

*VISION: MLA works for the advancement of the
Massachusetts library community*

**MISSION: MLA strengthens the Massachusetts library community through
advocacy, connection, and collaboration**



MLA will be a well-managed and administered association



MLA will build an engaged, active and diverse membership



MLA will collaborate and cooperate with new and established
library community stakeholders



MLA will provide membership with robust and meaningful
programs and activities

Goal 1 **MLA will be a well-managed and administered association**

Action 1 **Actively set policy and ensure that the organization has adequate resources to carry out its mission, provide direct oversight and direction for the association manager and the organization as a whole**

Assign committee to oversee routine communications (upon joining, renewal of membership, when new leadership takes office, etc.

Starting Date – July 2017. Completion Date – September 2017

Responsible parties – President

Action 2 **Comply with all legal and financial requirements and adhere to sound accounting principles that produce reliable financial information, ensure fiscal responsibility and build member trust**

Routine reports on administrative activities, such as auditor's reports, annual budgets (proposed and actual) shared on the MLA board web pages in a timely manner.

Starting Date – September 2017. Completion Date – Dec. 2017

Responsible parties - Association Manager

Action 3 **Develop organizational structure to support MLA staff**

Review job description(s), Assign responsibility for evaluation and set annual objectives

Starting Date – September 2017. Completion Date – Dec. 2017

Responsible parties – Personnel Committee and President

Evaluate staff and provide opportunities for ongoing support and feedback from the Administrative Board

Starting Date – January 2018. Completion Date – Ongoing

Responsible parties – Administrative Board

Action 4 **Ensure that the organization has the proper technology tools to carry out its mission**

Find resource to do evaluation of web based management system and provide training opportunities, Provide workshop(s) for all with software access

Starting Date – January 2018. Completion Date – May 2018

Responsible parties – Executive Board with Association Manager

Implement recommendations for improvement to web based management system and document new procedures

Starting Date – July 2018. Completion Date – June 2019.

Responsible parties – Executive Board with Association Manager

Initiate formal evaluation of online association tools and systems

Starting Date – January 2019. Completion Date – June 2019.

Responsible parties – Executive Board

Maintain best practices for use of web based management system updating new board members and staff as needed

Starting Date – January 2019. Completion Date – Ongoing

Responsible parties – Executive Board with Association Manager

Action 5 Regularly and openly convey information to the members about its mission, activities, finances, accomplishments and decision-making processes

Post Board notes, decisions, reports, and other key documents on the web site as meetings occur

Starting Date – July 2017. Completion Date – Ongoing

Responsible parties – Association Manager and Secretary

Post (once per month) financial reports from the recent activities of the association

Starting Date – July 2017. Completion Date – Ongoing

Responsible parties – Association Manager and Treasurer

Implement review of MLA committees: history, evaluation, short and long term goals, and recommendations for each to executive board

Starting Date – July 2017. Completion Date – September 2017

Responsible Parties – President with Committee Chairs

Post committee histories, goals and objectives on web site each year as they are developed

Starting date – July 2018. Completion Date – Ongoing

Responsible Parties – President with Committee Chairs

Action 6 Measure the impact of its actions, assess how those actions align with its mission, and act upon this information

Post goals and outcomes on the MLA web site on a regular basis and report to the members during the annual meeting.

Starting Date – July 2017. Completion Date – Ongoing

Responsible Parties – Association Manager

Goal 2 **MLA will build an engaged, active and diverse membership**

Action 1 **Strengthen membership renewal processes**

Update system rules to send overdue reminders; create an annual review notification schedule; on a quarterly basis, membership committee will identify non-renewed members and share with committee chairs

Starting Date – July 2017. Completion Date – January 2018

Responsible parties – Membership Committee with Association Manager

Post membership data on web site - improve visibility of signing up or renewing membership

Starting Date – January 2018. Completion Date – Ongoing

Responsible parties – Membership Committee with Association Manager

Action 2 **Ensure that website and social media accounts are updated and consistent so that members have accurate and timely information**

Develop procedural manual - logins, "rules" etc

Starting Date – July 2017. Completion Date – January 2018

Responsible Parties – Membership Committee with Association Manager

Update website and social media accounts and archive previous information to be available to members and/or committee chairs

Starting Date – January 2018. Completion Date – Ongoing

Responsible Parties – Association Manager

Action 3 **Establish a membership renewal campaign**

Implement "Membership Worth" campaign as trial effort

Starting Date – July 2017. Completion Date – January 2018

Responsible Parties – Membership Committee with Association Manager

Evaluate "Membership Worth" campaign and continue as appropriate

Starting Date – Feb 2018. Completion Date – May 2018

Responsible Parties – Membership Committee

Action 4 **Create a membership recruitment campaign to encourage new memberships**

Implement "Ask a Friend" membership campaign as trial effort

Starting Date – January 2018. Completion Date – July 2018

Responsible Parties – Membership Committee with Association Manager

Evaluate "Ask a friend" campaign and continue as appropriate

Starting Date – July 2018. Completion Date – September 2018

Responsible Parties – Membership Committee with Association Manager

Create ongoing recruitment campaign effort

Starting Date – September 2018. Completion Date – May 2019

Responsible Parties – Membership Committee with Association Manager

Action 5 **Create onboarding plan for new members so they can get involved quicker; identify committees and introduce leaders**

Increase committee participation with new members - one new member per committee

Starting Date – Ongoing. Completion Date – Ongoing

Responsible Parties – Executive Board, Membership Committee

Action 6 Ensure all committees are fully staffed

Recruit additional members as needed

Starting Date – Ongoing. Completion Date – Ongoing

Responsible Parties – Executive Board

Goal 3 MLA will collaborate and cooperate with new and established library community stakeholders

Action 1 Explore options for partnering with other library associations i.e. PLA, Friends, Trustee groups

Expand and strengthen liaisons to other library community organizations. Collaborate on issues relevant to the library community

Starting Date - July 2017. Completion Date – Ongoing

Responsible Parties – Executive Board

Action 2 Publish regular updates to the library community

Promote MLA issues to stakeholders

Starting Date – January 2018. Completion Date – June 2019

Responsible Parties – PR Committee

Action 3 Facilitate legislative day/events

Invite representative from other groups to help promote a shared message

Starting Date – July 2017. Completion Date – Ongoing

Responsible Parties – Legislative Committee

Action 4 Facilitate advocacy events at the local and state level, and provide best practices for our members

Complete advocacy events at several location throughout the year.

