

**MASSACHUSETTS LIBRARY ASSOCIATION
STRATEGIC PLAN
2010-2015**

VISION STATEMENT

The Massachusetts Library Association will be the recognized leader of the library profession in Massachusetts

MISSION STATEMENT

The Massachusetts Library Association advocates for and empowers the Massachusetts library community by providing leadership, legislative advocacy, professional development, networking opportunities, and by defending intellectual freedom

GOALS

- Goal 1:** MLA creates a positive image for the Association and the Massachusetts library community and is a known organization to the Media and other organizations with similar missions
- Goal 2:** MLA successfully advocates for funding that benefits the Massachusetts library community
- Goal 3:** MLA strengthens the inclusiveness and vitality of the organization to add value to the membership
- Goal 4:** MLA is the leader in the state in providing resources and guidance to the library community involved in protecting First Amendment rights
- Goal 5:** MLA has a strong infrastructure to strengthen its effectiveness and to accomplish its goals

ACTION PLAN

Goal 1: MLA CREATES A POSITIVE IMAGE FOR THE ASSOCIATION AND THE MASSACHUSETTS LIBRARY COMMUNITY AND IS A KNOWN ORGANIZATION TO THE MEDIA AND OTHER ORGANIZATIONS WITH SIMILAR MISSIONS

Objective 1: By June 2012, develop and implement a public PR campaign in cooperation with MLA affiliates and partners that promotes a positive image of today's Massachusetts libraries and staff

Action 1: Identify MLA affiliates, corporate partners, and targeted media

Action 2: Discuss composition of inclusive PR campaign with partners

Action 3: Develop PR campaign, establish timetable and identify steps

Action 4: Implement plan

Lead: Public Relations Committee, Administrative Board, Executive Manager

Objective 2: By June 2011, further develop the MLA awards program

Action 1: Assess current awards, presentation, and timeline for any changes

Action 2: Make recommendations to Executive Board

Action 3: Implement new program, considering coordination of award presentations with existing MLA events

Lead: Public Relations Committee

Objective 3: By June 2011, reach out to form collaborative opportunities with other organizations

Action 1: Implement collaboration with the Center for the Book at the 2011 annual MLA Conference

Action 2: Assess Center for the Book model

Action 3: Explore other opportunities

Lead: Executive Board, Youth Services Section, Technical Services Section

Goal 2: MLA SUCCESSFULLY ADVOCATES FOR FUNDING THAT BENEFITS THE MASSACHUSETTS LIBRARY COMMUNITY

Objective 1: Annually, develop a plan in cooperation with other members of the library community e.g., MBLC, MFOL, MLTA, MSLA

- Action 1:* Conduct research to determine targeted elements of plan
- Action 2:* Draft, finalize, and implement a plan in cooperation with representatives of targeted organization(s)
- Action 3:* Identify means to ensure that messages are clear, concise, consistent, and that all members are contacted, including emerging automated methods
- Action 4:* Evaluate plan success
- Action 5:* Invite other organization(s) to participate in revising the plan

Lead: Legislative Committee, Executive Board

Objective 2: By June 2015, participation of members in legislative events and other advocacy efforts will increase by 10%

- Action 1:* Orient and train a group of advocacy experts to serve as mentors to other librarians/trustees/friends, focusing on the current legislative agenda
- Action 2:* Evaluate success
- Action 3:* Provide orientation and training to a second group of mentors who pass on their skills to others, also focusing training on the current legislative agenda
- Action 4:* Create a toolkit for members to use for self-education about the legislative process and advocacy opportunities
- Action 5:* Evaluate success and plan next steps

Lead: Legislative Committee

Objective 3: By January 2011, evaluate lobbyist position and establish guidelines for effective communication with lobbyist

- Action 1:* Evaluate effectiveness of lobbyist position
- Action 2:* Appoint committee to develop guidelines
- Action 3:* Prepare recommendation to the MLA Executive Board
- Action 4:* Implement recommendations
- Action 5:* Evaluate success

Lead: Administrative Board, Legislative Committee

Goal 3: MLA STRENGTHENS THE INCLUSIVENESS AND VITALITY OF THE ORGANIZATION TO ADD VALUE TO THE MEMBERSHIP

Objective 1: By June 2012, develop a communication plan to promote members' awareness of the Association's positive impact on the library community

Action 1: Evaluate existing communications media, such as the newsletter, membership application, and web site as formats for conveying positive images and make recommendations for improvements

Action 2: Assess new technology that may improve communication effectiveness or speed

Action 3: Develop and begin implementation of an orientation tool to instruct committees and sections on integrated strategies for using MLA media formats to foster and maintain the positive role of MLA members in libraries

Lead: Executive Manager, Executive Board, Membership Committee

Objective 2: Increase membership by 25% during the next five years

Action 1: Look at innovative methods for attracting new members and retaining current members

Action 2: Evaluate categories of membership

Action 3: Evaluate committees and sections for relevancy

Action 4: Design campaigns to target different categories of members

Action 5: Develop methods to engage new members in the association

Lead: Membership Committee, Executive Manager

Objective 3: Annually, identify and support organizations that provide leadership opportunities for members and provide support for members to pursue those leadership opportunities

Action 1: Identify existing and new venues for leadership training, including financial and other types of sponsorship

