

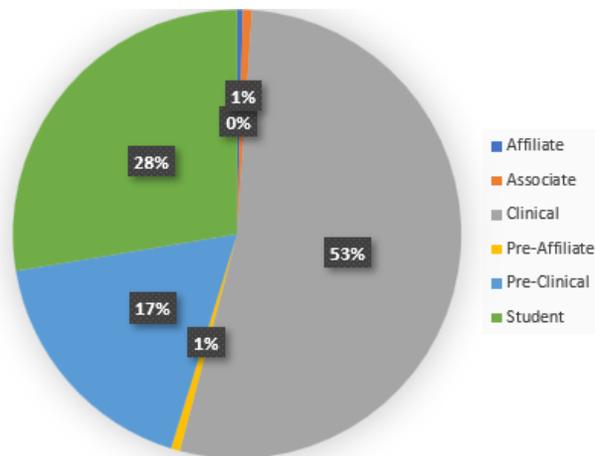


Minnesota Association for Marriage and Family Therapy

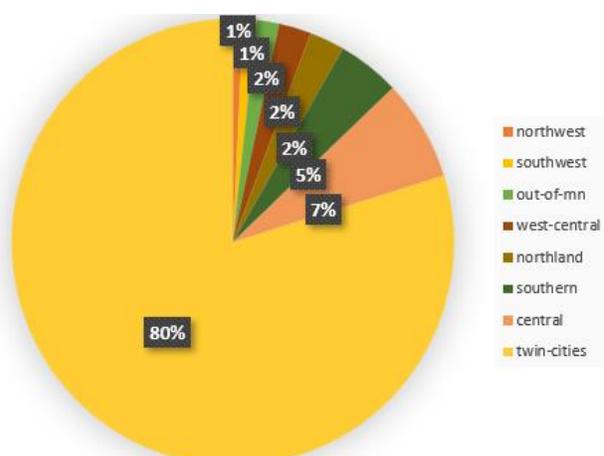
Strategic Plan 2020-2025

<p>Who We Are (or aim to be)</p>	<p>The Minnesota Association for Marriage and Family Therapy (MAMFT) is a non-profit professional organization, dedicated to promoting the well-being of families, couples, and individuals through the advancement of the profession and practice of marriage and family therapy in the state of Minnesota. The Minnesota Association for Marriage and Family Therapy promotes and helps maintain high professional standards of ethics and practice, encourages continued professional education, and works cooperatively with the Minnesota Board of Marriage and Family Therapy.</p>
<p>Our Mission</p>	<p>MAMFT provides professional support, resources, and advocacy to marriage and family therapists while serving as the vital source of relational therapy within the community.</p>
<p>Who We Serve</p>	<p>MAMFT is a statewide association that currently has 1230 members. By in large, the membership is made up of MN Marriage and Family Therapists in various stages of their career development. MAMFT has some out-state members and members from other fields that intersect with the work of MFTs. MAMFT is the largest independent association for MFTs in the nation following California. Breakdowns of MAMFT’s current demographics are shown below. MAMFT also serves the general public by being a powerful resource for the healthy career development of MFTs in Minnesota.</p>

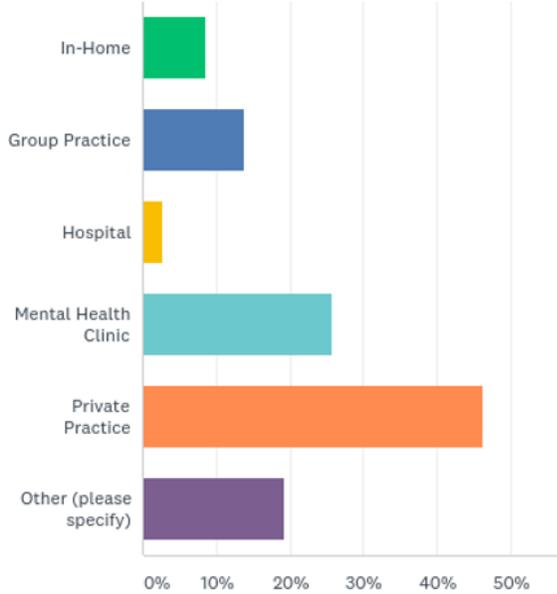
Membership by Member Category (1228 total)



