

NAACP[®]

Youth & College

Advisors Manual

NAACP Youth Councils & College Chapters



Dear Beloved Advisors,

Thank you for answering the call to advise leaders of the next generation. Your unwavering care, resilience, and support has positioned them for tremendous success. There is not a mathematical term or any form of measurement that can adequately measure the opportunities that this organization provides for its youth. Moving into the new year we are a stronger performing association across all measures than ever before.

With the constant integration of modern technology and new communication tools we must remain in step with our youth. Your willingness to adapt to this ever-changing field will give them the upper hand. You have the privilege of an in-depth understanding of the challenges they will face. But if we have the advantage that much of this territory is not entirely new, we also have the responsibility that comes with learning to approach familiar ground in fresh ways.

Although the energy of our youth fuels this civic vehicle we depend on your continuity to help steer toward the destination. What is clear now, is that we cannot achieve success if we choose to pursue these goals independently. Rather, success requires that we consistently work in collaboration to achieve our goals through the integrated initiatives that place a high priority on moving us forward simultaneously on multiple fronts and managing our total impact as one NAACP.

This manual was created with you in mind. You will discover sample agendas, minutes, calendar items, activities, duties, responsibilities, incentives, best practices, scenarios and lots of other useful information. It is our belief that if you utilize this as a resource your tenure will become seamless.

In Solidarity,

Wisdom Cole
National Director
NAACP Youth & College Division

Contents

Contact Information You Should Know	5
National Contact	5
Regional Contact	6
Region 1	6
Region 2	6
Region 3	6
Region 4	6
Region 5	6
Region 6	6
Region 7	7
Constitution & Bylaws	8
Roles and Responsibilities	9
What Should Youth & College Advisors Do?	9
Role of State Youth & College Advisors	9
Role of Youth Council Advisors	11
Roles of College Chapter Advisors	12
What Is the Relationship Between the Branch, Youth Council and College Chapter?	12
What are ways adult branches can support youth & College units?	12
What Is A Branch Youth Work Committee?	12
What does Parent Involvement Look Like?	13
Compliance	13
Elections	13
NAACP Financial Record Keeping	14
Fixed Assets	15
Revenues	15
Membership Dues	15
Expenditures/Documentation	16
Year-end Financial Reports	16
Propriety of Financial Records:	16
Tax Status of NAACP Units	17
General Solicitation of Donations	17

REMITTANCES	19
Are you a Warm Demander?	20
Guide for committee written reports	21
Sample Agenda & Minutes	21
C-HOPE.....	23
Strategic Initiatives.....	25
Race and Justice	25
Education Innovation	26
Environmental and Climate Justice.....	27
Health and Well-Being	28
Inclusive Economy.....	29
Standing Committees.....	30
Membership.....	30
Education.....	31
Press & Publicity.....	32
Environmental Climate Justice.....	33
Juvenile Justice	34
Political Action	35
Programs & Research.....	36
Victory within the first 90 Days	37
30	37
60	38
90.....	39
What's the Scenario?.....	40
Acknowledgments.....	41

Contact Information You Should Know

National Contact

Wisdom Cole

National Director, NAACP Youth & College

4805 Mount Hope Drive

Baltimore, MD 21215

wcole@naacpnet.org

Derrick Lewis II

National Field Manager, NAACP Youth & College

4805 Mount Hope Drive

Baltimore, MD 21215

410 580 5771

dlewis@naacpnet.org

Regions: 1, 5, 7, FL, MS, AL

Jimel Calliste

National Field Organizer, NAACP Youth & College

4805 Mount Hope Drive

Baltimore, MD 21215

410 215 3891

jcalliste@naacpnet.org

Regions: 2, 3, 4, GA, TN, SC, NC

Amari Fennoy

Programs and Trainings Manager, NAACP Youth & College

4805 Mount Hope Drive

Baltimore, MD 21215

afennoy@naacpnet.org

Ciera Jevae Gordon

Administrative Assistant, NAACP Youth & College

4805 Mount Hope Drive

Baltimore, MD 21215

cjgordon@naacpnet.org

Regional Contact

*Contact National Staff for Regional contact information

Region 1

Adult Rep: Satia Austin (CA)

National Youth Board Member: Jorden Walker (CA)

National Youth Works Committee: Terri Hughes (UT)

