



# 2023-2026 Applied Strategic Plan

**Prepared by Leading Associations**

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# Table of Contents

<b>Executive Summary</b>	Page 3
<b>Overview</b>	Page 4
<b>Strategic Lens</b>	Page 5
<b>Strategic Goals</b>	Page 6
<b>Goal 1</b>	Page 6
<b>Goal 2</b>	Page 7
<b>Goal 3</b>	Page 8
<b>Goal 4</b>	Page 9
<b>Next Steps</b>	Page 10
<b>Background Work</b>	Page 11-15
<b>Strategic Considerations and Priorities</b>	Page 15

# Executive Summary

Based on board interviews and survey responses, clear themes emerged regarding the future direction of the organization. These themes led to the establishment of Key Strategic Focus Areas.

## Strategic Focus Areas

After deliberation, the leadership team established the following key areas of strategic focus:

1. **Optimize Organizational Structure:** Assess, optimize, define, and implement enhancements to organizational structure, processes, and roles to increase efficiency, streamline workloads and communication, and maximize outcomes.
2. **Review, Refresh and Expand Educational Offerings:** Review, refresh and expand our educational offerings to fulfill the MSA educational mission and to best serve our membership.
3. **Cultivate Relationships that Sustain and Advance the MSA Mission:** Cultivate and leverage new and existing relationships with allied partner associations, organizations, and stakeholders that sustain and advance the mission of MSA.
4. **Pursue a Comprehensive Development Strategy:** Create and implement a comprehensive development strategy to assure long-term financial sustainability.