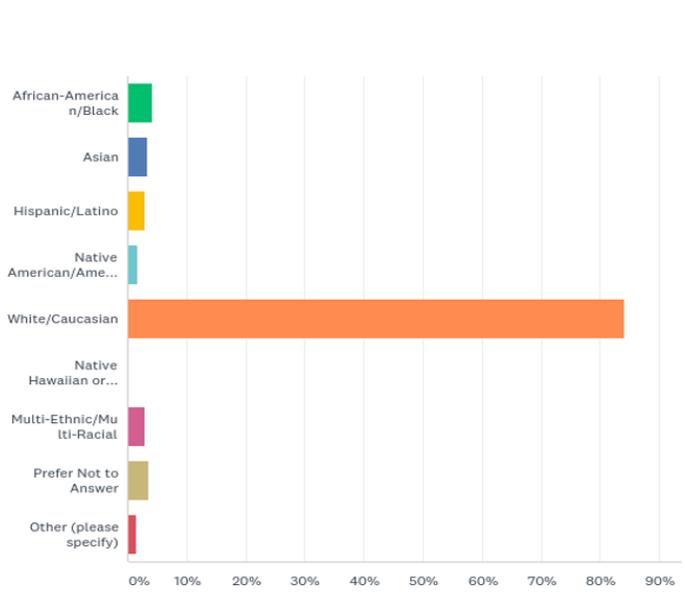
Membership by Location (1228 total)



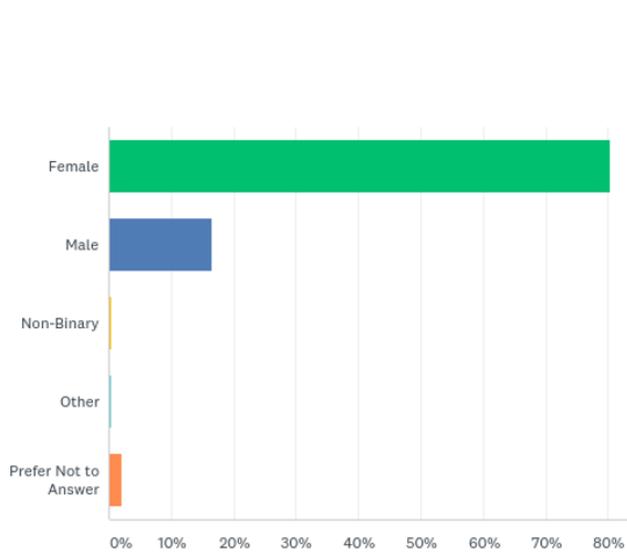
Membership by Practice Setting (Survey Data)



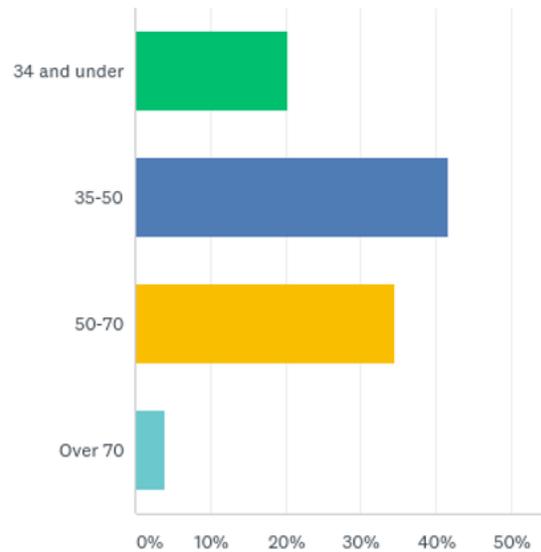
Membership by Race/Ethnicity (Survey Data)



Membership by Gender (Survey Data)



Membership by Age (Survey Data)



Our Current Revenue Streams

MAMFT has three main sources of revenue:

- 1. Membership Dues (34%)**
- 2. Trainings (59%)**
- 3. Advertising (6%)**

*Donations make up the remaining 1%

Our Goals	MAMFT will prioritize the following goals over the next 5 years: <ol style="list-style-type: none">1. Increasing Inclusivity2. Structural Changes that Ensure Sustainability3. Increasing Visibility within the Public Sector4. Creating Strategic Relationships that Enhance the Quality of Professional Life for MFTs in Minnesota5. Making MAMFT the Professional Home for More MFTs in Minnesota
------------------	---