Region 2

Adult Rep: Ma'isha Aziz (NJ)

National Youth Board Member: Gia Greenidge (NY)

National Youth Works Committee: Feyisola Adebisi (NJ)

Region 3

Adult Rep: Matthew White (IL)

National Youth Board Member: Kyra Mitchell (MI)

National Youth Works Committee: Carey Walls (IN)

Region 4

Adult Rep: Katrina Addison (MS)

National Youth Board Member: Alexia Dukes (KS)

National Youth Works Committee: Raven Addison (MS)

Region 5

Adult Rep: Minerva Faire (FL)

National Youth Board Member: Francesca Mitchell (FL)

National Youth Works Committee Representative: Jovante Mahone (SC)

Region 6

Adult Rep: Calon Mask Oaks (TX)

National Youth Board Member: Shevann Steuben (TX)

National Youth Works Committee Representative: Haile Hall



Region 7

Adult Rep: Monique Randolph (VA)

National Youth Board Member: Brianna Reaves (VA)

National Youth Works Committee Representative: Channing Hill (MD)

Youth Board and Representatives are subject to change post convention

Constitution & Bylaws

RE: Youth Advisors

(Selection of a Youth Council Advisor)

- a) There shall be an Advisor for Youth Councils in conformity with the rules of the Association. The Advisor must be a member in good standing of the Association, be at least twenty-five (25) years of age or at least twenty - two (22) years of age if the person is a member of the branch; reside or work within the jurisdiction in which the Youth Council operates and shall be in accord with the aims and objectives of the Association. The Advisor shall serve as an ex-officio member of the Youth Council Executive Committee without voting rights.
- b) In jurisdictions where there is a Branch and a Youth Council, the Youth Council shall submit in writing the names of the elected Advisor to the Branch Executive Committee at the Branch Executive Committee meeting immediately following the Annual Meeting of the Youth Council. The Branch Executive Committee must accept or reject the submitted name within fifteen (15) days after the submission in writing to the Youth Council President. Should the Branch Executive Committee fail to act on the submitted name within fifteen (15) days after the submission, the submitted named adult shall become the Advisor.

Bylaws for Units of the NAACP

[Adopted Effective March 2019]

- c) If the submitted name is rejected, a written explanation as to the justification for a denial must accompany the response forwarded to the Youth Council President. The Youth Council Executive Committee then has the option of electing and submitting another name to the Branch Executive Committee or to utilize the controversy process as outlined in Article V, Section 14.
- d) The Youth Council and Advisor may select the Co-Advisors as they see fit

Roles and Responsibilities

What Should Youth & College Advisors Do?

- Advisors should work with the Youth Council or College Chapter, but should not direct nor control the organization's programs and activities. However, Advisors should be frank in offering suggestions, considerations, or ideas for the group's discussion.
- The Advisor should stay well informed about the plans and activities of the Youth Council or College Chapter. It is expected that Advisors will attend as many meetings and activities of the group as possible and will consult frequently with officers.
- The Advisor must be aware of the organization's goals and direction and help to evaluate its progress toward reaching these goals.
- The Advisor should assist in orienting new officers and in developing the leadership skills of members.
- The Advisor should be prepared to deal with major problems or emergencies within the organization.
- The Advisor should be the link to other NAACP units and serve as a resource person.
- The Advisor should encourage all members to think as a team to achieve the desired goals.
- The Advisor helps prepare youth to be leaders of today including improving young people's public speaking and organizational skills and knowledge of history and civil rights.
- The Advisor helps to identify and nourish the talents of youth members.

Role of State Youth & College Advisors

- Advisors should work with the Youth Council or College Chapter but should not directly control the youth's programs and activities. However, Advisors should be frank in offering suggestions, considerations, or ideas for the group's discussion. (Please be mindful that your membership has to be with the Adult Branch) - Article 5
- The Advisor should stay well informed about the plans and activities of the Youth Council or College Chapter. It is expected that Advisors will attend as many meetings and activities as possible and frequently consult with officers.

