
MATSOL

Strategic Plan 2014



Massachusetts Association of Teachers
of Speakers of Other Languages

2 Canton Street, Suite B-223
Stoughton, MA 02072
www.matsol.org

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ABOUT THE STRATEGIC PLANNING PROCESS

In June 2013, MATSOL embarked in a strategic planning process to identify the strategic issues the organization is currently facing and determine its direction for the next 3-5 years. The board established a strategic planning committee composed of:

- Katherine Earley, President
- Kathy Lobo, President Elect
- Juanita Brunelle, Member at Large
- Esta Montano, Member at Large
- Helen Solórzano, Executive Director
- Paula Merchant, Director of Professional Learning

The committee met five times from June 2013 to January 2014. In addition, MATSOL conducted a Board of Directors retreat on October 20th, when progress of the planning was shared with the board and the board input was requested to continue the strategic work.

Helen Solórzano was in charge of managing the data collection to inform the decisions in this plan. Interviews with external stakeholders were conducted by board members and a member survey was sent to all MATSOL members. Some non members also responded to the survey. Helen compiled the data (Appendix A) and this information assisted the committee during the analysis of the strengths, weaknesses, opportunities and challenges of MATSOL.

During this process the committee redefined the organization's mission and vision and agreed on core values. It became clear that MATSOL is much more than a professional organization. In addition to working to improve the quality of teachers of English language learners, MATSOL strongly believes that offering quality education to English language learners is a social imperative to create a just and fair society.

The board confirmed three different categories that compose MATSOL's membership:

1. PK-12 ESL, dual language, and bilingual teachers, coaches, administrators, teacher preparation faculty and graduate students.
2. PK-12 Sheltered English Instruction (SEI) teachers and administrators.
3. Adult and Higher Education educators, including ESL/ESOL teachers and administrators in Higher Education, Adult Basic Education (ABE), workplace programs, and private language institutes.

To address the need to easily identify and communicate MATSOL's identity to the public, the committee proposed adopting the acronym plus a tag line for most communications – *MATSOL: Massachusetts Educators of English Language Learners* – while maintaining the legal name *Massachusetts Association of Teachers of Speakers of Other Languages, Inc.* for official documents.

The term “Educators of English Language Learners” was selected as an inclusive term that can represent all MATSOL's members and stakeholders, while acknowledging that the preferred nomenclature varies in different segments of our field.

This plan responds to four strategic areas identified by the committee:

1. Professional Development & Member Activities: How can MATSOL meet the professional development and support needs of all members and maintain financial health?
2. Advocacy: What type of advocacy should MATSOL pursue and how to support and engage members in this work?
3. Communication & Branding: How can MATSOL better communicate about what we do and the professionalism of the field?
4. Organizational Strength: How can MATSOL sustain/increase the level of programming and services, considering the current resources and volunteer engagement? This plan is organized based on these four areas.

The MATSOL Board of Directors voted to adopt the Strategic Plan on April 9, 2014.

MISSION, VISION & VALUES

Mission Statement

MATSOL's mission is to promote excellence and equity in the education of English language learners.

Vision Statement

MATSOL is a leader in creating positive change in the field of English Language Learner education.

Core Values

Professionalism: We believe in sound, research-based educational practices and policies for educators and English language learners alike. We believe that educators of English language learners deserve the recognition, respect and compensation due as professionals and experts.

Educational Quality: We believe that all students have a right to high quality education that empowers them to achieve their life goals.

Multilingualism and Multiculturalism: We believe that proficiency and literacy in more than one language is an asset that should be encouraged and supported. We value the multicultural perspectives and knowledge that both educators and students bring to our schools and society.

Collaboration: We believe in collaborating with other stakeholders to achieve common goals.

Diversity: We believe that diverse identities, backgrounds, and perspectives strengthen and inform our work.



STRATEGIC GOALS & OBJECTIVES

Professional Development & Member Activities

Goal 1: Intensify and diversify MATSOL’s offerings in a strategic way to meet the needs of our members.

