

MLA Strategic Plan
2006 - 2011

Goal Area 1: MLA's diverse membership receives outstanding value for committing to the organization.		
Objectives	Suggested Strategies	Performance Measures/Who Leads?
1. During the life of this plan, MLA membership will increase by 2% each year.	<ul style="list-style-type: none"> • Create an internal marketing plan that addresses succession planning and increased participation • Return value to members: recognize participation • Retirees group to retain retired members and mentor new ones • Promote networking opportunities • Promote leadership opportunities • Ensure support staff are involved • Promote MLA at Staff Days • Identify and use opportunities to recruit new members from emerging leadership groups, including library schools and LATI 	<ul style="list-style-type: none"> • 10% increase in membership, with retention of members • Every division has representatives from throughout the state <p><i>*Membership Committee</i> Marketing Committee</p>
2. During the life of this plan, MLA will recognize its members' commitment and service to the organization.	<ul style="list-style-type: none"> • Awards • Mentoring • Recognition activities (both formal and informal) are a part of MLA's culture throughout the organization 	<p>Number of awards given Number of mentors and mentees Number of recognition activities</p> <p><i>*Membership Committee</i> Awards Committee Marketing Committee</p>
3. By 2008, Leadership Institute graduates will become active in MLA.	<ul style="list-style-type: none"> • Promote participation in Leadership Institute • Educate participants in MLA activities—work with DLDS to ensure that opportunities for this are structured • Mentors can help make the connection • Build in follow-up activity for graduates • Graduates are given MLA membership for one year 	<ul style="list-style-type: none"> • Each graduate accepts a position on an MLA committee OR commits to a specific MLA project <p><i>*Leadership Institute Committee</i> Executive Board</p>
4. By 2011, academic library staff membership will increase by	<ul style="list-style-type: none"> • Create an internal marketing plan to attract academic library staff to membership and active 	<p>15% increase in number of academic library staff who are members of MLA</p>

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15%.	roles in MLA.	<p>more programs of interest to academic librarians.</p> <p>*Membership Committee Marketing Committee ARLD</p>
5. By 2011, school library/media staff membership will increase by 100%	<ul style="list-style-type: none"> • Create an internal marketing plan to attract school library/media staff to membership and active roles in MLA. • Cosponsor conference programs with MEMO 	<ul style="list-style-type: none"> • 100% increase in number of school library/media staff who are members of MLA • More programs of interest to school library/media staff. • Establish a new division or interest group <p>*Membership Committee Marketing Committee</p>
6. By 2011, the amount of involvement by special libraries' staff will increase.	Create an internal marketing plan to attract staff of special libraries to membership and active roles in MLA.	<ul style="list-style-type: none"> • Number of MLA members who work in special libraries • Number of jointly-sponsored programs • Attendance at programs <p>*Membership Committee Marketing Committee</p>

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Goal Area 2: Strengthen and expand advocacy efforts		
Objectives	Suggested Strategies	Performance Measures/Who Leads?
1. By 2009, increase MLA member advocacy efforts by 20%.	<ul style="list-style-type: none"> • Grassroots training to include regional workshops and conference workshop • Produce fact sheet and talking points • For Maryland Legislative Day, provide AM briefing and advanced publicity across the state • Communicate advocacy success stories and post on MLA web page • Include representatives from all types of libraries in Legislative Day activities 	<p>Number of people who come to Annapolis for Legislative Day, attend legislative reception, go to DC for National Legislative Day, attend training</p> <p>*Legislative Panel</p>
2. During the life of this plan, the Maryland library community will receive timely information on legislative issues.	<ul style="list-style-type: none"> • Use Marylib, Maryland Association of Public Library Administrators, MLA website, Citizens for Maryland Libraries and other identified lists within and outside library community to provide information about legislative issues • Use push technology to provide timely info to members • Produce fact sheet and talking points • Create a ‘reporter’ position on the Legislative Panel; could be an intern who might also maintain web page (i.e. graduate of Leadership Institute) • Link to legislative contacts 	<p>Number of communications</p> <p>*Legislative Panel Crab webmaster</p>
3. During the life of this plan, MLA will continue to promote equal access to information.	<ul style="list-style-type: none"> • Serve as a resource on intellectual freedom issues • Provide in legal issues and information access issues in 2006-07 	<p>Number of programs offered Attendance at programs</p> <p>*IFAP</p>
4. During the life of this plan, MLA will take advantage of opportunities to promote the use of all Maryland libraries.	<ul style="list-style-type: none"> • Find and tell library stories • Participate in other organizations’ promotional campaigns as appropriate (sister organizations, DLDS, Alzheimer’s and similar projects) 	<p>Number of stories published Number of joint promotional campaigns</p> <p>*Marketing Committee</p>

