

MLA Strategic Plan

Strategic Plan Team Reports January 2012

Goal Area: Organizational Excellence

Goal Statement: MLA's operations are efficient, effective and transparent.

Objective 1: Develop and sustain the necessary resources to ensure the vitality of the Association, its programs and services.

Evidence of Success: MLA has the financial means to achieve its goals.

By 2015:

- The cost of participating in MLA is affordable in relation to typical salaries of target members.
- MLA takes in revenue from training programs it sponsors.
- Vendors providing services to MLA advertise in our print and online publications.

For 2012-2013:

- *Research membership dues rates of comparable professional organizations and develop a policy to increase dues and subscription rates gradually to avoid steep dues increases by monitoring the general inflation rate of membership dues.*
- *Negotiate changes to contracts for Notes royalty income for the possibility of increasing revenues from electronic access to replace lost subscription income.*
- *Establish a task force to study the value and feasibility of self-publishing Notes electronically to regain institutional subscription income and further reduce printing costs.*
- *Begin a study of the convention budget for the past 10 years to determine how the convention budget can be brought back into balance and eventually produce a surplus.*
- *Increase advertising income by at least 5 percent through increased rates and the introduction of selling advertising on the website.*
- *Continue the fundraising campaign to fully endow awards funds: O'Meara, Hill, Bradley, and Coral IAML Travel grant.*
- *Reduce board travel costs by 30 percent by using teleconferencing for the fall meeting.*
- *Create a web page listing donor names by year beginning in 2012-2013.*
- *Reduce the administrative costs of fundraising by 5 percent by decreasing expenses and maintaining strong giving.*
- *Create a planned giving program by adding information to the website.*
- *Develop an investment policy for all award funds to insure that they will be fully self-*

supporting and keep pace with inflation.

- *Develop a policy that will build the MLA fund by annually reinvesting a portion of the earnings or by fund raising or both. The policy will outline what types of expenditures are allowed from the fund outside of emergencies with the eventual goal of using a percentage of the earnings for operating expenses without depleting the fund.*
- *Develop a policy requiring new named or memorial projects (e.g., award funds, travel and research grants) to be fully funded in order to be established and funded.*
- *Completely revise the Fiscal Policies Handbook from the current dictionary entry style into a narrative style updating all practices and policies and propose changes to outdated policies.*

By 2015:

- *MLA takes in revenue from training programs it sponsors.*
- *Vendors providing services to MLA advertise in our print and online publications.*
- *The O'Meara and Hill Award funds will be self-supporting and the Coral IAML Travel Grant will reach $\frac{3}{4}$ of its goal (\$18,750).*
- *Income from dues and subscriptions will increase 3 percent annually without raising the dues rate more than 2 percent annually through increased membership.*
- *Convention income will exceed expenditures by 1 percent in 2014 and 2 percent in 2015.*
- *Income from publications other than Notes will be at least \$3000.*
- *Advertising income will increase by 3 percent annually as advertising on the website grows.*
- *The EOP Workshops and EOP Virtual Workshops will generate a 5 percent surplus to support the operating budget.*
- *Complete fundraising for the Publications Awards by 2014.*
- *Increase the number of Sustaining Members to 100.*

By 2020:

- *MLA is able to partially subsidize the annual conference from operating funds.*
- *Operating budget is not running a deficit.*
- *All endowments are fully funded.*
- *Income is sufficient to cover hiring professionals in appropriate crucial positions.*
- *Convention income will be targeted to exceed expenditures annually by 5 percent.*
- *Royalty income from publications other than Notes will average \$5000 annually.*
- *Complete fundraising for the Bradley Award by 2017 and the Coral IAML Travel Grant by 2020.*

Objective 2: Improve access to information by and about the Association to meet the needs of members and other interested parties.

Evidence of Success: MLA's workings are efficient, effective, and transparent to its members and other interested parties.

There are action steps already underway for nearly every bullet point which we should be monitoring, and should tie explicitly to the Strategic Plan.