- The Advisor must be aware of the organization's directives and goals and help to evaluate its progress toward reaching these initiatives.
- The Advisor provides continuity within the group from year to year (As elected). He or she should be familiar with the Constitution and By-Laws of the NAACP and "Best Practices" to assist with any interpretation.
- Advisors should assist the Youth Council or College Chapter in complying with NAACP policies and procedures.
- Advisors should be aware of the general financial conditions of the Youth Council or College Chapter and make sure that the Treasurer keeps accurate and accessible financial records.
- The Advisor should assist in orienting new officers and in developing the leadership skills of members. (Official training must come from your State, Regional, and or National Leadership)
- The Advisor should be prepared to deal with major problems or emergencies within the organization.
- The Advisor should be the link to other NAACP units and serve as a resource person. The Advisor should motivate all members to think as a team to achieve the desired goals.
- The Advisor helps prepare youth to be leaders of today, including improving young people's public speaking and organizational skills and knowledge of history and civil rights.
- The Advisor helps to identify and nourish the talents of youth members.

Role of Youth Council Advisors

- There shall be an Advisor for Youth Councils in conformity with the rules of the Association. The Advisor must be a member in good standing of the Association, be at least 25 years of age if the person is a member of the branch; reside or work within the jurisdiction in which the Youth Council operates, and shall be in accord with the aims and objectives of the Association. ***The Advisor shall serve as an ex officio member of the Youth Council Executive Committee without voting rights.***
- In jurisdictions where there is a Branch and a Youth Council, the Youth Council shall submit in writing the names of the elected Advisor to the Branch Executive Committee at the Branch Executive Committee meeting immediately following the Annual Meeting of the Youth Council.
- The Branch Executive Committee (after an appropriate youth election) must accept or reject the submitted name within fifteen (15) days after the submission
- on in writing to the Youth Council President. Should the Branch Executive Committee fail to act on the submitted name within fifteen (15) days after the submission, the submitted named adult shall become the Advisor.
- If the submitted name is rejected, a written explanation as to the justification for denial must accompany the response forwarded to the Youth Council President. The Youth Council Executive Committee then can elect and submit another name to the Branch Executive Committee or utilize the controversy process as outlined in **Article V, Section 14.**
- The Youth Council and Advisor may select the Co-Advisors as they see fit

Roles of College Chapter Advisors

- There shall be a Faculty Advisor for a College Chapter or a Faculty Advisory Committee (not to exceed three members), in accordance with the rules of the college and/or student government regulations relating thereto.
- The Faculty Advisor to the College Chapter must be an employee of the College and meet the requirements as set forth by the college and/or Student Government regulations relating to serving as Advisor to a bonafide college or group. In addition, the ***Faculty Advisor must be a member of the NAACP.***
- The Advisor shall serve as an ex-officio member of the College Chapter without voting rights.

What Is the Relationship Between the Branch, Youth Council and College Chapter?

- Branches should encourage independence from and cooperation with Adult Branches.
- Branches should not have a heavy hand In Youth & College affairs, rather be supportive to the work and development of young leaders.
- There should be a mutual between the Youth Council and College Chapter and Adult Branch

What are ways adult branches can support youth & College units?

- Adult Branch can provide financial, programmatic, and campaign support and advice when asked.
- An adult branch can provide history and training to ensure that all Youth Council or College Chapter members understand the structure, purpose, and goals for the organization.
- Adult Branches must have faith in the young people to build the strong, new leadership of the NAACP.

What Is A Branch Youth Work Committee?

The ***Youth Work Committee*** is a standing committee of the Adult Branch. It shall be composed of Youth Council Advisors, Youth Council Presidents, and five additional

persons appointed by the Adult Branch President. **A Youth Unit Advisor should** serve (not absolute) as the Committee Chair. The Constitutional duties of the Committee are to assist in the development and coordination of the programs of the Adult Branch and the Youth Council.

What does Parent Involvement Look Like?

It is key to involve as many parents in the organization as possible. This resource is invaluable. Young people are active and will keep you on the go. With the support of the family, major milestones and progress will be achieved. The role of parents in working to address the needs of young people via an NAACP Youth Unit or College Chapter is imperative to the development of an exceptional unit.

Be sure to invite the parents to any events or mobilizations sponsored by the Youth Council. If the parents are not already members of the Association, encourage them to join the NAACP and become an active member of the Branch. In addition, keep in regular contact with the parents so that they understand what their child will be involved in with the Youth Unit.

