

Goal Area 1: The Maryland Library Association provides opportunities to a diverse membership for education, development, and networking			
Objectives	Suggested Strategies	Performance Measures/Who leads?	Completion/Comments/ Notes
1. The Library community recognizes the value of the MLA as a quality resource for professional development	1. Develop a long-range professional development plan	PDP MLLI By 2013 MLA has completed all the stages of development and has published a long-range professional development plan.	
	2. Identify essential programming. Conduct a needs assessment by questionnaire for attendees at Annual Conference. Use same questionnaire to survey on Marylib, in Happenings and Crab, etc. those not attending Conference. Incorporate data brought back by Executive Director from State Staff development Committee.	PDP MLLI By April 2012 develop and prepare a needs assessment questionnaire. By May 31, 2012 complete survey of conference attendees and non-attendees. By June 2012 complete collation of survey results and publish needs assessment report.	
	3. Provide Continuing Education Credits (CEUs).	PDO/PDP Divisions By 2013 95% of programs documented on Program Approval Forms carry CEUs.	
	4. Maintain high quality of programming through Program Planning Day and the program approval process	PDO/PDP Divisions At least 1 representative per division attends Program Planning Day Annually PDO reviews Program Planning Day content Annually PDO appoints PDP to review Program Approval forms	
	5. Annually appoint Conference Chair to	MLA President	

	steer conference planning		
	6. Identify and recruit expert speakers who can headline excellent and attractive programs. Create a speaker database. Incorporate data already collected by MLA Office (Speakers in vendor database and catalogs of national speakers). Identify sources of extra funding for external speakers.	<p>PDP MLA Office Finance Committee Marketing Conference Chair By May 2012 Finance committee has investigated possibility of increasing budgeted funds for external speakers. By December 2012 a speaker database has been created and an update mechanism is in place. Between May 2011 and May 2015 at least 1 grant has been obtained to fund an external speaker.</p>	
	7. Liaise with DLDS and library community on institutional training needs	<p>PDO/PDP By June 2012 results of discussions with library administrators, including any survey results such as MLLI Review Committee survey, have been incorporated into the training needs assessment report.</p>	
	8. Recognize MLA members' commitment and service to the organization by awards and recognition activities both formal and informal	<p>Awards Committee. Marketing/Membership Committee. Annually appoint Awards Committee. At least 2 e-mails and 1 Crab article about awards annually. At least once a year publish a feature in The Crab highlighting</p>	

		an MLA member's "job well done."	
	9. Provide networking and leadership opportunities	Divisions. Conference Committee. Marketing/Membership Committee Executive Board MLLI Divisions recruit at least 1 new member to division steering committee annually. Provide mentoring/new attendee reception at annual conference. At least 1 program at conference on networking/leadership.	
2. MLA programs and meetings are conducted in ways that mitigate geographic barriers.	1. Make use of available virtual technology in program delivery by divisions	Divisions Tech Team MLA Office PDO/PDP By 2015 25% of programs are accessible virtually by members outside central Maryland (Tracked by PDP on Program Approval Forms) By 2013 MLA will have conducted a survey on the possible increase of program attendees from areas outside central Maryland (MLA office require library system noted on registration form)	
	2. Develop Tech Team to provide support to trainers	Tech Team. By 2013 Tech Team has prepared at least 1 virtual program training aid for divisions.	

		By 2013 Tech Team has in place emergency help system for real time help with technology issues during programs. By 2015 technology works 95% of time (tracked on program feedback forms).	
	3. Develop a technology training plan. Survey what's available and suitable for different training formats. Build on current work of Tech Team to include new and emerging technologies. Develop an implementation plan. Develop a plan to train the trainers.	Tech Team PDO/PDP By May 2012 survey completed. By May 2013 implementation and training plan completed.	
	4. Identify resources needed to partner with or purchase services from organizations (i.e., companies or community colleges) that provide videoconferencing, webcasting, etc.).	Tech Team. Steering Committee. President. Executive Director. By 2012 have investigated at least 3 organizations and identified resources needed for MLA to use the technology.	
	5. Offer programs outside of Central Maryland.	Divisions PDP At least one program in each of the non-central regions of Maryland (Western, Southern, and Eastern Shore) each year.	
3. MLA partners with other continuing education providers whenever possible, to broaden the Association's resources for quality programs by building on program development work already done.	1. Identify other continuing education providers/associations that are sources of library-centered education and professional development.	PDP MLLI By December 2012 MLA has identified 3 providers who are sources of training. By 2015 MLA has partnered with at least 1 other continuing education provider.	

