

NASW-MA
Strategic Plan
January 2018 to December 2020
Updated 3/2/18

MISSION

National Association of Social Workers – Massachusetts Chapter is committed to advancing professional social work practice and the profession and to promoting human rights, social and economic justice, and unimpeded access to services for everyone.

VISION

Building capacity of social workers to enhance human wellbeing.

VALUES

From the National Association of Social Workers Code of Ethics.

- **Service** – *Social workers' primary goal is to help people in need and to address social problems.*
- **Social Justice** – *Social workers challenge social injustice.*
- **Dignity and Worth of Person** – *Social workers respect the inherent dignity and worth of the person.*
- **Importance of Human Relationships** – *Social workers recognize the central importance of human relationships.*
- **Integrity** – *Social workers behave in a trustworthy manner.*
- **Competence** – *Social workers practice within their areas of competence and develop and enhance their professional expertise.*

AREAS OF STRATEGIC FOCUS

Over the next three years, NASW-MA will strategically focus on the following:

- **MEMBERSHIP**
- **PROGRAMMING & FUNDRAISING**
- **ADVOCACY**
- **COMMUNICATIONS**
- **RACIAL JUSTICE**

NOTE: Timeline columns refer to a range of months in the calendar year.

NOTE: Colored in rectangles on timeline refer to goal/objective completion date or check-in date

GOALS AND OBJECTIVES

Strategic Area of Focus – MEMBERSHIP

| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | |
|---|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 1. Strengthen membership retention and recruitment efforts to stabilize the membership base and close the loss gap | | | | | | | | | | | | | |
| A. Hire a Membership and Inclusion Coordinator to lead member recruitment and retention efforts *TBD | Exec. Director | | | | | | | | | | | | |
| B. Maintain a membership base of 6,250 through member recruitment and retention activities | Exec. Director | | | | | | | | | | | | |
| C. Formalize retention plan by looking at National efforts, other chapters, association trends, member feedback, and other sources, and update yearly | M&I Coord. | | | | | | | | | | | | |
| D. Develop formalized member engagement plan each board cycle for board members | M&I Coord. | | | | | | | | | | | | |
| E. Develop engagement and communications campaign to demonstrate the value of regular membership, and update yearly | Comm. Director | | | | | | | | | | | | |

| Strategic Area of Focus – MEMBERSHIP | | | | | | | | | | | | | |
|--|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 2. Build regional presence through councils, staff, and programming as a member benefit | | | | | | | | | | | | | |
| A. Increase regional staff engagement to guide regional growth efforts and standardization of regional offerings | Exec. Director | | | | | | | | | | | | |
| B. Evolve Regional Councils to have elected leadership with representatives for key NASW-MA Committees such as LAC, PACE, Awards, Education Center, and Racial Justice | Exec. Director | | | | | | | | | | | | |
| 3. Enhance student recruitment and retention efforts | | | | | | | | | | | | | |
| A. Build a robust student ambassador program with representation from every school of social work in the state | M&I Coord. | | | | | | | | | | | | |
| B. Create young professional and student-friendly programming and networking opportunities | M&I Coord. | | | | | | | | | | | | |
| C. Survey social work faculty to determine how best to reach students within their schools | Comm. Director | | | | | | | | | | | | |
| D. Develop engagement and communications campaign to demonstrate the value of student membership | Market. Coord. | | | | | | | | | | | | |

| Strategic Area of Focus – MEMBERSHIP | | | | | | | | | | | | | | |
|--|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|--|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | |
| 4. Increase engagement of and support for Committees, Shared Interest Groups (SIGs), Commissions, and Task Forces | | | | | | | | | | | | | | |
| A. Increase member and Board engagement so that the composition of member groups accurately reflect membership | Exec. Director | | | | | | | | | | | | | |
| B. Engage member group chairs in an annual event to support leadership development | Exec. Director | | | | | | | | | | | | | |
| C. Provide on-going support to Committees, SIGs, Commissions, and Task Forces to ensure that they have necessary resources and feel supported by staff | Exec. Director | | | | | | | | | | | | | |