Compliance

There are a few requirements that must be met to ensure a chapter's compliance. In order to be recognized as being compliant by the national office, a unit must have at least twenty-five (25) members and turn in their year-end financial report. However, to be recognized as being compliant by the Youth and College division, a unit must turn in the following forms:

- 25 members
- Yearly financial assessment
- Year-end financial report
- Quarterly reports
- Officer's update form (**whenever there is a change and after elections**)

Elections

The fiscal and business year for the Association runs from January 1st to December 31st. All elections must be held between March 1st and April 15th of each year. If a unit faces a situation where they cannot hold their elections between these dates, a written request for a date change must be submitted to the Youth and College Division and include the date the unit wishes to hold their elections. Please refer to the NAACP Youth & College Elections Guide for support.

NAACP Financial Record Keeping

- Two signatures are required on each check, the Treasurer and President. The First Vice President may countersign in the absence of the President. It is strongly recommended that the unit Advisor sign checks along with the treasurer and President.
- Checks must not be pre-signed, i.e., the authorized signer should not sign blank checks.
- The bank should be notified each time there is a change in authorized signatories and previous signatories must be deleted immediately. The only authorized signatures are the President, Treasurer, and First Vice President.
- All transactions must be properly documented and recorded in the unit's book of record.
- Documentation, including vendor invoices, must be retained for a period of three to five years. The absence of records puts the unit at risk since it will not be able to justify and support disbursements if it were subject to an IRS audit.
- Monetary receipts (including checks) must be deposited into the account of the NAACP unit on a timely basis. The National Office recommends that NAACP Unit funds be deposited no later than the end of the following business day.
- Under no circumstances are NAACP unit funds to be commingled with the personal funds of NAACP Unit officers, members, or other individuals' or entities. 8. Adequate documentation should be maintained to support each item deposited into the NAACP unit's accounts. This documentation should provide the details pertaining to the source, amount and purpose of the funds. Any restrictions by the donor should also be identified.
- NAACP unit records, including the recorded cash balance, are to be reconciled to the bank statements on a monthly basis.
- It is recommended that NAACP units limit the number of bank accounts they maintain as follows:
 - Operating (checking)
 - Savings (interest bearing)
- Someone who is not an authorized check signer should perform the reconciliation of NAACP unit bank accounts. The balance reported by the bank should be compared to the balance maintained by the unit and any differences should be investigated and explained.

Fixed Assets

- Adequate records must be maintained detailing all fixed assets owned by the NAACP unit.
- Records must include the original cost of each asset and any accumulated depreciation.
- Vendor invoices must be retained for all purchased assets. The NAACP Unit should maintain an inventory list of its assets and include original cost, date of purchase, serial number, model description and location.
- It is the responsibility of the Treasurer to determine if the NAACP Unit is required to submit a Personal Property Tax return to the State. In the case of donated assets, the Unit should obtain from the donor the fair market value of the asset at the time of donation.
- Since NAACP Units are 501© (4) organizations, donated assets must be processed through the National Office **if the donor intends to report the donation as a charitable contribution.**

Revenues

- All funds received by an NAACP Unit are to be identified as either “Restricted” or “Unrestricted” as to their use.
- Restricted funds generally include:
 - Grants from individuals, corporations, foundations, government agencies
 - Funds for scholarship
 - Bequests that are letter specific
 - Unrestricted funds generally include:
 - Membership dues
 - Direct Contributions to the NAACP Units
- Proceeds from fundraising activities may be either restricted or unrestricted depending upon the stated purpose of the fund-raising activity.

Membership Dues

- The NAACP unit shall remit to the National Office, the National Office's share of all membership fees within fifteen (15) days of their receipt. (NAACP Unit By-Laws, Article VII, Section 2)
- No NAACP Unit shall retain for the purposes of defraying operating expenses the National Office's share of membership dues and/or fund-raising proceeds without prior approval of the National Office President/CEO.

Expenditures/Documentation

- Proper supporting documentation must be maintained for each transaction. Proper documentation includes:
 - Revenues
 - Member or donor correspondence
 - Check remittance advice
 - Check photocopy
 - Conference registration / ticket sales logs
 - Expenses
 - Approved purchase requisitions signed by President and Secretary • Approval should be received in advance of placing order for goods or services • Vendor invoices
 - Payment approval
 - Canceled check

Year-end Financial Reports

- Purpose: Annual report of NAACP unit financial activities
 - Provides information needed by the National Office for the completion of the Federal group tax return filed on behalf of all NAACP units.
 - Failure to submit a year-end financial report will result in the NAACP unit being omitted from the Group Tax Return.