Background and Context

MAMFT was incorporated in 1981 and vendorship was the primary and strong collective focus in the early years. MAMFT operated as a charter of AAMFT (American Association for Marriage and Family Therapy) up until January 1, 2018. The four years prior to this separation was a challenging/draining time for the leadership and confusing time for the membership due to the large amount of uncertainty under which MAMFT was forced to operate. MAMFT was the first division to separate and did so with minimal financial ramifications. Within a year and a half of being independent, MAMFT doubled its net worth. Separation from AAMFT also gave MAMFT increased freedom to make structural and programmatic changes to best meet the needs of its stakeholders. MAMFT had entered a new chapter and the board decided it was important (and now possible) to engage in strategic planning. A Strategic Task Force was formed, which gathered information from MAMFT's stakeholders (primarily members, MFT non-members, and board members) and identified themes. Out of this work emerged this 5-year strategic plan.

It is important to note that currently only 42% of MFTs in MN are members of MAMFT, so the task force decided to focus solely on strategies in which MFTs are considered the target market. Future plans may include the exploration of broadening MAMFT's target market to include relational healers from other mental health disciplines.

Our Goals: 2020-2025

Goal 1: Increasing Inclusivity

Inclusivity: *the practice or policy of including people who might otherwise be excluded or marginalized, such as members of minority groups.*

“Promoting inclusivity amongst all individuals in the MFT community” is part of MAMFT’s Vision Statement. In response to the open-ended survey question, “How can MAMFT be more inclusive of Diversity?”, 14% of respondents noted that they already see MAMFT as inclusive; 10% suggested greater diversity among the board/leadership/committees; 14% suggested focused recruitment efforts at the school level (as early as high school) and 36% suggested changes/additions to MAMFT’s Training Program to increase diversity.

There are many demographic areas where diversity is lacking and/or those in these groups feel undervalued, with the primary ones being ethnicity, political/ideological perspectives and geographical (i.e. rural vs urban). While the demographic make-up of the MAMFT Board of Directors seems to be close in line with that of the membership (i.e. roughly 80% of members (who took the survey) identify as White/Caucasian and 80% of MAMFT’s Board of Directors identify as White/Caucasian) this could also be seen as the result of a negative feedback loop. Further polling would be needed to verify the following, but it appears that most members would get behind efforts that would create a positive feedback loop for increasing diversity among practitioners, the membership and MAMFT leadership.

The below strategies include two approaches: (1) Better communicating/promoting the ways in which MAMFT is inclusive and (2) Programmatic changes and initiatives that promote more diversity in the field and make MAMFT membership and leadership opportunities more attractive to marginalized populations of our community.

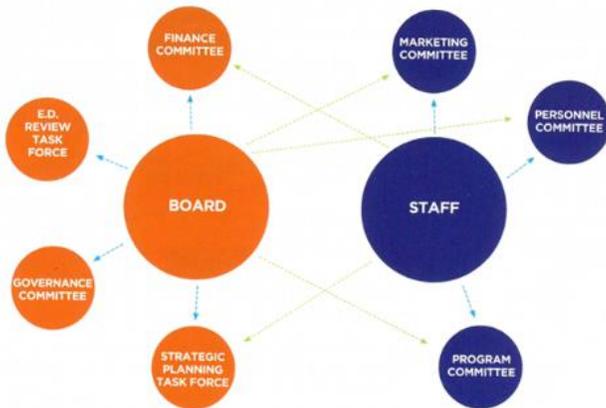
Strategies:

- Support efforts that **increase communication and transparency** from MAMFT leadership. Examples include sharing regular board updates primarily with the use of short videos; providing a detailed yet succinct written annual report to the membership (in addition to the Annual Meeting); communicating the process/rationale behind key decisions with the membership (such as venue selection for the Annual Conference); and better publicizing what we are already doing in this area (ex. note the demographic breakdown of the board somewhere on the website).
- Have the Elections Committee utilize a **recruitment template** that lists the skill sets and demographics we want to ensure are represented on the board so they are aware of the recruitment needs from year to year. See example template: Addendum C.
- **Create opportunities for MFTs of color to connect** with other members in MAMFT, including other people of color in MAMFT.

- **Receive consultation and communicate directly** with those from marginalized populations to better understand how MAMFT can be more welcoming and inclusive (ex. policy changes).
- Promote Marriage and Family Therapy at the college and professional school level (even high school level if it seems appropriate) to facilitate the **recruitment of more diverse candidates into the field**. Begin researching the creation of a Foundation that invests in the therapists of tomorrow through scholarships for marginalized people, which could be supported by donations (i.e. create a “Legacy Society” allowing MAMFT to be included in one’s will) and grants.
- Refer to the **survey responses** for additional ideas.