	2. Use existing distance learning networks that provide content as well as technology (i.e. community colleges and public libraries).	PDP MLLI Tech Team By December 2012 MLA has identified 3 distance learning networks. By 2015 MLA has partnered with at least 1 distance learning network.	
	3. Cross-promote key programs. Send MLA program promotional and registration material to other organizations.	DDP Marketing MLA Office Crab By 2015 at least 3 other organizations have been contacted with promotional materials on MLA programs	
	4. Contact other professional associations about joint conference opportunities	MLA Executive Director Conference Chair Conference Committee By 2012 evaluate success of 2011 joint conference and make recommendations for future conferences.	
4. MLA utilizes venues/technology to maximize conference attendance by all members.	1. Evaluate site location on a regular basis and advertise results of conference venue research widely	Conference Director Assistant Conference Director MLA Executive Director Between May 2011 and May 2013 Assistant Conference Director has conducted at least one alternate site evaluation.	
	2. Continue to explore new formats for the conference to maximize conference attendance, such a program tracks, alternate year format changes, etc.	Conference Director Executive Director Conference Committee By 2013 has conducted an exploration of further new conference formats.	

	3. Evaluate and build upon virtual conference of May 2011	Tech Team Conference Director Assistant Conference Director Executive Director Conference Committee By Dec 2011 Evaluation of virtual conference completed.	
	4. Continue to explore current and emerging distance learning technologies for conference programs.	Tech Team By June 2012 Tech Team has met at least once to pool knowledge on current and emerging distance learning technologies.	
	5. Continue to provide Wiki/blog for conference with media enhancements	Tech Team Conference Director For Conference May 2012 Tech Team provides a wiki/blog for conference	
	6. Increase distance learning opportunities for individual conference programs	Tech Team Conference Director By Conference 2013 at least 2 further programs have been made available by distance learning	
Goal Area 2: The Maryland Library Association is sustaining strong, vital, and diverse membership through effective marketing.			
Objectives	Suggested Strategies	Performance Measures/Who leads	Completion/Comments/ Notes
1. Marketing actively explores and implements diverse membership recruitment and retention options.	1. Conduct a survey and identify strategies to revitalize the Trustees Division.	Report and recommendations by 2012 from ad hoc committee appointed by MLA President.	
	2. Annually develop and implement a strategy for the following year's recruitment	Marketing and Membership Committee 1 work plan per year	How do committees get input into marketing and membership goals?
	3. Market the benefits of MLA	Marketing and Membership	Will a database of MD MLS

	membership to new library staff	By June 2012 Marketing committee will have investigated ways in which to track library vacancies and new hires and methods for providing MLA information to each new hire.	positions need to be maintained to track membership recruitment? Will MLA need to poll libraries to get names and contact info on new librarians?
	4. Promote the profession to potential staff: promote the profession to young people considering careers, career changers, and other target audiences as they are identified.	Marketing and Membership By 2013 target audiences have been identified and at least one piece of publicity has been created to distribute to a target	Intensify recruitment of undergrad and MLS students? Coordinate with student interest group.
	5. Learn from the efforts of other associations (e.g., investigate LA student chapter for high school students; NJ "Ask me why I love my job" initiative)	Marketing and Membership By 2013 the possibility of building on the initiative of at least 1 other organization has been investigated	
2. MLA's technology supports its enhanced marketing and membership activities.	1. Support marketing and membership by further developing the MLA website as a current, content-rich, attractive, and easy to use resource for all members.	Tech team. Webmaster. Marketing and Membership. Divisions update at least quarterly with news content. Annually Tech Team and Webmaster review website for usability and possible enhancements.	What improvements would be useful?
	2. Provide support to existing members by creating a member portal within the MLA website: this would address interactivity and particularly information that is members-only	Tech Team Webmaster By Dec 2012 member portal created	
	3. Ensure MLA office staff has the technology needed to implement required membership services	Tech Team Web Master By 2013 needs survey has been done	Consult with Exec Director, office staff and Finance Committee on range of options.
	4. Charge the Tech Team with research and implementation of technical innovation to support marketing and the MLA website: the charge will include	By Dec 2011 Tech Team will have been given new expanded charge. New Tech Team meets at least	Ensure that marketing and membership goals are incorporated into the tech team goals.