Starting Date – July 2017. Completion Date – June 2018

Responsible Parties – Legislative Committee

Action 5 Promote more active participation in committees

Post current committee listing with specific charges for each committee. MLA will have a robust committee structure with oversight by the executive board.

Starting Date – July 2018. Completion Date – June 2019

Responsible Parties – Membership Committee with Executive Board

Action 6 Evaluate and adjust committee structure as necessary; review ways to promote more active participation

Expand participation in committees to include non-MLA and other stakeholders in activities when possible

Starting Date – July 2018. Completion Date – June 2019

Responsible Parties – Executive Board

**Action 7 Include library school students and recent graduates in recruitment efforts for
MLA membership and participation**

Participate in Library School recruitment events and other alumni or student outreach efforts

Starting Date – January 2018. Completion Date – Ongoing

Responsible Parties – Membership Committee

Goal 4 MLA will provide membership with robust and meaningful programs and activities

Action 1 Hold an Annual Conference that provides professional development and current awareness programs for the betterment of the Massachusetts library community

Provide strong programming of interest to Massachusetts library community at the annual conference

Starting Date – Ongoing. Completion Date – Ongoing

Responsible Parties - Conference Committee with Conference and Association Manager

Explore opportunities to share "Best of conference" content to different audiences around the state

Starting Date – September 2017. Completion Date – June 2018

Responsible Parties – Conference Committee

Evaluate conference programs in a timely manner and adapt future events to reflect feedback

Starting Date – Ongoing. Completion Date – Ongoing

Responsible Parties - Conference Committee with Conference and Association Manager

Action 2 Develop and deliver strong programming that reflect the needs of the membership

Expand programs of interest to Massachusetts library community

Starting Date – Ongoing. Completion Date – Ongoing

Responsible Parties – Executive Board

Evaluate programs in a timely manner and adapt future events to reflect feedback

Starting Date – Ongoing. Completion Date – Ongoing

Responsible Parties - Executive Board

Action 3 Ensure members can attend MLA programs and events

Investigate option to schedule events in diverse locations (physical and virtual) throughout the state where possible

Starting Date – July 2017. Completion Date – June 2018

Responsible Parties – Executive Board

Deliver programming in diverse locations

Starting Date – July 2018... Completion Date – June 2019

Responsible Parties – Executive Board

Evaluate programs in a timely manner and adapt future events to reflect feedback

Starting Date – Ongoing. Completion Date – Ongoing

Responsible Parties – Executive Board

Action 4 Communicate clearly, often, and enthusiastically to the Massachusetts library community on MLA activities

Each section and committee provides documentation of upcoming and reports on recent events to appropriate resource for posting on social media and web site

Starting Date – July 2017. Completion Date – Ongoing

Responsible Parties – Committee Chairs with Association Manager

Action 5 Promote informal gatherings in different parts of the Commonwealth at least twice per year.

Sponsor informal 'Meet and Greets" throughout the Commonwealth as an networking and social opportunity for members of the library community

Starting Date – July 2017. Completion Date – Ongoing

Responsible Parties – Committee Chairs

Notes on the Development of the Plan

On September 23, 2016 the Massachusetts Library Association Strategic Planning Committee and members of the board met in a full day retreat. The outcomes of the day were proposed updates to the MLA Vision and Mission statements and a set of strategic goals for the next three years. Plans were made for hosting focus groups across the state to gather input and feedback on the work of the association and these working statements and proposed goals. Leadership of the Committee shifted in early December from Eric Poulin to Debby Conrad as co-chair with Alex Lent continuing to serve as co-chair and incoming MLA President.

On December 8, 2016, the Massachusetts Library Association Strategic Planning Committee met to review feedback collected during seven statewide focus group meetings and to formulate preliminary strategic goals. The committee first reviewed feedback on the MLA Vision and Mission statements, then drafted new statements for presentation to the MLA board.

The Committee then reviewed, in detail, the comments and recommendations of those who attended the September retreat at Tower Hill and the feedback of those who attended the focus groups. There were strong themes that emerged from the discussion and the following goals were drafted:

- MLA will be a well-managed and administered association
- MLA will build an engaged and active membership
- MLA will collaborate and cooperate with new and established library community stakeholders
- MLA will provide membership with robust and meaningful programs and activities

Strategic Planning committee members were asked to follow up on the meeting by working on developing specific idea for actions that would follow the stated draft goals. The group completed a first round of actions for the association to undertake in the first year of the three year plan. A draft of the plan was posted on the MLA website to collect feedback from the library community. The Strategic Plan was accepted by the MLA Executive Board during its March 3, 2017 meeting.

Committee Members:

Debby Conrad and Alex Lent - Co-chairs, Will Adamczyk, Debra DeJonker-Berry, Gerry Deyermond, Jen Inglis, Anita Koch-Cellucci, Ellen Rainville, and Antonia Stephens.