Goal 2: Make Structural Changes that Ensure Sustainability

Throughout MAMFT’s history, the MAMFT Board has operated as a “working board” which means the board members also serve as the chair of an assigned committee. While this structure is typical in the early stages of an organization (and was required when MAMFT was a charter of AAMFT), we now have the means and see great value in MAMFT transitioning to a “policy board”. With a policy board, the board focuses on strategic planning, the association’s finances, healthy governance and the ED’s performance; and the division of responsibilities/labor between the board and staff being similar to that of the below image. Currently, the MAMFT Executive Board Members are taking the lead on Governance and overseeing the Finance Committee and ED (with the ED being tasked with Strategic Planning) and the At-Large Board Members are taking the lead on the Program Committees and Marketing. With this structure, Committee Chairs (also Board Members) are spread thin (keep in mind these are volunteer positions) and committee structure and volunteer management easily fall to the wayside, which leads to poor member engagement. Therefore the following strategies are targeted at transitioning the MAMFT Board to a policy board and restructuring the division of labor in a way that promotes far greater member engagement, a goal supported by the survey outcomes. In response to the survey question, “What areas should MAMFT prioritize in the next 3 to 5 years?” (8 options given) the third-highest area was “Member engagement and sustainability of the organization.”



Strategies:

- Work with a non-profit consultant (such as from Propel Non-Profits) to **re-evaluate the current board/committee/staff structure** and task division to identify necessary changes in order to transition from a “working board” to a “policy board”. Changes might include reducing the number of standing committees, having program committees overseen by staff, changing board term lengths, having a smaller board, etc.
- Do a **review of the bylaws** and identify changes to be put to a vote of the membership that allow the organization to be more nimble and implement the structural changes necessary to have a policy board.
- Ensure that every position and committee has a **clear documented purpose** and that the new structure increases productivity, professionalism, diversity and member engagement. Utilize the information gathered from the board interviews in this process.
- **Increase staff** driven areas:
 - Hire a part-time Training Coordinator (trainings were identified as the top member benefit)
 - Advocacy (members are wanting a stronger effort in this area): Hire someone skilled and passionate about working with legislators and insurance company decision-makers on behalf of MAMFT members.
 - Increase the Administrative Assistant’s weekly hours to ensure prompt communication with members and to take on more of the administrative-type responsibilities that board members and the Executive Director are currently managing.
 - Hire a marketing consultant to make recommendations for better reaching our target market. Have staff or a firm manage marketing with the expectation that the person/firm would need to increase membership by X% in order to cover their pay. Consider re-branding with a clear/updated mission and plan for the association in place.
- Implement an ongoing **evaluative process**, which includes regular gathering of stakeholder feedback.
- Implement an Executive Director **succession plan**.

Goal 3: Increase Visibility Within the Public Sector

Part of MAMFT’s mission statement is “serving as the vital source of relational therapy within the community”. While MAMFT programs support this in indirect ways (ex. trainings that support the development of local relational healers), there has been minimal effort by the association to date in directly promoting the field with the public.

Strategies:

- Organize two or more member gatherings a year that involve doing **community service** and provide visibility (while also creating space for member networking).
- Identify a **social justice effort** that most or all of the membership can get behind such as increasing access to mental health services. Find ways to collectively support the effort while also creating visibility.
- Participate in two or more **community events** a year that support visibility such as the MN State Fair and Twin Cities Pride. Have staff take the lead in preparing for these events, with the possibility of handing this responsibility off to volunteers once the process has been streamlined. Community events could also include hosting workshops for the public.
- Create a **public directory** for finding an LMFT in Minnesota.
- Better utilize **digital media** to connect with the public sector.

Goal 4: Create Strategic Relationships that Enhance the Quality of Professional Life for MFTs in Minnesota.

Professional associations exist because there is power in numbers and a unified voice when it comes to having influence with other systems (i.e. the legislature, insurance companies, etc.). It's hard to sell this reason for membership when there isn't a clear strategy in place for doing so. Keep in mind, when MAMFT was unsure of its future (and in particular it's financial future) it seemed appropriate to cut back on the significant expense of paying for a lobbyist (in addition to seeing minimal results from the lobbyist at the time). But it rang through in multiple areas of the survey that members are feeling the lack of a concerted effort in this area.

