and conveys the strategy that guides NASA as we continue to look out for the wellbeing of members. Over the next two years, NASA's Executive Board and committees will work towards realizing the below goals and growing member trust and confidence.

*Vision:*

A better future for ourselves and others

*Mission:*

To improve the economic, social, and working conditions of our members through representation and advocacy, and to contribute to the improvement of those conditions in society.

## Guiding Principles

- Equity, diversity and inclusivity are foundational practices in all aspects of NASA.
- Care and consideration for members will always be the first priority in decision-making to meet NASA strategic plan goals and objectives.
- It will be the responsibility of all executives, committees, volunteers, and staff to align their activities and work to best reach the goals of this plan.
- The integrity and welfare of the executive board will be reinforced to ensure member interests are always met with a high degree of duty and care.
- Continuing to grow relationships with university senior administration, campus associations, and labour coalitions.

## Goal 1: Strengthen NASA Members' Power

### Objectives

1. Grow relations and solidarity on and off campus
  - *Measurement:* Members participate in local labour initiatives on and off campus.
  - *Measurement:* Local labour, including other post-secondary unions, participate in NASA initiatives.
  - *Measurement:* Participate in a province-wide development of a union coalition for purposes of developing support for bargaining and direct action
  - *Measurement:* Expand coalition with MacEwan, Mount Royal, and any other staff association in the PSE sector
2. Prepare for bargaining
  - *Measurement:* Broad composition of bargaining team.
  - *Measurement:* Educate members on the bargaining process: expectations, timelines, job action and strike pay, etc.
  - *Measurement:* educationals regarding political issues.
  - *Measurement:* Review of bargaining policy, including considerations of positional bargaining model.
  - *Measurement:* Bargain a Collective Agreement that is responsive to members' needs and priorities.
3. Strengthen the NASA membership
  - *Measurement:* Annual increase in membership percentage.
  - *Measurement:* Higher percentage of temporary, casual, hourly, and part-time membership signups.
  - *Measurement:* Each new hire gets a face-to-face outreach in first three months
  - *Measurement:* Develop events and opportunities specifically for temporary, casual, hourly, and part-time staff.
  - *Measurement:* Database utilized to track member issues, files, grievances.
  - *Measurement:* Database utilized to track member signups, timelines, and to follow up with new hires and other non-members.
  - *Measurement:* Worksite meetings in all areas of campus by 2028
  - *Measurement:* Regularly updated bulletin boards in all areas of campus by 2028.
  - *Measurement:* Review NASA's name and based on member feedback, unveil a new name if appropriate during NASA's 50<sup>th</sup> anniversary (2028).

## Goal 2: Financial Sustainability

### Objectives

1. Explore strategies for increasing revenue
  - *Measurement:* explore additional funding options beyond dues and special assessments.
  - *Measurement:* review funding structure of NASA events.
  - *Measurement:* Analyze the benefits of either increasing union dues or implementing a special assessment.
  - *Measurement:* Embark on a dues increase campaign, complete with infographics, statistics, and projections.
  - *Measurement:* Increase union dues or special assessment.
2. Analyze funds for sustainable [strike] fund growth
  - *Measurement:* Finance Committee or Actuary to analyze current usage of NASA funds and provide recommendation(s).
3. Continue to build the job action fund
  - *Measurement:* Grow job action fund toward a goal of \$12,000,000, the approximate cost of one month of job action.
4. Review current and proposed expenditures for financial viability.
  - *Measurement:* Analysis of cost of current AFL affiliation and benefits.
  - *Measurement:* Analysis of cost of potential EDLC affiliation and benefits.
  - *Measurement:* Analysis of cost of potential CLC affiliation and benefits.

## Goal 3: Revitalize NASA Stewards

### Objectives

1. Complete analysis and revision of the Steward program to support their activity level.
  - *Measurement:* Implement a progressive Steward system: growth from Worksite Contact to Steward, subject to member education and interest.
  - *Measurement:* Ensure that Stewards have a clear objective role
  - *Measurement:* Finesse Steward onboarding process
  - *Measurement:* Update Steward manual.
  - *Measurement:* Develop Steward training materials and schedule.
2. Mobilize Stewards
  - *Measurement:* Grow Steward program to fifty members.
  - *Measurement:* Active Stewards in all areas by 2028.
3. Steward activities
  - *Measurement:* Stewards update their area's bulletin boards
  - *Measurement:* Stewards connect with new members to welcome them to the union and encourage them to sign up for membership.
  - *Measurement:* Stewards share union information with members regarding issues, education, and union events.

## Goal 4: Strengthen NASA Governance Representation

### Objectives

1. Demonstrate commitment and leadership in EDI
  - *Measurement:* EDI survey for NASA membership- establish an understanding on membership diversity and needs of equity-denied members
  - *Measurement:* Grow representation of BIPOC and equity-denied groups in committees, stewards, NASA leadership, and activist groups, as well as diversity of representation from different job types and environments.
2. Expand NASA Governance to include Health and Safety representation
  - *Measurement:* Create a Health and Safety position on the Executive Board
  - *Measurement:* Create a reporting mechanism for health and safety issues.