By 2012-2013:

- Chapter web sites look professional.
Pending RFP (IT TF); recommendation to bring all chapter websites under the musiclibraryassoc.org domain and give them all access to a uniform toolkit will probably not be able to be completed until 2014-2015.
- Committees and officers produce tangible outcomes.
Committees and officers will include goals met and articulate future goals in the MLA Annual Report, which will provide the membership with more evident outcomes, and the Board with an assessment tool.
- Documentation on the MLA and chapter web sites is up to date.
The process of updating documentation on MLA website is ongoing, but a pending technical restructuring (see IT TF RFP) should facilitate that process and finally include the Online Directory — **the Administrative Structure will be brought up to date *first***.
- Detailed Association management documents and budget information is made available on the web.
Fiscal Policies Handbook will be brought up to date and will be converted into a more easily-accessible web format (instead of pdf).
Administrative Officers will investigate a new budget report model that will make information more accessible on the website and readily understood by the membership (e.g. quarterly pie charts).
- MLA employs professionals in appropriate crucial positions.
Continue to work with Helms Briscoe on Convention Management and document that experience for eventual assessment.

By 2020:

- MLA employs professionals in appropriate crucial positions.

Objective 3: Pursue joint ventures with other organizations that offer financial as well as professional opportunities and advantages.

By 2012-2013

- MLA investigates (and ultimately establishes) partnerships with vendors of music research resources to provide consortial pricing for MLA members (e.g. Rock's Backpages, DRAM, HathiTrust, publishers of monument sets?).
- MLA holds periodic (every 3, 5, etc. years?) annual conferences jointly with other related groups (AMS, ARSC?), looking especially for economies of scale and/or ways of generating fresh conference content for members of both organizations.

- MLA, through the Education Committee, leverages member expertise by holding e-learning events - perhaps targeting historically underserved populations (e.g. music collection development for public libraries) - that generate income for the organization.

Goal Area: Value of the Profession

Goal Statement: MLA's activities are relevant to current issues in librarianship and music, and non-members understand the mission and goals of the Association.

Evidence of Success: MLA's activities are relevant to current issues in librarianship and music.

Objective 1: Increase the visibility of MLA among library and music organizations, individual scholars, musicians and librarians.

By 2015

- Outside organizations look to MLA for information on current music or librarianship issues.
- Presentations at MLA conferences and papers in MLA-sponsored publications are cited in works on relevant issues.
- Pages on MLA's web site are high in search engine rankings on relevant issues.

Action items proposed:

By 2012-2013

- Develop consistent policy and workflows for archiving of conference presentations
 - Develop a systematic method whereby program chairs accept presentations that are of interest outside of MLA (branch out from roundtables, etc.) choosing one or two highlighted conference presentations with broader reach
- Post links to the MLA website from web pages of other organizations
- Reevaluate the roles and expectations of liaison positions.
 - Add liaisons for Educause, Association of Moving Image Archivists, others (?)
- Determine what mechanisms are in place for determining analytics for the website
 - Investigate methods for improving relevancy rankings
- Assign representatives (possibly the corresponding liaison) to recruit presenters/presentations from other organizations/meetings to invite to MLA meeting

- Best of chapters model – put forward papers/presentations of exceptional quality and content to appear in other venues/conferences and coordinate efforts beyond pushing CFPs on MLA-L
- Organize efforts to ensure that articles on music/librarianship topics are submitted to targeted (high impact) peer reviewed journals or other publications outside of MLA
Perhaps coordinated by Publicity officer/Outreach Committee

By 2015

- Rebrand all MLA-generated reports as a series, all in one place, and keep current. E.g., committee reports (esp. in area of librarianship, e.g., discovery tools and music), technical reports

Objective 2: Increase the visibility of MLA to media organizations and social media networks.

Evidence of Success: People outside of MLA understand the mission and goals of the Association

Action items proposed:

By 2012-2013

- Establish what goals would be accomplished by having a Facebook page or other social media campaigns (Twitter, Wikipedia, blogs, YouTube)
- Develop a media contacts list for library and music related press venues
 - Develop a contact list of library/archives professionals working in high-profile organizations in the music or performing arts arenas and perform outreach to those individuals
- Establish and develop a communications officer for MLA, who issues press releases and cultivates press contacts
- Make certain local arrangements committees are pushing conference to local media outlets (Ongoing)

Objective 3: Use new technologies to build greater public awareness, understanding and support for the Association, music libraries and music librarianship.