In response to the survey question, "What areas should MAMFT prioritize in the next 3 to 5 years?" (8 options given) the second-highest-rated (following quality trainings - score of 5.66) was "Legislative advocacy that protects and increases the viability of the field of MFT" (score of 5.61) and the fourth-highest was "Strengthening relationships and influence with insurance companies" (score of 4.66). In order for MAMFT to remain relevant, the members (and non-members we're looking to attract) must be able to trust that MAMFT is keeping a close eye on and addressing threats to the field, along with actively and effectively utilizing our membership base and dollars to further the professional lives of MFTs.

Note: While MAMFT has some members outside of the state of MN, MAMFT is currently not in a position to make these efforts in additional states. However, MAMFT is active in a group made up of leaders from independent state divisions that is seeking to address the unmet national needs of MFTs.

Strategies:

- Support the **development of research/literature** that demonstrates the value of Marriage and Family Therapy, with audiences such as legislators and insurance company decision makers in mind.
- **Utilize staff** to build influential relationships with legislators and insurance companies. This staff will also be in charge of finding ways to best organize the membership around issues that members value and for which member voices are needed. Efforts would focus on things like strengthening mental health parity, increasing access to insurance panels, couples and family therapy being a billable code and being able to bill Medicare.
- Find ways to promote and be an **advocate for “best practices”** and “standards for the profession” via trainings, producing materials and providing an avenue for supervisees to give anonymous feedback about their site and/or supervisor.

Goal 5: Make MAMFT the Professional Home for More MFTs in Minnesota

Currently, there are 2572 LMFTs and 284 LAMFTs in MN for a total of 2856. Add to that approximately 300 students in MN MFT programs and there are 3156 people in MN in route to be or serving as LMFTs. That means MAMFT is not serving as the professional home for 1928 (61%) of the people in its primary market. Increasing membership plays an important role in supporting the above four goals, while it should also be an outcome of the efforts in the above four areas. On the following page is how survey respondents answered the following question: “What do you see as the reason(s) for being an MAMFT member? (Select all that apply)”.

Q12: What do you see as the reason(s) for being an MAMFT member? (Select all that apply)

Answered: 392 Skipped: 29

ANSWER CHOICES	RESPONSES
Discounted rates for MAMFT trainings	65.82% 258
Access to the classified email blast/web pages	50.51% 198
Discounted advertising rates	10.20% 40
Greater networking opportunities	53.57% 210
Being able to serve on the MAMFT Board or a committee	9.44% 37
Access to professional practice support	48.47% 190
Having a local professional home and united voice for MFTs is important and my MAMFT membership helps to ensure that	63.01% 247
Other (please specify)	8.16% 32
Total Respondents: 392	

Powered by  SurveyMonkey

The below strategies include two approaches: (1) Having a strong message around one's ethical responsibility in being a member (i.e. "stronger together") and (2) increasing the individual benefits to members (which is a far easier sell).

Strategies:

- Have a **strong cohesive message about MAMFT's purpose** (emphasizing the value of unity and strength in numbers over individual benefits). The current mission and value statements should be evaluated as part of this effort to make sure they are relevant. All board members should have a strong elevator speech about membership and be actively looking for opportunities to promote membership and build key alliances in their day to day lives.

The following survey response by a non-member speaks to the above strategy: **Why are you not a member?** *"Money. But I am considering it after hearing about how the organization fights for our rights in MN. I hadn't thought of it that way and had only focused on the immediate payout to me. Now thinking with that lens that it is a way for us to look out for our field and build that way it makes more sense to join."*

- Implement ongoing ways to promote membership at MFT programs in MN.
- Support programs (current and new) that **provide added member value**. Specific requests/feedback from members and non-members include:
 - Training/CE opportunities (top benefit named). It's important that MAMFT's trainings have a reputation of being well organized, enriching to one's practice and systemically focused (consider hiring a part-time training coordinator and create a stronger presenter vetting process).
 - Strong legislative and policy efforts that enhance the professional lives of MFTs (See Goal #4).
 - More resources for private practice practitioners (the practice setting for the largest number MAMFT members).
 - Increase accessibility for Greater MN members. Continue to invest in digital means to reach more Greater MN practitioners with training, meetings, and networking.
 - Look into providing things like group 401K and group health insurance (if it's not do-able then communicate why) and discounts on things like liability insurance, supervision, and EHR software.
 - Provide legal/ethical consultation (start with (1) resource lists on the website on which all members have the option to be listed, though not endorsed by MAMFT and/or (2) regular consultation groups facilitated by vetted leaders).
 - Other resources/program ideas to consider: internship database for students, CEU management database to prevent license lapses and certification for practice areas.