Propriety of Financial Records:

All NAACP unit records are the property of the NAACP and must be properly filed and safeguarded. The unit should also require that records be transferred upon a change in leadership.

Tax Status of NAACP Units

- All NAACP Units have been designated 501(c)(4) organizations. Only the National Office is a 501(c)(3) organization. A 501(c)(4) organization is a nonprofit corporation operated exclusively for the promotion of social welfare. Exemption under this section does not confer deductibility of contributions by donors to the corporation, but may enable it to avoid the restrictions of private foundation status, and the restrictions on lobbying and other political activity.
- NAACP units are strategically designed to operate exclusively as 501(c)(4) for the promotion of social welfare primarily to further the common good and general welfare of the people of their communities, such as bringing about civic betterment and social improvement. In addition, a 501(c)(4) must benefit a community as a whole. Thus, a corporation will not qualify under 501(c)(4) if its activities benefit only its membership or a select group of individuals. A 501(c)(4) corporation may not, as its primary activity, conduct business with the general public in a commercial manner. Any earnings of such an organization must be devoted exclusively to charitable, educational or recreational and for our purpose, civil rights.
- A 501(c)(4) organization may engage in some social activities, some lobbying, and some political activity. NAACP units were specifically organized as 501(c)(4) organizations so that they can (1) seek to increase registration and voting; (2) work for the enactment of municipal, state and federal legislation designed to improve the educational, political and economic status of minority groups; (3) seek the repeal of racially discriminatory legislation; (4) work to improve the administration of justice; (5) work to secure equal enforcement of the law; (6) keep the National Office informed of all proposed legislation which affects minority groups. NAACP Units shall be nonpartisan and shall not endorse candidates for public office. Contributions to 501(c)(4) organizations are not deductible for Federal income tax purposes as charitable contributions

General Solicitation of Donations

- When soliciting donations, NAACP units are required to disclose through an express statement (in a conspicuous and easily recognizable format) that contributions and gifts to the NAACP unit are generally not deductible as charitable contributions for federal income tax purposes.
- Solicitations by mail, leaflet, or advertisement in a newspaper, magazine or other print medium must meet the following IRS requirements:
 - Include the statement “Contributions or gifts to this NAACP unit are generally not deductible as charitable contributions for Federal income tax purposes” •
 - The above statement must be in the same size type as the primary message stated in the body of the letter, leaflet or ad

- The statement is included on the message side of any card or tear off section that the contributor returns with the contribution
- The statement is either the first sentence in a paragraph or itself constitutes a paragraph.
- Solicitations by telephone must meet the following IRS requirements:
 - Include the statement “Contributions or gifts to this NAACP unit are generally not deductible as charitable contributions for Federal income tax purposes.”
 - The statement must be made in close proximity to the request for contributions, during the same telephone call, by the telephone solicitor
 - Any written confirmation or billing sent to a person pledging to contribute during the telephone solicitation complies with the requirements for print medium solicitations.
 - Solicitation by television must meet the following IRS requirements:
 - Include the statement “Contributions or gifts to this NAACP unit are generally not tax deductible”
 - If the statement is spoken, it should be in close proximity to the request for contributions
 - If the statement appears on the television screen, it must be in large, easily readable type and must appear on the screen for at least five seconds.
 - Solicitation by Radio must meet the following IRS requirements:
 - Include the statement “Contributions or gifts to this NAACP unit are generally not deductible as charitable contributions for Federal income tax purposes”
 - The statement is made in close proximity to the request for contributions during the same radio solicitation announcement.

REMITTANCES

- Net fundraising proceeds
- Freedom Fund assessments
- Convention assessments (Based on membership levels)
- In an effort to minimize the mis-posting of NAACP unit remittances, we request that the NAACP unit clearly indicate the purpose of each remittance on the face of the check, preferably in the “memo” section. The memo section should include the fiscal year the payment relates to, the appropriate payment code (see below), and the NAACP Unit number. Payment codes should be reflected as follows:
 - MD = Membership Dues (include life, regular, youth, corporate and all others)
 - BA = NAACP unit Assessments (include specific year’s board approved assessment)
 - YA = Youth Assessments (include specific year’s board approved assessment) FF = Freedom Fund Assessments (include all fundraising assessments)
 - OL = Organizational Literature (includes all payments for literature)
 - BQ = National’s Portion of Bequests
 - CA = Convention Assessments (if sent with other payment types attach a letter)
 - GD = General Donation (any contribution into the National Treasury)
 - AU = All Unclassified remittances (if your remittance does not indicate any of the above categories, the National Office will put it into this category)

Are you a Warm Demander?