Action items proposed:

By 2012-2013

- Begin a blog addressing issues relevant to music and performing arts librarianship
- Create a list of in-house (association) experts (knowledge management) for the Association

- Investigate models/strategies of how other organizations or institutions are using YouTube and other social media and how those messages are being packaged
- Have a vetting process for videos and/or blog posts to move forward with official blessing or appoint a committee/representative to monitor/populate blogs
 - Establish and develop communications/POO officer for MLA
- Tie YouTube, other social media into other organizations, entities, stakeholders

Other questions/considerations:

- How are the relevant/current issues in music and librarianship identified?
- Is Objective three simply an extension of Objective two? How are those objectives delineated?
- What will stand as evidence of success for Objective three?

Goal Area: Advocacy

MLA promotes and supports the equitable and ethical use of music in learning, it participates in the evolution of scholarly communication, and its official positions on these issues are widely known and influential.

Objective 1: Develop and disseminate official positions on intellectual property, access, and scholarly communication issues.

By 2012-2013

- Gather all existing official MLA statements, review them for currency, and collocate them in a prominent location on the MLA website. **(highest priority)**

Rationale: Existing official statements are not easily accessible. For example, the Board in 2005 endorsed the MLA Instruction Committee's statement on "Information Literacy Standards for Music Undergraduates," an important advocacy initiative in support of the equitable and ethical use of music in learning, yet this information is buried in the Board minutes, not linked from MLA's website (that we can find). Other examples of existing official positions include MLA's statements about Pre-1972 Sound Recordings and Federal Copyright Protection, Exemption to Prohibition on Circumvention of Copyright Protection Systems for Access Control Technologies, Section 108 of Title 17 Copyright Law, Exemption to Prohibition on Circumvention of Copyright Protection Systems for Access Control Technologies, and the Taiga Forum Provocative Statements. The Board minutes, annual reports, and MLA website should be examined for other official position statements already in existence.

- Charge individuals or groups within MLA to actively engage with the ALA Washington Office, the U.S. Copyright Office, relevant committees in statehouses,

members of Congress, and allied organizations such as EFF, Public Knowledge, GNU Foundation, for the purpose of developing official positions on emerging intellectual property issues which have an impact on the operations or users of music collections, including a statement on first sale rights. (high priority)

Rationale: The MLA Legislation Committee already has some charge to engage outside groups in this manner, and the committee chair has traditionally served as a spokesperson for MLA with allied organizations and for the purposes of giving testimony. However, this is not explicitly part of the charge of the committee (or the chair), since the charge is narrowly written to charge the committee with writing position papers, but not with face-to-face negotiation, testimony, and the like. If the latter are part of the committee chair's ex officio duties, this should be explicitly stated in the charge.

- Re-examine the Administrative Structure for ways to make MLA's advocacy initiatives and responses more flexible and timely. (high priority) Considerations to include (among others): create smaller (leaner, meaner) committees with specific advocacy charges; or create a special officer for advocacy (see also Objective 2, Action Step 3, option 2 under rationale).

Rationale: The Legislation Committee has been in some ways the de facto advocacy committee for MLA. However, many issues brought up by members, which might require a statement on behalf of the organization, do not fall naturally within the scope of the Legislation Committee's charge, even though there also does not seem to be a committee whose charge they do fall under. An example of this is the controversy over the recent TAIGA statements. If there were multiple entities charged with aspects of advocacy (with good communication lines), it might enable greater attention to more current issues.

- Empower the individuals or groups within MLA who are so charged to act on the Board's behalf, once the Board's intent on an issue has been established. (high priority)

Rationale: Official advocates within MLA need the flexibility to act in a timely way on urgent advocacy issues, particularly regarding press releases, legislative action, etc, without waiting for the full Board to approve exact wording of each press release, court testimony, or other statement. In the case of court filings, it is not always possible to subject documents to a determinative board review prior to submission. An example of how this might work can be found in the ALA's structure, where the Council approves a resolution, and that resolution empowers their units to act on their behalf. Clearly, the ALA and MLA do not work on the same scale (we do not have any full-time staff; they have dozens), but this process could be scaled to work with MLA's structure.