	researching and recommending new technologies to Marketing and Membership and the MLA Office, creating pilots, and conducting usability studies.	annually	
Goal Area 3: The Maryland Library Association is recognized by the library community as the premier resource for preparing staff for leadership positions.			
Objectives	Suggested Strategies	Performance Measures/Who Leads?	Completion/Comments/ Notes
1. MLA continues to provide leadership training to meet the succession planning needs of member libraries/library community.	1. Establish MLA Leadership committee to explore models to expand MLA's leadership program to include a series of training opportunities, mentoring and on-going follow-up with MLLI graduates	MLA Leadership Committee MLA President LMD MAPLA CALD MASL/School New model in place by July 2012	
	2. Coordinate and/or serve as a clearinghouse for other state and regional library and non-library leadership programs	MLA Leadership Committee LMD MLA Executive Director Create list of county/state/regional programs by July 2012	
	3. Identify needs of libraries on a continuing basis.	MLA Leadership Committee	
	4. Expand fund-raising/sponsorship efforts to make MLA's leadership program self-supporting	Fundraising Committee (new) Finance Committee By May 2013 at least one expansion opportunity will have been identified and pursued.	
2. MLA provides/facilitates at least one program per year to develop the leadership skills of individual members.	1. Facilitate at least one program from any division on leadership/management skills for all levels.	PDP Divisions LMD One program per year	
	2. Provide through Conference Committee at least one conference	Conference Committee Conference Director	

	program on leadership/management skills for all levels.	One conference program per year.	
	3. Establish a Task Force to survey library administrators and new librarians to identify mentoring needs	MLA President MLA Leadership Committee Executive Director By Oct 2011 task force established and survey complete By May 2012 report on mentoring programs given to President/Steering Committee Task force (include public, academic, school reps).	
	4. Develop mentoring program based on survey results.	MLA Leadership Committee Mentoring program in place by July 2012	
3. MLA provides opportunities for Leadership Program and ALA's Emerging Leaders graduates to actively engage in MLA	1. Offer MLA internships for leadership program graduates	Executive Board Executive Director Two internship positions by July 2013.	
	2. Work with DLDS to identify other structured opportunities.	MLA President Executive Director DLDS Two structured opportunities/internships by July 2013.	
	3. Build in follow-up activity for graduates such as positions on MLA committee or specific MLA projects.	Leadership Grads MLA committees Executive Director	
Goal Area 4: MLA is sustaining strong and diverse advocacy efforts for the improvement and support of the Association and libraries.			
1. MLA is the primary coordinator of library advocacy efforts in Maryland and with state and federal	1. Support the Legislative Panel in its efforts as defined by their annual work plans. Collaborate with DLDS and other organizations in the Maryland library	Executive Director Legislative Panel DLDS Ongoing – Legislative Panel has	

legislators.	community in all advocacy efforts.	necessary support to accomplish work plan goals.	
	2. Sponsor the Maryland Library Legislative Day, including the reception and the virtual event using Capwiz.	Executive Director Legislative Panel Capwiz Coordinator Annually assess number of people and diversity of people (e.g. levels of staff, citizens types of libraries,) who come to Annapolis for Legislative Day. Number of people who participate in virtual event. Number messages sent using Capwiz.	
	3. Support participation in National Library Legislative Day	Executive Director Legislative Panel Annually assess number of people and diversity of people (e.g. levels of staff, citizens, types of libraries) who go to DC for National Legislative Day.	
	4. Cooperate with and participate in national and state advocacy initiatives that coincide with library values, as possible.	Executive Director Legislative Panel Marketing Annually record and assess number of advocacy initiatives in which MLA participates.	
	5. Provide advanced publicity across the state for all library advocacy events.	Legislative Panel Executive director Webmaster Marketing Measure success by number of people and diversity of people (e.g. levels of staff, citizens, types of libraries) who participate in advocacy events.	