| Strategic Area of Focus – PROGRAMMING & FUNDRAISING | | | | | | | | | | | | | |
|---|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 1. Recruit and engage participants to use our existing programs and services (Non-dues revenue / non-CE programming) | | | | | | | | | | | | | |
| A. Increase reach of licensing test preparation program*ongoing | Market. Coord. | | | | | | | | | | | | |
| • Conduct 1 LTP per month in different regions of the state | Market. Coord. | | | | | | | | | | | | |
| B. Increase reach of workplace safety program *ongoing | Market. Coord. | | | | | | | | | | | | |
| • Develop outreach plan to increase partnerships with and sales to government, agencies, etc. | Market. Coord. | | | | | | | | | | | | |
| C. Develop and execute plan to increase advertising sales for NASW-MA’s monthly printed newsletter | Comm. Director | | | | | | | | | | | | |
| D. Create marketing and outreach plan for The Collaborative | Market. Coord. | | | | | | | | | | | | |
| E. Conduct a competitor analysis and develop a marketing and sustainability plan for SWTRS to determine niche in market | Exec. Director | | | | | | | | | | | | |
| • Rebrand SWTRS in order to increase membership | Comm. Director | | | | | | | | | | | | |
| • Develop new fee structure for NASW and non-NASW SWTRS members and get approval from Board | SWTRS Director | | | | | | | | | | | | |

| Strategic Area of Focus – PROGRAMMING & FUNDRAISING | | | | | | | | | | | | | |
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| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 2. Position NASW-MA as a trusted source and leader for relevant and timely Continuing Education programming in MA | | | | | | | | | | | | | |
| A. Develop a comprehensive communications and marketing plan to improve the status of and attendance at NASW-MA CE programs <i>*ongoing</i> | Comm. Director | | | | | | | | | | | | |
| B. Create a workshop and speaker bureau to bring CE programming to schools, hospitals, agencies, and others | CE Director | | | | | | | | | | | | |
| C. Rebrand Symposium as a modern, annual event with networking and CE opportunities | CE Director | | | | | | | | | | | | |
| D. Create new and relevant modules for the Online CE Institute and upload new content at least <i>*quarterly</i> | CE Director | | | | | | | | | | | | |
| E. Increase diversity of Education Center Commission members to represent different ages, genders, races/ethnicities, and professional areas of focus, including marketing | CE Director | | | | | | | | | | | | |

| Strategic Area of Focus – PROGRAMMING & FUNDRAISING | | | | | | | | | | | | | |
|---|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 3. Generate new sources of non-dues revenue (non-CE programming) | | | | | | | | | | | | | |
| A. Establish a Board development committee | Exec. Director | | | | | | | | | | | | |
| B. Identify and apply for grants available to 501c6 organizations to support capacity building and advocacy work, or utilize NASW Foundation (501c3) *TBD | Exec. Director | | | | | | | | | | | | |
| C. Develop new programming that can be marketed to agencies | CE Director | | | | | | | | | | | | |
| D. Create, market, and sell NASW-MA social work clothing and other swag/gear | Comm. Director | | | | | | | | | | | | |
| 4. Develop a technology upgrade and infrastructure plan for the organization | | | | | | | | | | | | | |
| A. Initiate short-term and long-term technological upgrades in accordance with budget parameters | Office Manager | | | | | | | | | | | | |

| Strategic Area of Focus – ADVOCACY | | | | | | | | | | | | | |
|--|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 1. Re-establish NASW-MA as a leader for social justice issues | | | | | | | | | | | | | |
| A. Establish and achieve a statewide legislative agenda on an biennial basis aimed at promoting human rights, achieving social and economic justice, and increasing access to services for all | Poli. Director | | | | | | | | | | | | |
| B. Be the lead sponsor on specific legislative initiatives and file our own bills | Poli. Director | | | | | | | | | | | | |
| C. Strategically assume a leadership/coordinator role for coalitions and working groups | Poli. Director | | | | | | | | | | | | |
| D. Create a sustainability and expansion plan for LEAD | Poli. Director | | | | | | | | | | | | |
| 2. Be the statewide leader on advancing professional practice issues | | | | | | | | | | | | | |
| A. Conduct needs assessment of membership to determine legislative priorities related to professional practice through direct membership interaction | Poli. Director | | | | | | | | | | | | |
| B. Be an active participant in key coalitions and working groups (i.e. Mental Health Coalition) <i>*ongoing</i> | Poli. Director | | | | | | | | | | | | |
| C. Be a lead advocate for issues related to healthcare, including insurance, MassHealth, and ACOs <i>*ongoing</i> | Poli. Director | | | | | | | | | | | | |
| D. Advocate for fair wages and reimbursement for social workers | Poli. Director | | | | | | | | | | | | |