The purpose of warm demander is to create a positive and supportive environment for leaders. Warm demanders are those who establish high expectations for their leaders while also showing care and concern for their well-being. They believe that all leaders can succeed and work to build strong relationships with each of them.

Warm demanders use a variety of strategies to foster a positive culture, such as setting clear rules and expectations, providing regular feedback, and creating opportunities for student collaboration. They also take the time to get to know their youth leaders on a personal level, showing interest in their lives outside of the organization. Research has shown that warm demanders can have a significant impact on leader achievement.

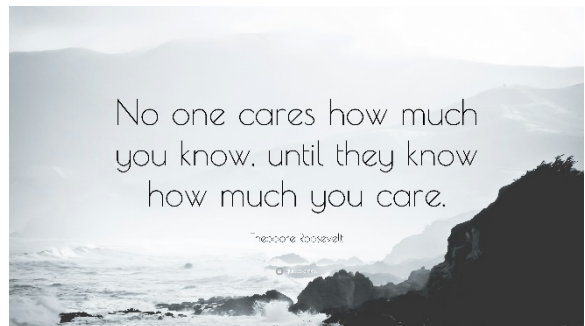
- Warm demanders understand that learning starts with trust. They listen to their students, share their true self, and are strict about things that matter, but trust their children to make mistakes and learn from them.
- Warm demanders demand that students demonstrate self-discipline, and do not micromanage or punish students who don't meet expectations. It means teaching discipline and normalizing the hard work and effort that lead to success.
- Warm demanders teach their students to have a growth mindset and understand that real learning comes through failure. They create a norm that loves and wants mistakes and give work that encourages mistakes.



THE WARM DEMANDER

- Explicit focus on building rapport and trust. Expresses warmth through non-verbal ways like smiling, touch, warm or firm tone of voice, and good natured teasing.
- Shows personal regard for students by inquiring about important people and events in their lives.
- Earns the right to demand engagement and effort.
- Very competent with the technical side of instruction.
- Holds high standards and offers emotional support and instructional scaffolding to dependent learners for reaching the standards.
- Encourages productive struggle.
- Viewed by students as caring because of personal regard and "tough love" stance.

Source: <https://technologyintegrationnow.blogspot.com/2019/11/warm-demander-technologys-role-when.html>



Guide for committee written reports

Sample Agenda & Minutes

Sample Minutes
XX COMMITTEE:

DATE/TIME OF MEETING:

CHAIR MEMBERS AND VISITORS PRESENT:

(Identify all committee members)

OPENING:

(The first sentence should list all of the topics and discussion items.)

BODY:

(Provide an overview of the main points of discussion, including factual information, conclusions drawn, motions and recommendations or action. Only include what was agreed upon by the majority of the committee.)

SUMMARY:

(Identify and make clear any action that needs to be ratified by the Executive Committee and/or general membership. This is the only part of the report that requires a motion for acceptance. Otherwise, after the report is read, no motion is required and it can be received for information only.)

SIGNATURES:

(The Chair and Secretary must sign the report for it to be official.)



Sample Agenda:

DATE/TIME OF MEETING:

CHAIR MEMBERS AND VISITORS PRESENT:

(Identify all committee members)

CALL TO ORDER:

- i. READING & APPROVAL OF AGENDA:
- ii. READING & APPROVAL OF PREVIOUS MEETING MINUTES:
- iii. REPORTS OF STANDING COMMITTEES:
- iv. OLD BUSINESS (Unfinished matters from previous meetings)
- v. NEW BUSINESS (Introduction of new ideas or dates)
- vi. ANNOUNCEMENTS
- vii. ADJOURNMENT

C-HOPE



WHAT HAPPENED TO THE NAACP GAME CHANGERS

We celebrate the significant progress achieved by our organization since the 'game changer' strategy was created in 2011.

Eleven years have passed. During that time, the world around us has changed dramatically. Multiple crises have demanded an ambitious, global response. Increased uncertainty and worldwide calls for racial justice have compelled us to evaluate the previous strategy, the current landscape, how it has transformed, and to reflect on our ability to respond in meaningful ways.