		By 2013 at least 75% of events should receive advance publicity.	
	6. Participate in other organizations' promotional campaigns as appropriate (e.g. sister organizations, DLDS, and similar projects).	Executive Director Marketing Number of joint promotional campaigns.	
	7. Identify, document and share library stories that demonstrate the value of libraries in collaboration with DLDS.	Legislative Panel Marketing Library Snapshot day Team/DLDS By 2013 have shared at least 3 stories.	
2. MLA equips a broad spectrum of advocates in the Maryland library community with information, resources and skills to effectively advocate for libraries with all levels of government.	1. Provide links on MLA website to legislative Senators, Delegates and Representatives, and committee assignments.	Webmaster Legislative Panel Links posted by January 2012 and updated annually.	
	2. Provide a morning briefing for Legislative Day.	Legislative Panel Marketing Executive Director Advocates are well-prepared to visit with legislators on Maryland Library legislative Day.	
	3. Produce information packets, fact sheets and/or talking points about library legislation and issues as appropriate for library advocates.	Legislative Panel Marketing Webmaster Information is available in an appropriate format and in a timely manner. At least one information packet produced annually.	
	4. Provide library advocates with training and resources to facilitate and encourage Capwiz use.	Legislative Panel Capwiz Coordinator Webmaster	

		Technology Committee By 2013 at least one training will have been produced. Assess number of Capwiz messages sent.	
	5. Offer training, resources, tools and/or tips on advocacy and library legislation and issues, including at least one program at the MLA Conference, that meet the needs of a wide range of advocates.	Legislative Panel Marketing Citizens for Maryland Libraries Conference Director By 2013, offer at least one resource (e.g. brochure, online resource, online training) aimed at a wide range of advocates. By 2013, offer one program per conference.	
	6. Develop the MLA website and Legislative Panel blog as the premier resources for current information and advocacy assistance for the Maryland Library community.	Legislative Panel Webmaster Technology Committee MLA's online resources are regularly used by advocates. Count hits on blog.	
3. MLA uses appropriate tools to communicate regularly and in a timely manner with library advocates within and outside of the Maryland library community.	1. Identify and use e-mail distribution lists (Marylib, Maryland Association of Public Library Administrators, Citizens for Maryland Libraries and other appropriate lists) within and outside of the library community to provide information about legislative and advocacy efforts.	Executive Director Legislative Panel By May 2012 have used e-mail lists on at least 3 occasions.	
	2. Explore use of push technology and social networking tools to communicate efficiently.	Legislative Panel Technology Committee By May 2013 the exploration will have been completed.	
	3. Make available online (e.g. via MLA webpage, Legislative panel blog) the advocacy success stories of the Maryland library community.	Marketing Executive Director Legislative panel Webmaster	

		By May 2012 have posted at least one success story. Count hits on blog to assess awareness of advocacy efforts.	
4. MLA promotes equitable access to information.	1. Serve as a resource on intellectual freedom issues	IFAP One program offered by 2013	
	2. Provide guidance on legal issues and information access issues	IFAP Assess number of times provide guidance.	
5. MLA takes advantage of PR opportunities to promote the Association	1. Determine the need for consulting or staff assistance for MLA office	Executive Director By May 2012 assessment of need completed.	
	2. Develop relationships with local and national media	Executive Director Consultant (if applicable) By May 2013 at least one relationship has been established which has resulted in positive press.	
Goal Area 5: MLA has the financial resources necessary to provide outstanding value to its members.			
Objectives	Suggested Strategies	Performance Measures/Who Leads?	Completion/Comments/ Notes
1. MLA pursues grant funding to support MLA goals and objectives.	1. Investigate what other library and non-library associations are doing for funding/structure	Strategic Resource Development Committee Planning and Bylaws Committee Past MLA Presidents. By May 2013 the investigation will be complete and if appropriate a plan for obtaining funding adopted.	Ultimate success will be measured by number of grants received or amount of money received from grants.
2. MLA builds on existing partnerships and develops partnerships to increase resources.	1. Outreach to other non-profit and corporate entities—e.g., CML	Steering Committee Marketing Committee By May 2013 at least one other nonprofit will have been contacted.	
	2. Facilitate joint projects with diverse stakeholders	Steering Committee MLA President	

		Executive Director By May 2013 at least one joint project will have been investigated.	
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