- Identify attorneys who are library advocates and copyright specialists whose opinion can be sought on an as-needed basis when it is determined that an official position should be vetted by an attorney, and develop criteria for deciding whether a given draft official statement should be vetted by an attorney. (medium priority)

Objective 2: Enable and encourage members' individual advocacy efforts.

By 2012-2013

- Identify specific advocacy issues relevant to music librarians or those who work with music materials in library settings, and who may need or wish to advocate at their own institutions, with vendors, with publishers, or in public discourse. **(highest priority)**
- Charge an individual or group with ongoing (rather than ad hoc) responsibility to identify specific advocacy issues (legislative and otherwise) which are relevant to music librarians. This action needs to be sustained (and therefore sustainable) throughout the life of the organization. Options to consider:
 - Assign this responsibility to the Planning and Reports Officer and the Planning Committee, with the expectation that every report to the Board would include a statement of outcomes about identifying advocacy issues. This option has the added benefit of easily tracking advocacy issues and efforts that arise in the various committees, since this officer gathers the reports and communicates with committee chairs;
 - Create a Special Officer position for Advocacy whose assignment would include the identification of advocacy issues as part of a larger charge to implement, or delegate and track implementation of, all the action steps under the Advocacy goal statement of the strategic plan.
- Design member awareness and education initiatives for each advocacy issue identified by the preceding action step. (high priority)
 - Initiatives might include:
 - A plan to write boilerplate statements on specific issues that MLA members can access and use as needed for individual advocacy, including statements (for example) about the value of hiring music specialists in libraries; how the unique needs of music users translate into music library services, the value of retaining collections of outmoded formats such as vinyl discs. We note the existence at the moment of a special Task Force on Branch Libraries, for example, whose charge is advocacy-related, as is the charge of another current ad hoc group on Music Discovery Requirements. Our suggested action steps are meant to translate the recommendations of any such ad hoc task force into easily-accessed, immediately useful tools for MLA members over the long term, with permanent support identified in the MLA administrative structure and technology infrastructure.
 - Plan to create and maintain an internal messaging or alerting service targeting MLA members to raise members' awareness about timely issues and notify members when their advocacy is called for, for example when to contact legislators about an upcoming vote.
 - Plan to develop and deliver relevant pre-conference sessions at annual meetings and incorporate advocacy education into conference sessions (e.g., Q/A (Ask Copyright?) or Hot Topics).

- Plan to develop and post online tutorials, toolkits, and other appropriate educational content.
 - Commission studies and white papers about issues that require specialized expertise or in-depth study.
 - Plan and design a Music Library Association Advocacy Clearinghouse that incorporates all of the content listed above, modeled on ALA's Advocacy Clearinghouse website:
<http://www.ala.org/ala/issuesadvocacy/advleg/advocacyuniversity/advclearinghouse/index.cfm>
- Plan a way to systematically and regularly gather statistical data about music libraries; and (B), by September 2013: Regularly make this data available to MLA members. (high priority)

Rationale: Music materials in libraries present unique challenges to administer. Music librarians need data to support requests for staffing, acquisition budgets, shelving, binding/preservation, unique circulation services, discreet facilities such as branch libraries, acquisition of print materials (e.g., that can be placed on a music stand). A database available to, and perhaps updated in real time by, MLA members that could be mined for crosstab data comparing staffing with collection size, type or location of collection, or size of user community, for example, could be used to answer questions from local administrators as they come up, or to help with local strategic/tactical planning processes, plus would enhance the value of MLA membership, perhaps motivating people to join or renew. Suggested implementation steps: appoint task force to study data formerly gathered by old Statistics Committee as well as data music librarians annually provide to NASM; conduct survey of MLA members to determine what data would be useful to them; investigate database options; report back to Board with implementation proposal.
- Implement the member awareness and education initiatives designated above. (high priority)

By 2015

- Systematically and regularly gather data about the music publishing and sound recording industries, and make that data available to MLA members. (medium priority)

Rationale: By tracking and keeping members informed about trends in publishing, MLA will equip its members to support the case (with their local administrators) that publishing trends for music formats are not identical to those for books and serials. An additional benefit would be to enhance the value of MLA membership, encouraging people to join or renew.