We know the most effective community-based organizations refine their strategies as conditions change and new lessons are learned. We appreciate the evolving needs of our constituents and their lived experiences. With this in mind, we have sunset the term 'game changers.'

In 2021, we launched our ambition to build a new foundation for the future of the Association. Key elements of this plan included:

- refreshed *Mission, Vision, and Values* statements;
- adoption of a *Theory of Change* clarifying our community aspirations;
- commitment to progress in five core issue areas;
- defining our '*DNA*'—the purpose that grounds our work; and
- new goals set by our President and CEO.

The new strategies guide our efforts and expand on the Association's historic work; launch four new Centers of Innovation; and articulate three cross-cutting approaches: racial equity, civic engagement and supportive policies and institutions.

Our journey is not about starting over but *building on our legacy*.

We *see hope* for the future through this new strategic approach.

C-HOPE

Introducing our new Centers of Innovation

- Center for Health Equity (health and well-being)
- Center for Opportunity, Race and Justice (inclusive economy; race and justice)
- Center for Education Innovation (education innovation)
- Center for Environmental and Climate Justice (environmental and climate justice)

The centers bring together NAACP expertise: issue-area leads, policy strategists, lobbyists, marketing and communications specialists, researchers and state advocates to implement our ambitious goals.

Each center leads a portfolio of work aligned to our enduring commitments.



Q: What changes were made to the mission and vision?

A: See the table below.

	Previous	Current
Mission	To ensure the political, educational, social and economic equality of rights of all persons and to eliminate racial hatred and racial discrimination.	To achieve equity, political rights and social inclusion by advancing policies and practices that expand human and civil rights, eliminate discrimination, and accelerate well-being, education, and economic security of Black people and all persons of color.
Vision	To ensure a society in which all individuals have equal rights without discrimination based on race.	We envision an inclusive community rooted in liberation where all persons can exercise their civil and human rights without discrimination.

The table below organizes the refreshed mission into an **identity statement**, a storytelling format to better convey our intent.

What	Our mission is to achieve equity, political rights and social inclusion
How	by advancing policies and practices
Why	that expand human and civil rights, eliminate discrimination, and accelerate wellbeing, education, and economic security
Who	of Black people and all persons of color.

Q: What is the purpose of organizational values?

A: The values represent our core beliefs and what we stand for as an organization.

Q: What is the 7-point advocacy model?

A: The 7-point advocacy model is representative of the primary actions the NAACP takes through its leaders in communities to accomplish the work to make impactful change. It is an action-based framework, centering equity.



Strategic Initiatives

Race and Justice

What Defines This?

To advocate for smarter results based criminal justice policies to keep community safe through treatments for mental health problems to encourage inferior judicial discretion in sentencing and to end racial disparities at all levels of the judicial system.

National Youth & College's "Race & Justice Policies"

A list of policy recommendations to the Biden administration to eliminate race-based discrimination in policing, courts, incarceration and to promote gun violence prevention.

Strategic Thinking: Best Practices

Education Innovation

What Defines This?

To ensure that every disadvantaged student and student of color graduates ready for college or career through better access to great teaching favorite discipline practices resources and challenging curriculum

National Youth & College’s “More Than A Month”

The ambassador program focuses on countering misconceptions about CRT and affirmative action. We strive to create an environment that fosters informed discussions, promotes equity and inclusion, and empowers individuals to advocate for a fair and just educational system. Through collaborative partnerships, community engagement, and comprehensive resources, this program will contribute to the advancement of inclusive education practices and the dismantling of systemic barriers within our society.

Strategic Thinking: Best Practices

Environmental and Climate Justice

What Defines This?

To ensure that environmental protections benefit all Americans including areas with high population of Black people that have been impacted by environmental injustice two practices that are harming communities.

National Youth & College's "Trouble in the Water"

Shed lights on the deceptive tactics, used by fossil fuel companies and their supporters through NAACP ECJ program's "Fossil Fueled Foolery: An illustrated premier on the top 10 manipulation tactics of the fossil fuel industry

Strategic Thinking: Best Practices



Health and Well-Being

What Defines This?

