



Maryland
TESOL

BOARD YEAR 2023 - 2026

STRATEGIC PLAN

ABOUT US

Maryland TESOL, an affiliate of the TESOL International Association (TESOL), is a professional, non-profit organization dedicated to the improvement and advancement of teaching English for speakers of other languages (ESOL) and serving the interests of educators and English learners (ELs) throughout the state.

Maryland TESOL envisions a state in which English Language Learners (ELLs) accomplish their dreams through the power of diversity and education.

VISION

MISSION

Maryland TESOL provides learning and networking opportunities to advance the English language teaching profession and the success of English Language Learners (ELLs).

VALUES & PRINCIPLES

- Education: As a vehicle of empowerment
- Diversity: Appreciation of cultural and linguistic diversity
- Quality: Teacher development/support/best practices/knowledge/integrity
- Collaboration: Professional networking, advocacy, communication (across the state), global connectedness, inclusive environment/community

Maryland TESOL is charged with disseminating information, strengthening English language instruction at all levels, and providing leadership in professional concerns for all its members throughout the state. It is driven by the principles of dedication to service of all members.

ORGANIZATIONAL GOALS

I. Serve the Professional Community

- Network
- Share knowledge and expertise
- Provide professional learning opportunities
- Keep Maryland educators abreast of advances in the field
- Recognize educators' involvement and professional contributions

II. Advocate

- Advocate for ELs, professionals, and the field
- Support/Inform policy and practice to increase equity in educational opportunities for English learners

III. Promote the Language Development of ELs in Maryland

- Support best practices
- Provide leadership opportunities in TESOL

STRATEGIC PLANNING

To establish current and future guidelines for effective management and continuity of the Association, this strategic plan, originally approved in 2017, has been updated by the 2022-2023 Board for the period of 2023-2026. The plan will continue to be a living document, to be revisited annually to reflect successes and changes in the Maryland TESOL.

WHAT IS THE MARYLAND TESOL STRATEGIC PLAN?

The Maryland TESOL Strategic Plan is a vision and a plan presented to address critical issues in the Association and serves as a management tool. It acknowledges the interconnected nature of the unique challenges English learning professionals have faced and continue to face every day. Its purpose is to help the Association focus its energy, ensure that members of the Association are working toward the same goals, and assess and adjust the Association's directions in response to a changing environment.

UPDATING THE STRATEGIC PLAN

The original Strategic Plan, after a one-year pilot, was finalized by the 2016-2017 Board and approved by the membership in May 2017 for the period of 2017-2022. During the 2021-2022 and 2022-2023 years, under the guidance of the Past-Presidents Jamie Harris and Katie Miller and 2022-2023 President Drew Fagan, the Strategic Plan went through a careful review by the Board to see what needed updating. The reasons for this were twofold. First, the Strategic Plan was always meant to be reviewed and updated periodically. Second, the COVID-19 pandemic, social justice movements, and global political strife that have occurred since 2020 have greatly changed the dynamics of education in ways not considered back in 2017. This update is also a reflection on how those changes have impacted the English learners and their educators in the state of Maryland.

CHANGES IN THE STRATEGIC PLAN'S SECOND ITERATION

Due to the frequent changing of membership to the Board, the Strategic Plan is for three years as opposed to five from this point forward. Specific measurable goals have been created for each year that the plan is implemented (Year 1, Year 2, Year 3). Finally, the number of goals and objectives within each focus area have been reduced.

