FY18-FY20 STRATEGIC PLAN
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
Responsible parties – Executive Board with Association Manager

Initiate formal evaluation of online association tools and systems
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 ideas 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.