Objective 3: Publish open access content on the web.

By 2012-2013 (for implementation into the programming process for the 2013 Annual Meeting)

- Investigate options and recommend a plan for systematically posting conference (annual meeting) presentations and/or proceedings to the MLA website, including ramifications of audio and/or video recordings of sessions. **(highest priority)**
Considerations might include: incorporating in the annual Call for Programs the stipulation that all conference materials (speaking notes, presentation slides, etc.) will be made available to MLA for publication on the Internet under a Creative Commons license; stipulating that slide presentations be submitted and made available in advance of sessions and include clean speaking points; post-session and post-conference surveys to determine which sessions are posted to the website; potential redundancy with Newsletter session summaries.
- Identify, collocate, and market existing MLA open-access content, such as the MLA Copyright Website (which operates under a Creative Commons CCBY- SA license), the Metadata Standards and Guidelines for Digital Audio, Music Preservation Resources website, and Career Resources in Music Librarianship among many other examples of open-access content created by MLA. Consider a Creative Commons license for each openaccess resource identified via the preceding action step. Develop and implement a plan to market each resource to appropriate target audiences. (high priority)
- Consider a Creative Commons license for each web-based publication (Newsletter, Music Cataloging Bulletin, etc.) (high priority)

By 2015

- Study the options for and ramifications of issuing open-access peer reviewed monographic publications on the Internet. Report to the Board and broadly to the membership with recommendations. (medium priority)
- Investigate options for and ramifications of migrating to or offering an open access model for *Notes*. Report to the board and broadly to the membership with recommendations. (high priority)
- Investigate and/or promote options available to libraries and archives for acquisition of a locally held and locally served digital version of *Notes* (all issues) for permanent deep archiving as well as user access, keeping in mind potential impact on MLA's revenues. (medium priority)
Rationale: Recent discussions of first sale rights with respect to digital content (especially recordings) leads us to wonder whether we should be setting an example with our own content. If the digital version of *Notes* is subject to licensing terms which require subscribers to maintain a subscription or lose access to all back issues, then libraries are forced either to retain redundant print copies of the journal or to maintain a license in perpetuity to retain the content.

MLA seems to prefer an ownership model with respect to material libraries acquire (for good reason), so perhaps we should offer an ownership model for digital versions of *Notes*.

Objective 4: Increase legislators', publishers' and vendors' awareness of the Association's official positions on intellectual property issues.

By 2012-2013

- Charge all MLA committees with documenting their significant advocacy activities in the MLA Newsletter or other relevant venues and publicize the Newsletter or other venues aggressively. **(highest priority)**
- Identify one or more individuals or groups within MLA who will be charged with specific advocacy activities, and empower those individuals and groups to act on behalf of the Board and MLA in a timely and effective manner. Charge these individuals and groups to report regularly on the effect of their advocacy initiatives on relevant legislative and other outcomes (such as invitations to testify before Congress, invitations to participate in high-level negotiations, citations of MLA positions in important documents, etc.). (high priority)
- Issue press releases widely when MLA takes a position on an issue or takes a significant step toward accomplishing one of its advocacy goals. (high priority)
- MLA members regularly contact their legislators about issues important to MLA (create and maintain an internal messaging or alerting service to raise members' awareness about timely issues and notify members when their advocacy is called for). (high priority)
- Investigate the possibility of hiring professional lobbyists for key pieces of legislation, or to consult periodically on key issues. (medium priority)
- Investigate MLA retaining an attorney to write key position statements or file amicus briefs on selected key issues. (medium priority)

By 2015

- Create a mechanism to educate MLA's organizational liaisons about advocacy issues relevant to their liaison assignments and charge the liaisons to advocate for those issues with their respective organizations. (medium priority)

Objective 5: Promote and encourage the use of music in all disciplines.