| Strategic Area of Focus – ADVOCACY | | | | | | | | | | | | | |
|---|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
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| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 3. Improve communications activities related to advocacy | | | | | | | | | | | | | |
| A. Use an advocacy platform to more easily develop petitions, phone banking opportunities, legislator contact forms, etc. | Poli. Director | | | | | | | | | | | | |
| B. Build legislative alert network (LAN) and increase participations in call to actions by members | Poli. Director | | | | | | | | | | | | |
| C. Hone regional efforts in districts | Poli. Director | | | | | | | | | | | | |
| D. Refine “On the Hill” section of Social Work Voice and “Social Work Action Center” in the monthly e-news to create easy and accessible ways for people to participate in advocacy | Comm. Director | | | | | | | | | | | | |
| 4. Position PACE as a trusted leader in endorsing and supporting candidates who advance social, economic, and racial justice and other social work values | | | | | | | | | | | | | |
| A. Increase Board engagement with PACE activities through election of Board PACE Representatives with involvement in coalitions and working groups | Poli. Director | | | | | | | | | | | | |
| B. Develop recruitment and retention plan for PACE Committee | Poli. Director | | | | | | | | | | | | |
| C. Develop an operations manual and supporting guidance documents to enhance effectiveness of PACE and review and update on an annual basis | Poli. Director | | | | | | | | | | | | |
| D. Plan and execute a legislative awards event each election year | Poli. Director | | | | | | | | | | | | |
| E. Create a fundraising and sustainability plan for PACE to improve ability to endorse candidates | Poli. Director | | | | | | | | | | | | |

| Strategic Area of Focus – ADVOCACY | | | | | | | | | | | | | |
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| F. Strengthen the Legislative Advocacy Committee in terms of visibility and capacity to identify legislation and endorse bills that reflect the goals and objectives of statewide membership | | | | | | | | | | | | | |
| A. Strengthen regional advocacy efforts through creation of a regional advocacy network to mobilize members | Poli. Director | | | | | | | | | | | | |
| B. Increase Board engagement with LAC activities through election of a Board LAC Representative | Poli. Director | | | | | | | | | | | | |
| C. Strengthen relationship between LAC and PACE by creating events or opportunities for both committees to meet and discuss goals | Poli. Director | | | | | | | | | | | | |
| D. Develop a report card system to hold legislators responsible for claims and promises made | Poli. Director | | | | | | | | | | | | |

| Strategic Area of Focus – COMMUNICATIONS | | | | | | | | | | | | | |
|--|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
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| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 1. Engage the NASW-MA online community and keep people inspired by and active in our work | | | | | | | | | | | | | |
| A. Use social media to raise awareness of our issues and to educate people on our mission by increasing total post reach/impressions, total engagements, and number of page likes/ followers <i>*ongoing</i> | Comm. Director | | | | | | | | | | | | |
| B. Capitalize on emerging media trends such as Twitter Chats and Facebook Live to increase reach/impressions and total engagements <i>*ongoing</i> | Comm. Director | | | | | | | | | | | | |
| C. Increase engagement with NASW-MA’s advocacy opportunities by increasing total engagements and clicks/page visits <i>*ongoing</i> | Comm. Director | | | | | | | | | | | | |
| D. Develop system for organizing members by location and interest to market to them more effectively | Comm. Director | | | | | | | | | | | | |
| E. Develop a marketing strategy to increase awareness and use of NASW-MA CE programs, non-CE programs, and other events | Comm. Director | | | | | | | | | | | | |

| Strategic Area of Focus – COMMUNICATIONS | | | | | | | | | | | | | |
|--|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 2. Position our staff, member volunteers, and coalitions as thought leaders or experts | | | | | | | | | | | | | |
| A. Increase organizational clout in the press and media by appearing more regularly on key statewide issues <i>*ongoing</i> | Comm. Director | | | | | | | | | | | | |
| • Create opportunities to increase visibility through op-eds, letters to the editor, etc. <i>*ongoing</i> | Comm. Director | | | | | | | | | | | | |
| B. Develop a database of staff, board members, members, and partners who are experts in their fields and willing to speak to the media on behalf of NASW-MA (with guidance and training) | Comm. Director | | | | | | | | | | | | |
| 3. Upgrade external-facing communication mediums to build brand and reputation of the organization | | | | | | | | | | | | | |
| A. Build micro-site using national platform and streamline web-based materials <i>*TBD</i> | Comm. Director | | | | | | | | | | | | |
| B. Redesign and rebrand monthly printed newsletter | Comm. Director | | | | | | | | | | | | |
| C. Keep monthly e-news current and relevant to member-base <i>*ongoing</i> | Comm. Director | | | | | | | | | | | | |

