



Massachusetts Reading Association  
*An affiliate of the International Literacy Association*

[www.massreading.org](http://www.massreading.org)

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*To promote literacy for all learners*  
Strategic Plan Report February 21, 2015  
Extended by vote of MRA Board at March 12, 2015 Meeting

**OVERARCHING GOAL:**

The mission of the Massachusetts Reading Association is to promote reading and writing for all learners through professional development, research, publications, and advocacy.

**Overview**

**Strategic Planning Chair:** Nancy Meagher, Immediate Past President; Sherry Sausville, Past President

**Facilitator:** Dot Earle

Action To Date:	Goals
	<b>GOAL 1: Professional Development</b>
	<b>GOAL 2: Research</b>
	<b>GOAL 3: Publications</b>
	<b>GOAL 4: Advocacy</b>
	<b>Goal 5: Organizational Structure</b>

\*\*MRA addresses the ILA current topics of Community Engagement, Teacher Empowerment, and Public Awareness throughout the Strategic Plan Goals, Outcomes, and Evidence.

## MRA Strategic Plan Report

### GOAL 1: Professional Development

#### Strategic Objective:

#### 1. Provide professional development and support other literacy initiatives.

Action Steps	Person(s) Responsible	Timeline	Outcomes	Projected Expenses	Evidence
a. Annual Conference	Conference Chairperson, Conference Committee, and MRA Board	March 2015- June 2017	-Electronic Conference and Session Evaluations -Attendance -MRA Membership included with Conference Registration -Determine process for PDP and Attendance Certificates	-Survey Monkey -Cvent -Conference Budget -Webinar technology	Increased conference attendance and MRA Memberships
b. Plan Institute November 2015	Institute Chair and Committee	March 2015- June 2017	-Find an author, kick off at Local Council level -Use Fall Institute to create a series of connected learning experiences that use technology (Webinar) and Annual Conference follow-up as a hybrid PD learning process	Institute Budget	Attendance at Fall Institute and participation in connected learning experiences
c. Local Council Conferences /Workshops	Local Council Presidents	March 2015- June 2017	-Local Council Presidents' reports. -Summer Leadership Workshop	Vary as needed and within budget	80% participation
d. Collaboration with ESE and other professional organizations.	MRA President, MRA Board and Liaisons	March 2015- June 2017	Specific partnership policies and procedures	Vary as needed and within budget	
e. Explore and Experiment with different formats (peer to peer sharing, roundtables, webinar, Teacher Talk)	Conference Chairperson, Conference Committee, and MRA Board	March 2015- June 2017	-Increased membership -More membership Involvement -More: peer to peer sharing, roundtables, webinar, Teacher Talk	Vary as needed and within budget	Conference Evaluations and Surveys
f. Use Technology	New Literacies Chair, New Literacies Committee, and Executive Committee	March 2015- June 2017	-Increased membership -More membership involvement -More visibility. Develop leadership. Ongoing member contact	Vary as needed and within budget	

## MRA Strategic Plan Report

**GOAL 2: Research**  
**Strategic Objective:**

**1. Support Studies and Research Committee in identifying issues for intensive study and suggest subsequent leadership activities.**

Action Steps	Person(s) Responsible	Timeline	Outcomes	Projected Expenses	Evidence
a. Identify and approve research topic based on member surveys and/or knowledge of current trends in the field	Studies and Research Chair and MRA Board	Annual	Research Topic: Membership responses to survey	Vary as needed and within budget	-Available on MRA web site -Conference evaluations -Survey data from membership will drive research by MRA members, small sub-committees producing white papers that will inform the development of seminars/webinars for teachers
b. Review for quantitative, qualitative and multi-method action research/teacher inquiry to Sylvia Brown Scholarship.	Sylvia Brown Chair and committee with approval of the MRA Board of Directors	Annual	Publication in the <i>Primer</i> or Presentation of work at an annual MRA conference and/or local council.	MRA Budget	Redesign of the application.  Publication or presentations.
c. Revitalize Talking Points (Summaries on key literacy topics and research) and create guidelines.	-Open to Board of Directors membership, Local council members, Doctoral Students and their advisors -Quarterly or tri-annually Reviewed/ approved by the Executive Committee and Publications Committee, Studies and Research Committee	Annual	Distribute Talking Points (Summaries of key literacy topics and research) to principals, Superintendents, Curriculum Directors, etc.  Sustain MRA membership Increase MRA membership participation	MRA Budget	MRA web site
d. Broadening participation in the sharing of research (grad students, college level researchers, parents, conference speakers)	-Studies and Research Chair and Committee -Conference Chair and Committee	Annual	Encourage conference speakers, grad students, college level researchers to share research with MRA membership	MRA Budget	Produce research based literacy information for parents.