About MAMFT's Strategic Planning Process

MAMFT's strategic planning process began with two member surveys conducted in 2015 and 2017. Surveys were intended to better understand members' thoughts about separating from AAMFT and an assessment of the needs and future direction of MAMFT. In 2019, the MAMFT Executive Director was tasked with creating a formal five-year strategic plan. In June 2019, a seven-member strategic planning committee was formed representing licensed, pre-licensed, student, retired and Greater MN members of MAMFT that also had a diverse range of demographics. The committee used two avenues to gather new data: face to face board interviews and an online survey to MFT members and non-members (utilizing the MN MFT Regulatory Board list). The committee's process was intentional about gathering data from the full scope of MAMFT's members and non-members to ensure that all voices were heard.

The committee leveraged work completed at the 2018 Board Retreat which resulted in the following suggested strategic goals of increased member engagement, increased visibility, building relationships with key decision-makers (legislature, insurance companies), succession planning and board restructuring. Moreover, the committee used the SWOT analysis created by the board in 2017 along with the existing vision and mission of MAMFT to build the five-year strategic plan recommendations.

Strategic Planning Committee Members

Sara Bidler, MS, LMFT
Executive Director, MAMFT

Casey Skeide
Student Representative - Board of Directors, MAMFT

Karen Irvin, PhD, LMFT
Minnesota Mediation & Counseling Center; Former MAMFT Board President

Marinda Kimmel, MSE, LMFT, NCC
Five Rivers Mental Health Clinic, Greater MN Clinical Member

Cerise Lewis, MS, LAMFT
Threads of Hope Counseling, Pre-Clinical Member

John Reinert, LMFT
Mystic Lake Casino Hotel, Clinical Member

Tiffany Zitzewitz
Strategic Planning Consultant, Student Member

Addendums:

A. Budget Considerations for 2020-2025

- Consultation on the board/committee/staff restructuring
- Funds for Change Management
- Marketing Consultant
- Legislative/Policy Advocate
- Increased Administrative Assistant Hours
- Training Coordinator

In addition to expenses related to the above items, also budget where there should be a return on investment.

B. Timeline



C. Example Board Profile Workshop to be used by the Elections Committee

[insert company] Board Profile Worksheet: Please self report your own skills, experience and connections. Do not be modest and please explain in the comment column your response to each item. If there are any items to which you feel uncomfortable responding, please "abstain" in the comment next to that item or category.

Name:

Categories	Describes me: Y/N	Comments:
Area of Expertise/Professional skills		
Fundraising networks and connections to help raise funds		
Interest or ability in fundraising		
Finance		
Government		
Legal		
Social media		
Marketing		
Organizational Leadership		
Public Relations		
Investment/Wealth Management		
Strategic or long-range planning		
Event Planning		
Personal or professional experience with:		
Hospice		
Palliative Care		
Geriatric		
Bereavement/End of Life services		
Education		
Community connections		
Health Care		
Advocacy		
Music Therapy		
Public Policy		
Integrative Care Services		
Social Work		
Clinical background		

Organizations - connection or experience with:		
Assisted Living/Memory Care/ other residential facilities of this type		
Companies near the residential hospice		
United HealthCare/ other large company connection		
Are you:		
Self-employed		
Small Business		
Retired		
Other Large Business/ Fortune 500		

Other		
Demographics		
Age		
- Under 35		
- 35-50		
- 51-65		
- Over 65		
Education Background		
- High School Diploma or Equivalent		
- Four Year Degree		
- Masters Level Degree		
- Doctorate & Above		
Gender		
- Female		
- Male		
Geographical Location		
- St Paul		
- Minneapolis		
- Suburbs		
- Greater Minnesota		
Race/Ethnic Background		
- Asian/Pacific Islander		
- Black/African American		
- Hispanic/Latino		
- Native American		
- White/Caucasian		
- Other		
- Other (disability, sexual orientation, other characteristics)		
Length of Past Board Service		
More than 10 years		
5-10 years		
2-5 years		
Less than 2 years		