By 2012-2013

- Charge the Publications Committee to commission a monograph or collection of essays about using music (and music resources) in the teaching of other disciplines, and for promotion in the broader institutional or local community. **(highest priority)**
- Charge the Program Committee to call for conference presentations about the use of music (and music resources) in non-music classes and publications, and for promotion in the broader institutional or local community. (high priority)

- Charge the Outreach and/or Education and/or Instruction Committees (or other appropriate person or group) with investigating the current status of curricular requirements for music bibliography and library research in music schools (e.g., reviewing NASM and CMS documentation/guidelines as well as gathering school-specific curricular data), and for music-specific curricula in library (LIS) schools. Intended outcomes for 2013 and after: an increase in music bibliography instruction in music programs, increased guest lectures and workshops on music issues in LIS programs, and MLA engagement with curriculum planners in both fields. (high priority)
- Develop a clearinghouse where educators can share syllabi/lesson/ outreach plans for using music (and music resources) in the teaching of other disciplines. (medium priority)

Goal Area: Membership

Goal Statement: Membership in MLA is valued by and beneficial to a broad range of organizations and individuals, and membership reflects the broad diversity of musics and populations we serve.

Objective 1: Increase outreach efforts to members from underrepresented groups.

Evidence of Success: MLA's membership is diverse and mirrors the demographics of the populations we serve.

By 2012-2013

- MLA establishes a Membership Committee to oversee the planning and completion of the following action items. The Committee's overarching charge will be to *increase and significantly diversify* the membership by reaching out to the populations served, including those who work in libraries, music professionals (both academic and non-academic), music producers, and music consumers and to develop and implement an active and successful means of *retaining* current members.
- MLA establishes active outreach programs to library school programs, museums, performance librarians (not just orchestral), Schools and Departments of Music in universities, colleges, and community colleges.
 - Requires active involvement at the chapter level, or perhaps even at a more granular level (e.g. "sub-chapter"/ local are modeled on local AGO meetings)
 - Possible first step: invite local area music professionals, music students, library school students to opening reception at chapter meetings as guests, with reduced or free registration for meeting sessions.
- MLA increases presence in social media and YouTube.

By 2015:

- MLA gathers data from the memberships of various relevant associations and music professionals to assess what needs they have that MLA can provide.

- MLA gathers data over a number of years (3-4) from a group of student members by tracking their career paths, including first jobs, how MLA helped them, what more MLA could do to assist them in career preparation, and to keep them as members if they are not working specifically in music libraries.
- Increase student involvement across the association – submit articles, write actively recruit articles for chapter newsletters as well as the MLA Newsletter- possibly create a section specifically for students
- MLA redesigns annual dues matrix to include relevant groups outside the traditional MLA population.
 - Lock down the job opening information to members only
 - Creating “Angie's list” - members only
- Membership Committee works with Administrative Officers to track membership statistics.

By 2020

- Target membership demographics are confirmed by periodic data collection.

Objective 2: Increase outreach efforts to organizations that are underrepresented, including those whose holdings reflect many types of music.

Evidence of Success: MLA supports music collections of all types and formats and of all musics.

By 2012-2013:

- Examine MLA’s relationship with MOUG and how that works. Explore how to apply that to our relationships with other organizations such as MOLA, theater and dance librarian groups. What can we offer them as members?

By 2015:

- Articles in *Notes*, volumes in the monographic series, and conference presentations appear on all types of music.
- MLA members are increasingly from organizations with holdings reflecting many types of music.
- MLA Liaisons to other associations develop a true presence at those meetings. Possible opportunities:
 - Present relevant papers or sessions as they fit with meeting programs
 - Report “News from MLA” at annual business meetings
 - Post “News from MLA” in association newsletters, listservs, blogs, etc.
 - Post “news from _____” in MLA newsletter or on listservs, blogs, etc.
- Develop ways to work with music professionals, producers and consumers as a

clearinghouse for resources (e.g. K-12 music teachers: develop as a clearinghouse for resources lesson plans, music examples, local musicians, soundboard & other A/V advice, etc. ; outreach to pedagogy of teaching).