## MRA Strategic Plan Report

### GOAL 3: Publications/Public Relations

#### Strategic Objective:

#### 1. To share literacy information, expertise, and resources through publications and media.

Action Steps	Person(s) Responsible	Timeline	Outcome	Projected Expenses	Evidence
a. Continue to develop a media strategy to promote MRA b. Develop a more collaborative relationship with MACURE	Public Relations Chair and Committee  Webmaster, Administrative Assistant	Ongoing  June 2015-August 2015	-Getting members to think of MRA as their organization and meeting their needs. -Encourage use of template to be developed for local councils to publicize events. Member Only access for this from on website. Ex. Council Leader Forms	Add to 2016 MRA Budget :Marketing Line Item  Cvent Membership Module	
c. Send e-blasts as approved by the MRA President and according to a defined schedule	Admin Assistant	Ongoing	Increased and more actively involved Membership		-E-blasts -Greater participation from energized membership
d. Continue interactive membership participation	New Literacies Chair and Committee	Ongoing	Activity on Social Media (Facebook, Twitter, website, Pintrest) Explore Members Only blogging area	Budget for Blogging	Number of participants
e. Review MRA print and online publications. (Do they reflect current relevance related to interest and design?)	Executive Committee	March 2015- June 2017	<i>Primer</i> will also be available to members in print and online in Members Only section.		Feedback from Membership Surveys.
f. Review and update the Publications Guide	Public Relations Chair and Committee	March 2015- September 2015	Clear and specific process for professional publications		Updated Publications Guide

## MRA Strategic Plan Report

### GOAL 4: Advocacy for Literacy

#### Strategic Objectives:

1. Expand the knowledge about government policies related to literacy.
2. Expand the knowledge about MRA to educational leaders and policy makers.

Action Steps	Person(s) Responsible	Timeline	Outcomes	Projected Expenses	Evidence
<p>Strategic Objective #1</p> <p>a. Identify, initiate, and sustain reciprocal partnerships with various constituencies within Massachusetts.</p> <ol style="list-style-type: none"> <li>1. Continue and maintain connection to Governor's and other legislatures' offices. Arrange meetings.</li> <li>2. Develop mechanisms and policies to develop these partnerships</li> <li>3. Offer free MRA membership to future Advocacy Award recipients and other partner representatives.</li> </ol>	MRA Board and committee members Governmental Relations Committee	Ongoing	Increased sharing among other organizations	Vary as needed and within budget	Increased interaction. MRA Board minutes.  Review current and proposed partnerships
<p>b. Mentor MRA members as advocates. Create templates for sharing information.</p>	Governmental Relations Chair and Committee  Advocacy chair on each local council	March 2015-June 2017	Report from Governmental Relations Committee to MRA Board of Directors  Local/state council members meet with ILA member if possible at MRA conference.	Vary as needed and within budget	Increased contact with local policy makers and educational leaders.
<p>c. Community Engagement</p> <ol style="list-style-type: none"> <li>a. Update literacy community on federal and state legislative policies</li> <li>b. MRA sponsored New Member Award</li> </ol>	-Governmental Relations Chair and Committee -IRA State Coordinator	March 2015-June 2017	-Increased social media activity -Governmental Relations Chair Report to MRA Board of Directors -Committee to plan and develop New Member Award	New Member Award to be determined	Increased e-blasts.  Invitations to participate or present at community meetings
<p>Strategic Objective #2</p> <p>a. Identify individuals who are available during the day and able to attend partnership meetings in order to expand partnerships.</p>	Governmental Relations Chair and Committee	March 2015-June 2017	Increased community awareness of MRA	Partnership Meeting Fees	Invitations to participate or present at community meetings

**MRA Strategic Plan Report**  
**GOAL 5: Organizational Structure**  
**Strategic Objectives:**

**1. Sustain a viable, flexible responsive organization.**

Action Steps	Person(s) Responsible	Timeline	Outcomes	Projected Expenses	Evidence
a. Review of Policy and Procedures Handbook	Executive Secretary and MRA Board  Bylaws Committee	Ongoing	All positions are reviewed and updated.  Vote of approval December 2015 MRA Board Meeting		Revised Policy and Procedures Handbook
b. Archive the MRA materials annually at BSU.	Executive Committee, MRA Historian and committee	Ongoing	MRA Materials archived at BSU	Membership for Archivist	BSU Archived materials
c. Review entry points of MRA participation. (charter schools, public schools, colleges and universities)	Executive Committee, Director of Membership and Membership Committee (Local Council Membership Chairs)	Ongoing	Increase membership from urban areas and charter schools, private schools and other organizations working in the field of literacy including nonprofits		Increased MRA Membership
d. Membership Diversity	-Director of Membership and Membership Committee -Diversity Chair	Ongoing	Create a membership diversity plan	Money for events and workshops to be determined at May 2015 budget meeting	More diversity among the MRA Membership
e. Support for consistency of local council web sites, all should have a web site and list communities in their councils	ILA State Co-coordinators	March 2015-September 2015	Revised MRA and Local Council Map		Revised MRA Map posted on website
f. Determine which towns are associated/included in the geographic area of each council.	ILA State Co-coordinators	March 2015-September 2015	Revised MRA and Local Council Map		Revised MRA Map posted on website
g. Develop Flow chart for organizational structure	ILA State Co-coordinators	March 2015-September 2015			Posted on MRA website
h. Foster inspiration and personal relationships	Everyone	Ongoing			Viable, productive, energized MRA
i. Review Committees and Committee structure to ensure needs of members are being met and their interests pursued	MRA Board	March 2015-September 2017	Revised Committee structure		Viable, productive, energized MRA
j. Review conference discounts for Board and Conference Committee members.	Ad Hoc Committee	March – April 2015 before May 2015 Budget Meeting	Conference Discount Guidelines that reflect appreciation for the effort and time of MRA volunteers		Updated list of Conference Discount Guidelines

**Attendance February 21, 2015:** Laura Broach, Linda Cornell, Marlene Correia, Peggy Coyne, Dot Earle, Mary Fischer, Valerie Harlow Shinas, Laura Jiminez, Nancy Verdolino, Terrie Marr, Heather McCarthy, Nancy Meagher, Sherry Sausville, Sheelah Sweeny, Jo Ann Thompson, Nancy Witherell