| Strategic Area of Focus – RACIAL JUSTICE | | | | | | | | | | | | |
|---|----------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 |
| 1. Establish a racial justice council | | | | | | | | | | | | |
| A. Assign membership and inclusion coordinator staff person as liaison for racial justice council | Exec. Director | | | | | | | | | | | |
| B. Model council after National CORED, with a minimum of 7 members. Recommended makeup: 1 staff person, 2 board members, 2 members, 2 non-members, and 2 students | M&I Coord. | | | | | | | | | | | |
| C. Establish a plan with clear benchmarks and measures for success for the objectives outlined in racial justice goals 2 and 3 (as a council) | M&I Coord. | | | | | | | | | | | |
| D. Define terminology related to racial justice to guide the organization’s work going forward (as a council) | M&I Coord. | | | | | | | | | | | |
| E. Schedule monthly meetings for the council until plan is solidified, and then review annually | M&I Coord. | | | | | | | | | | | |

| Strategic Area of Focus – RACIAL JUSTICE | | | | | | | | | | | | |
|---|-----------------------------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 |
| 2. Infuse racial justice into all internal processes and procedures | | | | | | | | | | | | |
| A. Infuse racial justice in hiring practices and board and committee recruitment activities | Executive Director | | | | | | | | | | | |
| B. Participate in or conduct racial justice trainings for staff, board, and committee chairs on a biennial basis | Executive Director Coordinator | | | | | | | | | | | |
| C. Review membership makeup of committees and establish recruitment plans for people of color (informed by lead staff person) | M&I Coord. | | | | | | | | | | | |

| Strategic Area of Focus – RACIAL JUSTICE | | | | | | | | | | | | | |
|---|--------------------|------|-----|-----|-------|------|-----|-----|-------|------|-----|-----|-------|
| GOALS & OBJECTIVES | Responsible | 2018 | | | | 2019 | | | | 2020 | | | |
| | | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 | 1-3 | 4-6 | 7-9 | 10-12 |
| 3. Infuse racial justice into all external-facing areas of work | | | | | | | | | | | | | |
| A. Create opportunities for non-members of color to engage with the racial justice council and chapter at-large | M&I Coord. | | | | | | | | | | | | |
| B. Host annual MLK Jr. event with focus on racial justice and healing (organized by racial justice council if feasible) | CE Director | | | | | | | | | | | | |
| C. Participate in racial justice organized action for change *TBD | Political Director | | | | | | | | | | | | |
| D. Determine ways to create programming that emphasizes racial justice through program content as well as selection of speakers, venues, event themes, etc. | CE Director | | | | | | | | | | | | |
| E. Host networking events for social work students of color (if feasible) *TBD | M&I Coord. | | | | | | | | | | | | |
| F. Establish scholarships to pay for memberships for people of color (if feasible) *TBD | Executive Director | | | | | | | | | | | | |
| G. Prioritize PACE endorsements for candidates of color | Political Director | | | | | | | | | | | | |
| H. Utilize a Racial Equity Assessment Tool to evaluate the impacts of potential legislative priorities on racial equity and justice | Political Director | | | | | | | | | | | | |
| I. Make public statements on racial justice-related advocacy through email network, social media, and press *ongoing | Comm. Director | | | | | | | | | | | | |

IMPLEMENTATION AND EVALUATION

Each activity will have a NASW-MA staff member assigned who is responsible for facilitating implementation.

The Executive Director is responsible for monitoring and reporting progress toward the objectives outlined in the strategic plan. Progress will be reported to the Board of Directors at each board meeting as part of the Executive Director's report. This process is intended to keep key stakeholders informed and streamline reporting for NASW-MA staff.

Outcome measure metrics and process measures will be collated and analyzed on a quarterly basis by the Executive Director and included in that month's report to the Board. This information will also be shared with staff to be used in identifying areas for improvement. An annual summary of progress will be included in an annual report to the board.

The strategic plan is a living document intended to provide a framework for achieving the priority goals and objectives as determined by NASW-MA staff and board. Any significant modifications will be discussed with NASW-MA staff and approved by the Board. Changes that are required or recommended will be made in the master document and updated with a new version date.