To eliminate the racial and ethnic inequalities that exists within our healthcare system that undermined communities of color as well as their opportunities and ability to contribute fully to the common good

National Youth & College's “

A letter sent to the FDA urging them to ban menthol flavor, cigarettes, and flavored cigars products, which will protect and promote public health for all, including the black community

Strategic Thinking: Best Practices

Inclusive Economy

What Defines This?

To enhance the capacity of African Americans and other underserved groups through financial economic education individual or community asset building initiatives and or career advancement and procurement

National Youth & College's "Advocacy in Action: Inclusive Economy"

Collaboration with Beyoncé's BEYGOOD black owned small business impact fund and hello Alice and helping black businesses stay afloat

Strategic Thinking: Best Practices

Standing Committees

Membership

Function: Recruitment and Retention of members

Helpful Hints: Keep track of current members

Goals	Objectives

Education

Function: _____

Helpful Hints: _____

Goals	Objectives

Press & Publicity

Function: _____

Helpful Hints: _____

Goals	Objectives

Environmental Climate Justice

Function: _____

Helpful Hints: _____

Goals	Objectives

Juvenile Justice

Function: _____

Helpful Hints: _____

Goals	Objectives

Political Action

Function: _____

Helpful Hints: _____

Goals	Objectives

Programs & Research

Function: _____

Helpful Hints: _____

Goals	Objectives

Victory within the first 90 Days

The first 90 days of any new unit is crucial to the overall longevity of the chapter/council.

30

Month #1 should be about getting started on the right foot. Goals in terms of fundraising should be small, if not saved for a later time. Executive committee members should emerge from this month with knowledge of the constitution & bylaws, roles, responsibilities, and best practices.

*Below, outline the **goal(s)** for month #1, what **deliverables** (if any) are expected, how success will be **measured**, and any **resources** that will help the executive committee get work done.*

Goal: Review Constitution and Bylaws, Roberts Rule of Order Walkthrough, Attend New Unit Officer Training, Identify Priority Issue, Officer Installment & General Membership Meeting, Local News Announcement, Social Communication Setup, Committee Assignments,

Deliverable / Measurement of Success: Insert measurement of success.

Resources: Insert and link resources.

Month #2's focus should be on putting month #1's learnings into action. Expectations should be reasonable, depending on the executive committees' level of experience. It's also a chance to expand knowledge through conversations with the adult branch and local elected officials.

Goal: Bi Weekly Engagement (Meeting/Event), Committee Meeting Dates Announced, *Calendar Release, Connect with Adult Branch, Highlight Social Media Calendar, Engage through Social Media, Identify Ally Organizations.*

Deliverable / Measurement of Success: *Insert measurement of success.*

Resources: *Insert and link resources.*

The third month should see members springing into action. Goals should start to get more aggressive, as the unit should be reasonably armed for success at this point.

Goal: *Submit Quarterly Report, Participate in State or Regional Quarterly Meetings / Trainings, Attend Salesforce Training.*

Deliverable / Measurement of Success: *Insert measurement of success.*

Resources: *Insert and link resources.*

Feedback and Reviews

Outline your cadence for feedback and advisor reviews. Also, identify what should be prepared before these reviews, if anything. This would also be the section to explain how 1:1s will take place.

Bi Weekly 1:1s: _____

30-Day Check-In: _____

60-Day Check-In: _____

90-Day Review: _____

What's the Scenario?

Scenario #1: Your tremendous work in the community has warranted a major donation from a local corporation. Upon further review the youth unit realizes they do not have an active bank account and are unsure whether to share personal information. What should you do next?

- A. Encourage youth to share personal information to open bank account*
- B. Contact ufi@naacpnet.org for EIN*
- C. Open account on your own*

Scenario #2: Halfway through the administration your relationship with the young folks has become estranged, communication is weak and intergenerational issues are prevalent. There is an unwillingness to engage in requested actions to work through issues. How do you move forward?

- A. Continue to work outside of the executive committee, and recruit new respectful members.*
- B. Call in the Adult branch for intervention*
- C. Step away from the position*

Scenario #3: Create your own and share with jcalliste@naacpnet.org once completed.

Acknowledgments

This manual would not have been possible without the support of our advisors across the nation and our seven national youth works committee adult reps. We are grateful to all of those with whom we have had the pleasure to work with during this process. Each of you have provided extensive personal and professional insight and your guidance is paramount as we press forward.

- Youth & College National Staff