STRATEGIC PLANNING

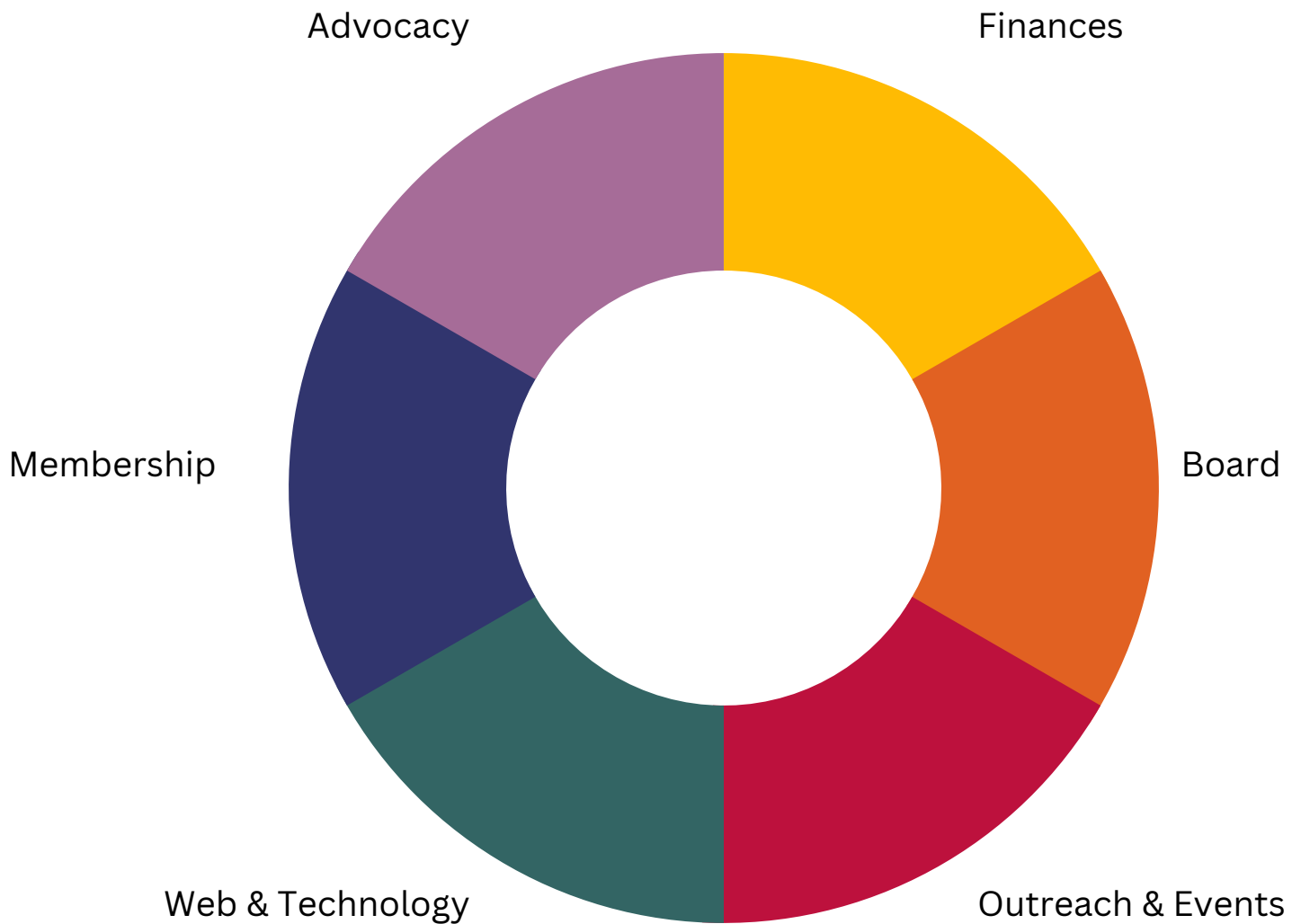
THE OVERARCHING GOALS

- Examine the environment where the Association is operating
- Rethink the current mission, vision, and values of the Association
- Focus attention on the crucial issues and challenges for informed future decisions
- Utilize available resources
- Increase revenue
- Increase membership
- Increase and expand services
- Enhance performance and responsiveness to the membership

ROLE OF THE BOARD

The General Board has a responsibility to assist with the development and implementation of the Strategic Plan.

FOCUS AREAS



FOCUS AREA #1: FINANCES

INTRODUCTION

The overall goals and objectives of this focus area are to increase our revenues, increase services and operations that serve our membership, and improve the quality of operations.

GOAL 1: IMPROVE SUSTAINABILITY OF FINANCIAL RESOURCES THROUGH ADDITIONAL FUNDRAISING SERVICES

- Objective 1.a: Advertise on social media membership drive - special discounts, e.g. Back to School week. - YEAR 1
- Objective 1.b: Identify and contact corporate donors to support the Maryland TESOL.- YEAR 2

GOAL 2: FISCAL GOVERNANCE AND RESPONSIBILITY

- Objective 2a: Obtain a fiscal review or audit.- YEAR 1
- Objective 2b: Hire a professional to review and make recommendations for Maryland TESOL's budget and financials.- YEAR 2
- Objective 2c: Implement recommendations provided by the fiscal professional and approved by the board- YEAR 3
- Objective 2d: Maintain an investment portfolio- Consult with investment advisor by year three to "balance" the portfolio in the organization's best interest.- YEAR 3

FOCUS AREA #2: THE BOARD

Introduction

The overall goals and objectives of this focus area are to define ways to increase board capacity and professional knowledge to carry out their duties to the best of their ability to make the association run smoothly and to its fullest.