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		Crab webmaster
5. During the life of this plan, MLA will market the profession to potential staff.	<ul style="list-style-type: none"> Promote the profession to young people considering careers, career changers, and other target audiences as they are identified Learn from the efforts of other associations (LA student chapter for high school students; NJ 'Ask me why I love my job' initiative) 	Number of contacts and presentations made *Marketing Committee
6. During the life of this plan, MLA will take advantage of PR opportunities to promote the Association.	<ul style="list-style-type: none"> Determine the need for consulting or staff assistance for MLA office Develop relationships with local and national media 	Number of stories generated *Executive Director Staff assistance as determined

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Goal Area 3: Expand professional development to meet the needs of all members		
Objectives	Suggested Strategies	Performance Measures/Who Leads?
1. By 2011, all MLA programs will be offered in ways that mitigate geographic barriers.	<ul style="list-style-type: none"> • Use more technology in program delivery; each division incorporates technology into its programs • Develop tech team to provide support for trainers • Technology training plan: what's available, what's suited to particular formats, what training of trainers is needed? 	<ul style="list-style-type: none"> • Program attendance from counties outside central Maryland will increase • Offer 1 MLA program a year via a distance learning method such as webinar or teleconference <p>*PDP Tech Team (Irmgarde Brown, Nini Beegan) Divisions providing programs Conference Committee New interest group of IT staff by 2007</p>
2. By 2007, partner with other continuing education providers whenever possible.	<ul style="list-style-type: none"> • Identify essential programming and cross-promote key programs • Build on the work of other continuing education providers/associations; develop needs assessment: questionnaire distributed at annual conference/web/Happenings; survey those who don't attend conference • Joint conference opportunities? • Use existing distance learning networks (i.e. community colleges and public libraries) • Develop long-range professional development plan • Identify and recruit speakers who can present excellent programs/partner with libraries to share costs 	<p>*PDP Conference Committee Tech Team Divisions providing programs</p>
3. By 2007, explore alternative conference venues/approaches.	<ul style="list-style-type: none"> • Evaluate site location on a regular basis and advertise results of conference venue research widely • Try new formats for the conference, such as program 	<ul style="list-style-type: none"> • Detailed report <p>*Assistant Conference Director, Executive</p>

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	<p>tracks, alternate year format changes, and so on</p> <ul style="list-style-type: none">• Explore distance learning technologies for some conference programs	<p>Director Conference Committee Tech Team</p>
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Goal Area 4: MLA uses technology to increase the association's value to members		
Objectives	Suggested Strategies	Performance Measures/Who Leads?
1. By 2008, MLA's technology will support its enhanced marketing and membership activities.	<ul style="list-style-type: none"> • Create a Tech team • Charge Tech team with development and maintenance • Team will incorporate pilots and usability testing of technology enhancements • Ensure MLA office staff has the technology needed to implement required services 	<ul style="list-style-type: none"> • Provide wiki/blog for Conference 2007 with media enhancements • Provide same for other programs by 2008 <p>*Tech Team Conference Committee</p>
2. By 2010, MLA's technology will support programs and meetings.	<ul style="list-style-type: none"> • Partner with or purchase services from organizations (i.e. companies, community colleges) that provide videoconferencing, webcasting, etc. • Identify resources needed • Tech team (train, consult, or provide service) 	<ul style="list-style-type: none"> • 20% of all programs will be available via distance learning by 2010 • Technology used needs to work 95% of the time <p>*Tech Team</p>
3. By 2008, reinvent MLA's website.	<ul style="list-style-type: none"> • Budget for web design as appropriate • Ensure that the site responds to the needs of members 	<ul style="list-style-type: none"> • Live and functional within 2 years <p>*Tech Team Webmaster Marketing Committee</p>

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Goal Area 5: MLA will have the financial resources necessary to provide outstanding value to its members.		
Objectives	Suggested Strategies	Performance Measures/Who Leads?
1. By 2011, increase revenues received from grants by 30%.	<ul style="list-style-type: none"> • Hire development officer or explore alternatives, e.g. consultant • Establish MLA committee for strategic resource development (would work closely with Finance Committee) • Investigate what other non-library associations are doing for funding/structure • Work with Pratt grants specialist (a Leadership Institute graduate!) 	Number of grants received or amount of money received from grants *Strategic Resource Development Committee Planning and Bylaws Committee Past MLA Presidents
2. During the life of this plan, operational revenues will increase by 5% per year.	<ul style="list-style-type: none"> • Increase membership • Review dues structure • Identify ways to increase revenues from sources such as: <ul style="list-style-type: none"> ○ Conference ○ Programs ○ MLA store 	Increase operational revenue by \$X or X% *Strategic Resource Development Committee, working with other MLA units when necessary Membership Committee
3. During the life of this plan, MLA will develop at least one partnership per year to increase resources.	<ul style="list-style-type: none"> • Outreach to other non-profit and corporate entities—e.g., CML • Facilitate joint projects with diverse stakeholders 	<ul style="list-style-type: none"> • Establish relationships with one outside group each year *Steering Committee Strategic Resource Development Committee Marketing Committee