



# mdsc

## strategic plan

### years 2010-2015

#### **mdsc mission**

to ensure individuals with Down syndrome in Massachusetts are valued, included, and given the opportunities to pursue fulfilling lives by providing information, networking opportunities, and advocacy for people with Down syndrome and their families, educators, health care professionals, and the community-at-large.

### **mdsc vision**

The MDSC wants to be recognized by people with Down syndrome and their families, educators, health care professionals, and the community-at-large as the preeminent organization in Massachusetts for information, networking, and advocacy for and about Down syndrome.

### **mdsc purposes**

A current version of the MDSC Purposes appears in the Bylaws.

### **mdsc core competencies**

Core competencies are usually defined as knowledge or intellectual based skills, not to be confused with core products or services or core assets. They are a unique set of skills or knowledge base, which sets it apart from other organizations.

1. **Information:**

Gathering and disseminating information.

2. **Networking:**

Providing opportunities for the MDSC community to come together.

3. **Advocacy:**

Advocating for people with Down syndrome and their families.

The MDSC Strategic Planning Committee proposes the following four goals as appropriate foci for the organization for the next five years. Though dramatic in scope, the previous two Strategic Plans were necessarily procedural, transforming MDSC from an essentially volunteer-run organization to a board-governed, professionally-staffed association. Both ambitious strategic plans were successfully fulfilled.

The 2010-2015 strategic plan directs MDSC board and staff to continually strive for organizational and operational excellence. The necessary steps to attain these goals nearly always require self-assigned and regulated diligence and qualitative measures of progress.

The 2011-2015 Strategic Plan's two predecessors outlined the steps and procedures by which MDSC would transform into a board-governed and professionally-staffed association. This plan focuses on organizational and operational excellence.

**PROPOSED 2010-2015 Strategic Plan**

**I. To review, identify, evaluate, and prioritize the MDSC Purposes so that they meet the needs of the community**

NECESSARY STEPS:

- a. The MDSC Board of Directors has a continuing responsibility to gather and consider information from many and varied sources to determine the organization's Purposes.
- b. With the management team, the Executive Director has a continuing responsibility to gather information and feedback about current and prospective programs and services to assess their effectiveness in meeting the Purposes.
- c. At each Retreat, the Board of Directors will review and evaluate the organization's Purposes. If deemed appropriate, the Board might also identify other possible Purposes.
- d. The Board of Directors will periodically conduct a situational assessment of issues pertinent to Down syndrome and MDSC's role.

Goal 1 requires that MDSC board and staff continually review the MDSC Purposes to ensure they are relevant to the Down syndrome community.

Step a encourages the directors to be open to information from many sources. Step b expects the Executive Director to gather feedback continually about existing programs and services as well as learn about other possible services MDSC might offer. Step c requires the Purposes be reviewed annually. Step d reminds MDSC to look beyond just operations during planning, at latest research findings or changes in medical practice, for example.

(more)

**2. To continue to strengthen the capability and capacity of the MDSC Board of Directors and management team so that the MDSC's Purposes can be achieved.**

*Goal 2 expects the ongoing selection and education of highly-qualified staff and directors.*

NECESSARY STEPS:

- a. The MDSC Governance Committee will enhance the depth, diversity, and talents of our Board of Directors. The Governance Committee will engage the most influential and knowledgeable persons so that our organizational Vision and Mission can be realized.
- b. The MDSC Board of Directors will utilize best practices such as annual retreats, self-assessments, training, and mentoring to become a high-functioning, visionary Board.
- c. The MDSC Executive Director will recruit, develop, and oversee a management team that implements programs of excellence aimed in helping the organization achieve its Purposes.
- d. The Board of Directors and Executive Director will continue to strive to have a Board and management team composition that is representative of the communities we serve.

*Step a assigns the responsibility of selecting a diverse, talented, influential board to the Governance Committee.*

*Step b assumes the board will make all necessary efforts to keep itself informed, well-run, and effective.*

**3. To ensure financial sustainability by strengthening and diversifying revenue sources so that the MDSC's Purposes can be achieved.**

*Goal 3 requires MDSC to be a thoughtful, trustworthy, professional, and energetic seeker and manager of all revenues.*

NECESSARY STEPS:

- a. The Board of Directors and management team will continue to be a trustworthy recipient of donations, using the generosity of persons in the Commonwealth and beyond to ensure that individuals with Down syndrome are valued, included, and living fulfilling lives in our communities.

- b. The MDSC Finance and Audit Committee will provide regular support and oversight of the quality and integrity of the accounting, auditing, and reporting practices of the MDSC.
- c. The Development Committee will continue to generate both short-term and long-term plans for increased revenue sources, working closely with the full MDSC Board of Directors and the MDSC Executive Director.
- d. The MDSC Honorary Board of Directors will remain committed to expanding the resources available to the organization.

*Step c assumes that the Development Committee will be responsible for fundraising ideas and planning.*

*Step d states that the Honorary Board of Directors is expected to help raise money.*

**4. To consider strategic alliances, associations, and other collaborative relationships so that MDSC can better serve our communities by leveraging resources.**

*Goal 4 encourages MDSC always to consider working with others when strategizing.*

**NECESSARY STEPS**

- a. With the management team, the Executive Director will generate sustainable, new ideas to help the organization achieve its Purposes.
- b. When developing or expanding programs and activities that achieve our Purposes, the Executive Director and the management team will consider ways to collaborate with other organizations.
- c. The Board of Directors and the MDSC Honorary Board of Directors will leverage their connections to other persons or organizations to help form strategic alliances for the organization.