GOAL 1: EXECUTIVE BOARD DEVELOPMENT

- Objective 1a: Obtain and maintain Director and Officer Insurance (DOI).- YEAR 1
- Objective 1b: Obtain legal advice on a fee-for-service basis as needed.- YEAR 2
- Objective 1c: Develop capacity and knowledge base in fiduciary, strategic, and generative governance:
 - Identify free professional development (PD) in these areas of governance.-
 - YEAR 1
 - Create a Standard Operating Procedure (SOP) for the offering of these professional development resources.- YEAR 2
 - Executive Board members complete at least one PD recommended in the SOP.- YEAR 3

GOAL 2: GENERAL BOARD DEVELOPMENT

- Objective 2a: Obtain and maintain Director and Officer Insurance (DOI).- YEAR 1
- Objective 2b: Create an Accountability Plan for each role, including those positions in line for succession.- YEAR 1
- Objective 2c: Provide professional development opportunities or conversations focused on important Maryland topics for board members.- YEAR 1, 2, 3

FOCUS AREA #3:

OUTREACH & EVENTS

INTRODUCTION

The overall goals and objectives of this focus area are to provide outlets for increasing outreach and events for our current (and potentially future) members.

GOAL 1: INTEREST SECTION (IS) EVENTS

- Objective 1a: Generate income from attendees or sponsors for Events. – YEAR 1
- Objective 1b: Provide membership with a variety of events- YEAR 1

GOAL 2: COLLABORATION WITH OTHER ORGANIZATIONS

- Objective 2a: Identify and develop strategic partnerships with other organizations that serve English learners or are key stakeholders with ELs.- YEAR 2

GOAL 3: MARKETING

- Objective 3a: Develop a branding strategy for Maryland TESOL (ensure that the strategy is highlighting values and principles of Maryland TESOL).- YEAR 2
- Objective 3b: Implement the branding strategy and evaluate impacts of the strategy- YEAR 3

FOCUS AREA #4:

WEB & TECHNOLOGY

INTRODUCTION

The overall goals and objectives of this focus area are to provide outlets to better increase usage of our web and technology access and to incorporate that usage towards better understanding our membership and their needs.

GOAL 1: INCREASED EVENT TECHNOLOGY ACCESS

- Objective 1a: Identify and decide on method for archiving event recordings and materials.- YEAR 1
- Objective 1b: Identify and obtain technology necessary to host hybrid events.- YEAR 1

GOAL 2: INCREASED WEBSITE AND DATA UTILIZATION

- Objective 2a: Review and update data on organization's website.- YEAR 1
- Objective 2b: Create a new position to assist with website and technology management to ensure knowledge sharing.- YEAR 2
- Objective 2c: Create recordings and standard operating procedures for website and technology processes.- YEAR 3

FOCUS AREA #5:

MEMBERSHIP

INTRODUCTION

The overall goals and objectives of this focus area are to better address our current members' needs to better increase our overall membership numbers.

GOAL 1: MEMBERSHIP ACKNOWLEDGEMENT

- Objective 1a: Analyze data on current membership to determine anniversary milestones- YEAR 1
- Objective 1b: Acknowledge members at anniversary milestones (consecutive years): 5 years, 10 years, 15 years, etc... through member spotlights and an event discount- YEAR 2

GOAL 2: MEMBERSHIP ANALYSIS AND GROWTH

- Objective 2a: Identify membership needs and increase benefits based on those needs.- YEAR 1
- Objective 2b: Identify underrepresented regions and develop a plan to increase Maryland TESOL's overall membership by 3%. – YEAR 2
- Objective 2c: Implement plan to increase Maryland TESOL's overall membership by 3%. - YEAR 3

GOAL 3: MEMBERSHIP NETWORKING

- Objective 3a: Identify, analyze, and determine existing networking opportunities.- YEAR 1
- Objective 3b: Identify a variety of networking opportunities for membership to network, share knowledge and expertise, and disseminate information.- YEAR 2
- Objective 3c: Implement networking opportunities chosen by the membership committee and facilitated by the general board.- YEAR 3

**This is a new focus area for 2023-26, connected to the "Serve the Professional Community" goal.*

FOCUS AREA #6: **ADVOCACY**

INTRODUCTION

The overall goals and objectives of this focus area are to consider and implement ways to better advocate for our state's English learners, their educators, and other stakeholders connected to working with English learners and their educators.

GOAL 1: COLLABORATION WITH ORGANIZATIONS AND INSTITUTIONS ON BEHALF OF ENGLISH LEARNERS.

- Objective 1a: Identify 10 organizations and institutions that value advocacy for English learners.- YEAR 1
- Objective 1b: Develop strategic partnerships with those 10 organizations and identify top areas of advocacy.- YEAR 1
- Objective 1c: Develop a method/process/action plans for annual advocacy themes.- YEAR 2
- Objective 1d: Pilot the determined method/process/action plan with 1-2 themes identified by partner organizations and institutions. – YEAR 2
- Objective 1e: Evaluate and adjust the method/process/action plan based on the pilot.- YEAR 3
- Objective 1f: Use the finalized method/process/action plan for additional themes.- YEAR 3

**This is a new focus area for 2023-26, connected to the "Advocate" goal.*

CONTACT US



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