

MASFAA STRATEGIC GOALS 2012-2015

While much was learned about MASFAA during the strategic planning process, the key take away is that MASFAA is in an enviable position. Our membership is healthy and generally satisfied, our finances are strong, and our reputation is good. This puts the organization in a solid place to be somewhat introspective over the next few years.

MASFAA accomplishes a great deal given that it is an all-volunteer organization. The responsibilities of the President can be taxing and there is a strong desire on the part of many to be more involved in leadership. The MASFAA Council, after a great deal of discussion, thought and deliberation, affirms the current structure, which allows associate members to be committee chairs and have voting privileges through the Associate Member At Large.

The Strategic Planning Committee recommended that the direction for the next three years should focus on identifying how the organization can run more efficiently while providing additional opportunities for professional development, training, engagement and leadership among the members as well as maintaining its financial strength.

1. Membership, Leadership and Governance

Engage membership in discussions about how the leadership / governance model needs to change to support the future of MASFAA.

- a. Attempt to have representation on MASFAA Council and on all committees of all sectors, regions of the state, and associate/active members
- b. Re-visit the roles of at-large representatives to more clearly define their roles and provide opportunities for greater engagement and leadership
- c. Re-assess the frequency of MASFAA Council meetings and composition of attendees. Consider redesigning the meeting structure to reduce the number of meetings.
- d. Determine if members are classified as Associate or Active appropriately. Currently these categories are self-identified.
- e. Review how committees are chartered, managed and how decisions are made and work is distributed
- f. Improve orientation for those involved in leadership positions
- g. Through the use of technology develop an association “management portal” that allows for the sharing of documents, improved communication to leadership and the membership, and historical records.

Rationale:

- During the strategic planning process it was often noted that some leadership and professional development opportunities are unavailable at work. Furthermore, it was noted that MASFAA could play an important role in providing these opportunities to its membership. However, for some breaking into the MASFAA leadership structure is perceived to be difficult.
- The driver is to provide an opportunity to distribute leadership and engagement opportunities more broadly across the membership.

2. Training and Evaluation

For many MASFAA members training and professional development are a vital part of their membership. Continue to assess members' needs, improve and develop training programs through assessment of current offerings and use of technology.

- a. Conduct more standardized assessments of training programs to assess effectiveness and satisfaction of current programs
- b. Determine what professional development needs are not being met through on-going assessments
- c. Determine if MASFAA should be affiliated with NASFAA University and if so, to what extent
- d. Identify what courses, if any, could be offered to support NASFAA credentialing
- e. Consider new training delivery options, such as webinars, to reach more members across the state, who are unable to travel to one-day training events.

Rationale:

- Given the constraints of MASFAA's volunteer structure, conducting a comprehensive needs assessment for training may not be feasible. Conducting "real-time" assessment of current programs and effectively capturing results will enable MASFAA over time to achieve the same result – a better understanding of the professional development needs of members.
- Professional development and training programs that are offered in the Boston area tend to be better attended because more schools are located in that area, however, schools outside of metro Boston are not able to access these opportunities as readily. Since this is the most important reason for membership, there is a need to find a way to reach members in all locations.

3. Finances

Develop a financial model for the next three years that acknowledges the support necessary to fulfill the strategic initiatives in the plan.

- a. Invest in the development of an organizational management portal that will streamline administrative tasks and facilitate tracking of data that can be easily accessed for reporting purposes and historical needs.
- b. Work with an investment advisor on a growth model
- c. Review current exhibitor fee structure.
- d. Annually review all fees charged to members

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