Objectives:

- a. Systematically develop and implement needs assessment procedures.
- b. Create a professional development and member activities plan every year based on the needs assessment.
- c. Develop systems for more informal member driven activities.
- d. Research and adopt online learning.

Goal 2: Increase professional development and member activities to meet the needs of our diverse membership, while maintaining the financial health of the organization.

Objectives:

- a. Enlist members to offer their time and expertise to deliver PD activities.
- b. Expand the number of institutes and activities both at the conference and during the year.
- c. Develop courses that will count for license renewal.
- d. Identify and develop PD for educators in colleges, universities and adult education programs.
- e. Establish a forum for teacher prep programs to network.
- f. Explore different formats to provide PD, i.e. working groups, ELL collaborative, discussion groups, etc.
- g. Develop a system to support less experienced teachers to become presenters.
- h. Use MATSOL’s resources to outreach to graduate students and new professionals in the field.

Goal 3: Collaborate successfully with other organizations to accomplish common goals.

Objectives:

- a. Develop a collaboration policy with clear criteria for professional development initiatives.

Advocacy

Goal 1: Become a more influential organization in the field.

Objectives:

- a. Clearly articulate MATSOL’s advocacy positions.

- b. Develop an advocacy plan.
- c. Identify leadership and educate members on advocacy responsibilities.
- d. Establish collaborative relationships with other groups.
- e. Develop a member mobilization strategy and advocacy action kit.
- f. Provide training to board and staff on communication and public relations.

Communication & Branding

Goal 1: Make MATSOL immediately recognizable as the leading organization for educators of English Language Learners in Massachusetts.

Objectives:

- a. Develop an elevator speech.
- b. Develop clear written information and talking points.
- c. Develop a systematic and strategic cycle for updating information and gathering feedback.
- d. Develop a comprehensive written communication plan.
- e. Use social media to reach different stakeholders.
- f. Have organizational presence in key events.
- g. Attend events wearing our “MATSOL hat.”
- h. Train Board President and Executive Director on media relations.
- i. Provide board development on roles and responsibilities.

Goal 2: Ensure that publications are benefitting members and representing MATSOL.

Objectives:

- a. Evaluate our existing publications including website and newsletters (format and content).
- b. Increase member involvement.

Organizational Strength

Goal 1: Develop clearly defined board and staff roles in order to work together effectively and cohesively.

Objectives:

- a. Annually develop an operational plan and budget, based on the Strategic Plan, and review board, staff and committee roles.
- b. Develop a list and calendar of legally required organizational tasks that must be completed each year.
- c. Review and revise board responsibilities and roles.
- d. Review and revise staff job descriptions.
- e. Review and revise committee structure, and create or deactivate committees as needed.

- f. Institute policies and procedures for the Executive Committee and Board of Directors to systematically oversee and evaluate activities of the Board and the Board members.
- g. Develop procedures for nominating and orienting new board members.
- h. Set up online systems to enhance communication and manage projects among board and staff.
- i. Develop transition plans for Board and staff.

Goal 2: Increase and sustain paid positions and volunteer capacity to support programs and activities.

Objectives:

- a. Increase staffing and/or paid assistance in accordance with the priorities and needs of the Operational Plan.
- b. Set up a system to employ college interns and/or work-study students to complete specific tasks.
- c. Increase structured opportunities for MATSOL members to volunteer.

Goal 3: Increase revenue generation to support expanded programs, activities, and staffing.

Objectives:

- a. Increase revenue from open registration and contracted professional development activities.
- b. Increase and retain membership.
- c. Develop advertising and sponsorship policies and rates for print and online publications, event sponsorship, and other opportunities.
- d. Explore other funding or grant opportunities to sponsor specific projects.

Goal 4: Promote diversity within our field and organization.

Objectives:

- a. Create a framework for defining and understanding diversity.
- b. Assure that the diversity framework is infused in all our planning, decision making, and actions.