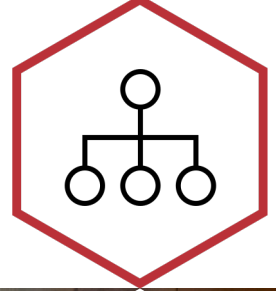
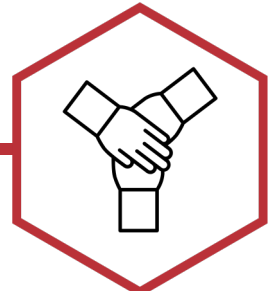


2022 - 2025 Strategic Plan

ADVANCING EXCELLENCE & BUILDING COMMUNITY



EDITORIAL
FREELANCERS
ASSOCIATION

EXECUTIVE SUMMARY

The Editorial Freelancers Association (EFA) has a bold vision:

a vibrant community of freelance editorial professionals — esteemed for their expertise, inclusive in their ethos, and thriving in their businesses —helping clients launch ideas into the world.

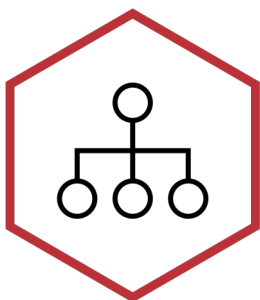
Before this dynamic community included editors, writers, indexers, proofreaders, researchers, desktop publishers, translators, and others who offer a broad range of skills and specialties, the EFA pioneered a freelancers network for mutual support and advancement. The EFA is now recognized throughout the publishing industry as the source for professional editorial assistance, training, education, and job listings. The EFA serves more than 3,000 members with a broad array of skills across a network of more than 30 regional chapters.

MISSION

The EFA advances excellence among our dynamic community of freelance editorial professionals by providing opportunities for business development, learning, and networking. Our resources help our members and their clients build successful collaborations.

There is so much critical work ahead. While the EFA continues to grow, we also turn our attention to the evaluation of operational efficiencies and effectiveness as well as human-centric priorities related to engagement and inclusion. The resulting strategic plan was a deliberate and collaborative 8-month process that encompassed market context, staff evaluation, and organizational review. With diverse stakeholder and member input, the 2022 – 2025 Strategic Plan unites our deep experience, knowledge, and success in a proactive and assertive plan that will induce the type of impact, value and change envisioned when the EFA was originally founded.

KEY STRATEGIC PRIORITIES



Streamline & Systematize Structure & Governance

- Analyze governance
- Prioritize integration of EDI
- Realign structure
- Streamline decision making

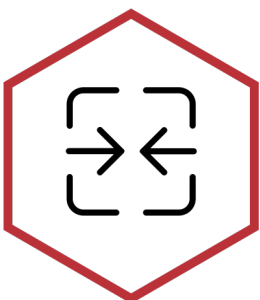
Desired Outcome: An effective and representative board that is accountable to the membership and that provides oversight to an organizational structure that is staffed appropriately for sustainable growth.



Elevate & Integrate Equity, Diversity & Inclusion

- Build on Diversity Initiative
- Invest resources to promote EDI
- Ensure safe and accessible spaces
- Provide inclusive pathways

Desired Outcome: This organization-wide challenge and priority stands as a dedicated strategic objective while working within the other strategic goals to integrate diversity, equity, and inclusion across all EFA programs.



Engage & Strengthen Membership

- Prioritize engagement
- Define value proposition
- Harness member data
- Stabilize membership

Desired Outcome: A diverse and representative membership that is engaged and growing, seeing the value in the organization and the relationships it creates.



The EFA aims to ensure that equity, diversity and inclusion initiatives are prioritized within each area of strategic focus. This overarching commitment to EDI is intentional. The EFA wants to ensure it is ingrained throughout all activities.

KEY STRATEGIC PRIORITIES



Professionalize & Expand Education

Manage efficiently
Expand offerings

Ensure content reflects EDI commitment
Professionalize business operations

Desired Outcome: A professional and valued educational program that addresses the evolving needs of all members and their clients, providing sustainable revenue and enhancing the reputation of the EFA.



Coordinate & Optimize Communications

Evaluate communications
Professionalize processes

Concentrate on integration of EDI
Develop comms. strategy

Desired Outcome: Effective, data-driven, and welcoming communications that are strategically focused and coordinated across channels.

THE PROCESS

EFA volunteer leadership, staff, and members participated in a comprehensive, thoughtful, and transformative strategic planning process facilitated by Brewer Pratt Solutions LLC. The strategic plan, covering the period January 2022 - January 2025 was created through a series of five Strategic Planning Task Force working sessions held virtually over the course of three months. The task force considered market disruption, changing member needs, cultural shifts, financial realities and staff/volunteer capacity in developing the future direction for the EFA. Specifically, this informed and comprehensive process included:



*Member
& Staff
Surveys*



*Mission and
Vision
Development*



*SWOT Analysis
& Resource
Alignment*



*Strategic
Tactics &
Measurables*



*Internal Org.
360 Review &
Evaluation*



*Future
Scenario
Brainstorming*



*Preparation of
Implementation
Matrix*



*Board Review,
Approval &
Adoption*





ABOUT THE EFA

OUR MISSION

The EFA advances excellence among our dynamic community of freelance editorial professionals by providing opportunities for business development, learning, and networking. Our resources help our members and their clients build successful collaborations.

OUR VISION

A vibrant community of freelance editorial professionals—esteemed for their expertise, inclusive in their ethos, and thriving in their businesses—helping clients launch ideas into the world.

COMMUNITY

EXPERTISE

OPPORTUNITY