Action 2: Promote ways MLA members can access this support

Action 3: Publicize MLA's willingness to support leadership opportunities for its members

Action 4: Evaluate need for a Leadership Mentor Executive Board position or appointment and recommend duties for this position or appointment if needed

Lead: Education Committee, Executive Board

Objective 4: Hold an annual conference and support the efforts of sections and committees to have additional stand-alone programs as they wish

- Action 1:* Explore the competitive continuing education environment in the state
- Action 2:* Evaluate MLA's current program and conference offerings to determine their effectiveness in attracting members to attend
- Action 3:* Offer incentives to libraries, librarians, and library staff to attend the annual conference

Lead: Conference Committee, Executive Board, Education Committee

Objective 5: Annually, involve membership in evaluation of the organization

- Action 1:* Determine evaluation mechanism – survey, focus group or other
- Action 2:* Complete evaluation process in the fall
- Action 3:* Report results to Board by February meeting

Lead: Executive Manager, Membership Committee

Objective 6: By June 2012, MLA will explore possibilities for affiliating partnerships with other Massachusetts library-related organizations

- Action 1:* Identify possible partners
- Action 2:* Explore liaisons and official relationships with identified groups

Lead: Administrative Board, Executive Manager

Goal 4: MLA IS THE LEADER IN THE STATE IN PROVIDING RESOURCES AND GUIDANCE TO THE LIBRARY COMMUNITY INVOLVED IN PROTECTING FIRST AMENDMENT RIGHTS

Objective 1: Bi-monthly, inform members on state and national legislation related to the First Amendment, patron privacy, and other constitutional and intellectual freedom issues

Action 1: Track legislation at both the national and state level and inform membership concerning the possible impact of legislation

Action 2: Plan workshops and prepare publications on subjects related to libraries, librarians, and intellectual freedom

Action 3: Use electronic methods when appropriate to speed delivery of breaking issues

Lead: Intellectual Freedom Committee, Legislative Committee

Objective 2: Assist librarians and libraries that are facing challenges regarding free speech issues

Action 1: Appoint a committee to review the Moulton Fund and establish guidelines for future use of the resources in this fund. This committee will also suggest ways that the fund can be publicized to the library community

Action 2: If these measures are successful, future fundraising may be necessary

Lead: Administrative Board, Intellectual Freedom Committee

Objective 3: Keep legislators informed about First Amendment issues in proposed legislation

Action 1: Present testimony about legislation regarding First Amendment issues at the state level

Action 2: Work closely with the ALA Councilor and participates in ALA's national "Legislative Day"

Lead: MLA President, Administrative Board

Goal 5: MLA HAS A STRONG INFRASTRUCTURE TO STRENGTHEN ITS EFFECTIVENESS AND TO ACCOMPLISH ITS GOALS

Objective 1: By July 2011, develop the position of Executive Director, with an appropriate job description and full-time status. The Executive Director would bear responsibility for the day-to-day operations of the Association, and work with the Executive Board to fulfill the goals of the Association

- Action 1:* Assess staffing needs
- Action 2:* Write job description
- Action 3:* Establish salary range
- Action 4:* Develop reporting and evaluation tools
- Action 5:* Determine appropriate fiscal year for implementation

Lead: Administrative Board, Executive Board

Objective 2: Annually, review and revise the MLA financial plan

- Action 1:* Identify new sources of revenue, including fundraising and grants
- Action 2:* Evaluate the budgeting process to ensure that it engages committee chairs and section heads more fully and moves the organization to a forward funding methodology
- Action 3:* Review plans for the investment of surplus funds and endowments
- Action 4:* Develop a capital budget for equipment needs

Lead: Administrative Board, Investment Committee

Objective 3: Annually, identify and develop future leaders of MLA

- Action 1:* Establish a Board succession plan
- Action 2:* Develop a mentoring program
- Action 3:* Institute organizational development training for committee and section leadership
- Action 4:* Offer internship opportunities within the Association and its committees
- Action 5:* Support participation in the New England Library Leadership Symposium (NELLS), Library Leadership Massachusetts, and other leadership education activities

Lead: Administrative Board, Executive Manager

Objective 4: Establish an annual orientation process for the Board

- Action 1:* Update Board Handbook annually
- Action 2:* Create an orientation agenda
- Action 3:* Implement orientation

Action 4: Explore external training that would support members of the Executive Board
Lead: Administrative Board, Executive Manager

Objective 5: All MLA standing committees and sections will review their charges annually in light of this plan, and create goals and objectives that fit into the concepts set forth herein

Action 1: Distribute committee charges to committee chairs before first Board meeting
Action 2: Charge revisions, goals and objectives returned to President for distribution at first meeting
Action 3: All committees produce an annual report which will be posted on the MLA website and added to the organization archives
Lead: MLA President, Executive Manager, Committee Chairs

Objective 6: By January 2011, establish a plan for archiving MLA records

Action 1: Assess existing archives
Action 2: Explore resources and methodologies
Action 3: Define needs
Action 4: Create plan for meeting needs
Lead: Archivist, Executive Manager

Objective 7: By February 2011, review bylaws and recommend any changes to the Executive Board

Action 1: Form task force
Action 2: Review bylaws
Action 3: Make recommendations to the Executive Board
Action 4: Establish a plan for biannual review of both bylaws and policies and procedures
Lead: Executive Manager, Vice-President, Bylaws Committee