Objective 3: Investigate opportunities to offer institutional members cooperative buying agreements that provide valuable resources at reasonable costs.

[THIS NEEDS MORE RESEARCH. SO MANY ACADEMIC LIBRARIES ARE SUPPORTED BY CONSORTIA. WHAT IS LACKING THAT NEEDS TO BE ADDRESSED HERE? SMALLER LIBRARIES? PUBLIC LIBRARIES? We need to investigate how this would be a benefit. There should be some kind of discussion amongst MLA members about what needs are not being met by current consortial packages and if there really is a need. Can an association really provide any more benefit than state support.

From chair, StratPlan TF: "In many contexts we thought MLA should be playing a much more proactive role affecting publishing, legislation, and copyright. I don't see how MLA could act as a consortium, but we could put pressure on the journal aggregators, supply statistics on average journal costs and usage, coordinate demonstrating how much free content we are providing that is being resold to libraries, things like that. Could we in partnership with AR perhaps provide a music creative commons publishing platform with great metadata? We were thinking big. In the membership context these activities would increase MLA's value to institutional members and justify to administrators the value of individual staff membership and conference attendance."]

Evidence of Success: MLA provides valued services to its institutional members.

By 2020:

- MLA provides to institutional members cooperative buying agreements, access to valuable resources at a reasonable cost that might not have otherwise been affordable to purchase/license.
- Negotiate MLA member discounts with music publishers, such as Scarecrow Press, McFarland, Ashgate, and the various university presses, particularly those whose books aren't discounted through wholesalers, such as Ingram.
- Negotiate a subscription for MLA members with Naxos and/or Alexander Street Press, possibly at a specific membership level. This might be a membership incentive for K-12 teachers or others who do not have access to these music databases through any other means. Maybe it could be an "add-on" level of membership, available to all members. (If we're thinking BIG, we should investigate doing this with services like Amazon Prime or iTunes! I put these two here instead of the parking lot, because they seem to fit with the cooperative agreement idea.)

[CHECKLIST FOR MEMBERSHIP COMMITTEE (Parking lot for various excellent ideas from MIT members)]

- Create MLA FB page, Twitter – Outreach Committee
- YouTube, podcasts – home page, chapter level
- Q & A session by using Google+ (invitation sent via MLA FB page)
- MLA providing some database access
- Membership packaged with webinars, pre-conferences (RDA etc)
- Rethink/expand membership structure (ex. virtual only membership etc)
- Improving the roles of MLA liaisons
- Offer MLA membership discount (limited yr?) to those who became a regional MLA members
- Lock down the job opening information to members only
- Creating Angie's list - members only
- Conducting survey - to find out what non-members wants
- List of benefits for the tenure-track librarians or/and professors
- Invite non-members to Meet and Greet (or reception) of chapter meetings
- Make our professions more attractive and move away from the “2nd choice” model; stress that it’s still possible (and encouraged) to be an active researcher; develop ways to work with faculty to put a positive spin on the profession of librarianship.
- Develop ways to work with music teachers as a clearinghouse for resources; outreach to pedagogy of teaching.
- Emphasize non-meeting benefits.
- FOUR TARGET POPULATIONS:
 - Librarians
 - Music Professionals – Academic/Non-Academic
 - Music Producers
 - Music Users/Consumers
- We need to be providing more benefits beyond the objectives – additional evidence of success
- SOUNDSCAN – music industry databases – libraries aren’t our market. How can we hook up with them.
- RIAA?
- Investigate the possibility of “bundling” memberships with other organizations. For example, bundle MLA & ARSC membership with reduced rates for both. The bundled membership wouldn’t receive a print copy of Notes (cost saving for MLA?).
 - For example, we talk to a music publisher who has not offered digitized scores to make them initiate the digitization project? Then, the MLA members are the only ones who can purchase the access? If we can "collaborate" to do the project with them, it makes sense that we are the only ones who have the privilege to get access? You know how much students love IMSLP!
 - (Of course, I know that the details need to be thought through. I am just throwing an idea at this point.)
- How about Metropolitan Opera video streaming? They still do not offer institutional subscriptions. Can our association put pressure on them?]

Goal Area: Education

Goal Statement: MLA's professional development programs foster excellence in those who work with music collections.

Objective 1: Increase enrollment in MLA-sponsored training and professional development programs.

Objective 2: Use technology to provide training and professional development opportunities through webcasts and other web-based workshops.

Evidence of Success (both objectives):

By 2012-2013

- MLA trainers have access to webinar software for online teaching.
- An instructor or instructors from the EOP will teach a trial webinar as a preconference at the 2013 meeting.
- A team from MLA will create a recorded webinar (as opposed to a live one) on an appropriate topic, such as music librarianship, potentially tested by teachers of music librarianship. This webinar should be ready to launch by the end of 2013.
- Students, paraprofessionals, and librarians in their first year of joining MLA will have an option to be paired with a senior "advisor" for mentoring (mostly via email, Skype, etc.) in music librarianship beyond the Annual Meeting.
- By the end of 2013, 5 practicing music librarians will be available to be advisors.
- Music Librarianship Workshops section under Employment & Education on MLA website updated regularly; Workshop Descriptions to show Learning Objectives and list of potential instructors on same page; Workshop Calendar populated with more offerings; Instructors list updated and enhanced with job titles, links to their respective library sites
- Establish an official MLA presence on Facebook, through which training and professional development programs could be marketed and promoted.

By 2015:

- Enrollment in MLA-sponsored training and professional development programs grows every year.
- Paraprofessionals and librarians with incidental duties for music join and participate in MLA in increasing numbers.
- MLA charges for and offers continuing education credits for participation in MLA-sponsored training and professional development programs annually.

- MLA has a standing committee [sub-committee?] to build, advertise, and deliver professional development programming.
- Workshops attract many different audiences, including music librarians, "non-musician" music librarians, paraprofessionals, and library school students who need supplemental training in music librarianship.
- MLA maintains a current Core Competencies document to support efforts at music library education internally and externally.
- MLA maintains a list of topics and curricular ideas to include in a class in music librarianship.
- Educational "tracks" from the program of the annual meeting are selected and broadcast as a virtual conference for audiences who would likely not otherwise attend a face-to-face meeting.
- Advertising about MLA's educational programs reaches a broad audience, well beyond the association.

By 2020:

- Music librarians are consistently promoted within and between institutions.
- New MLA members increasingly have participated in an MLA-sponsored training session before becoming members.
- MLA has a course management system to deliver online courses.
- Members of other professional organizations are familiar with and regularly enroll in MLA's training and professional development programs. A random survey of "generalist" librarians shows that more than 25% have heard of MLA and are aware of its offerings.

Goal Area: Technology

Goal Statement: MLA makes effective use of technology to achieve its mission.

Objective 1: Develop a plan to improve and sustain the Association's information technology infrastructure and expertise in order to better support the work of MLA officers and groups.

Evidence of Success: MLA has an active social media presence.

By 2015:

- MLA provides training and professional development opportunities through webcasts and other web-based workshops.
- Audio and/or video recordings of MLA conference sessions are available on the web.
- MLA ballots are issued and managed online.
- MLA makes available information in the most current and used media formats; websites, mobile devices, etc.

Comments/Proposed Action Items for FY2012-2013

Since the Dallas meeting website is hosted on musiclibraryassoc.org (as was the Philadelphia meeting), and after Philadelphia we were able to post handouts and photos from the meeting, making an audio (at least) and possibly even a video recording of one or two MLA conference sessions available on the website should be a reasonable pilot.

MLA ballots are issued and managed online. — this is already the case!

Objective 2: Provide systems that support collaboration among members and that permit direct and timely publication of approved content to the web.

Evidence of Success:

By 2015:

- Individuals and groups in MLA's administrative structure have hosted and supported access to online collaborative workspace and other tools to do the business of the Association.
- Individuals and groups in MLA's administrative structure have the technical capability to directly publish approved content on the web.

Comments/Proposed Action Items for FY2012-2013

Before any authentication and authorization can take place to achieve this kind of structured access, the Administrative Structure needs to be fixed and brought completely up-to-date. **Make this a PRIORITY of the Association!**