



FY25-28 STRATEGIC PLAN



OUR MISSION

To advance the use of marine technologies to further responsible use of the ocean through technology innovation, increased public awareness, and expanded career and educational programs.



OUR VISION

The global marine technology community that inspires, catalyzes, and advances innovative technology and ideas for sustainable use of our ocean.



FY25-28 STRATEGIC PILLARS



Expansion of a Diverse Community



Enhancements to Member-Driven Programming



Thought Leadership Through Convenings



Enrichment of Public Programs & Competitions



Communication to Drive Impact



Responsible Stewardship

MTS Strategic Plan for FY25-FY28: Guiding Future Priorities and Growth

The MTS Board of Directors, in tandem with HQ leadership, is pleased to present the organization's Strategic Plan for FY25-FY28 (July 1, 2024-June 30, 2028). The plan is arranged into six strategic pillars, each containing actionable areas of focus for the upcoming four-year period. These strategies will layer into, support, and supplement the day-to-day operations of the Society and guide organizational priorities and investments.

MTS is committed to delivering value to you, our members, and to the broader marine technology community. Our Board and HQ staff team look forward to serving you for the next four years and beyond.

For more information or to get involved, visit mtsociety.org.



1

Expansion of a Diverse Community

We believe that our member community is our greatest asset. Serving that community is not just a part of our mission - it is the core of everything we do. To effectively serve our industry and cultivate an engaged community, we are focused on the expansion and enrichment of a diverse community of MTS leaders, members, partners, and active volunteers.

Our membership includes the leaders of today's marine technology ecosystem. Sustaining the expansion of our member community alongside the synchronous growth of the Blue Economy is essential to ensure that our community and programs cultivate the skilled leaders of tomorrow. To ensure our people remain dynamic and equipped to navigate emerging challenges, we are investing in a robust infrastructure for MTS board, section, committee, and staff succession planning. By investing in mentorship and leadership development, we will nurture the next generation of leaders who will bring fresh perspectives and innovative solutions, safeguarding the longevity and adaptability of our organization.

Focus Areas:



Succession Planning & Leadership Development: Establish infrastructure for succession planning across board, section, and committee leadership roles with a focus on recruitment, mentorship, and leadership development.



Membership Growth & Diversity: Expand member recruitment through event engagement, outreach to underrepresented sectors, strategic partnerships, referral campaigns, and re-enrollment efforts.



Engagement & Community Building: Develop pathways to engage event sponsors, competition alumni, program partners, and volunteers in the full diversity of MTS programs, while increasing volunteer involvement in competitions and partner programs.




2


Enhancements to Member-Driven Programming

Enhancements to member-driven programming represent a critical strategic initiative for MTS - those investments bolster our ability to dynamically respond to the evolving needs and priorities of our members and community. By empowering component units such as sections, committees, competitions, and other initiatives to deliver impact-oriented programs and services directly aligned to our members' needs, we will strengthen our mission alignment across all levels of the organization.

Encouraging member-driven programming not only enhances our program impact and relevance but also fosters a sense of ownership within our impact into the future, leveraging the power of each member contributing directly to our overarching goals, ultimately leading to a more engaged and motivated member community.

Focus Areas:

 **Enhance Student Engagement & Support:** Enrich the student section landscape by fostering connections with regional sections and competitions, providing resources and guidance to student and faculty leaders, and developing programming that directly aligns with student needs.

 **Catalyze Growth through MATE Expansion:** Invest in the expansion of the MATE competition into new regions, leveraging its growth to stimulate section development, volunteer engagement, and cross-program integration.

 **Strengthen Communication & Collaboration:** Facilitate regular communication between HQ and component units through streamlined reporting, member communication, and forums for engagement, while supporting output that aligns with our strategy and positions MTS members as global thought leaders.



Thought Leadership Through Convenings

For more than 60 years, MTS has served as the premier forum for marine technology conversation, collaboration, and partnership. Serving as a convener and thought leader remains central to our mission. Elevating the collective ideas and voice of the marine technology community ensures our industry remains at the frontier of innovation and impact.

By offering high-impact events that foster industry-wide engagement and knowledge sharing, we help to accelerate the development, adoption, and scalability of next generation marine technologies while strengthening members' connections and partnerships within the community.

Our convening power allows us to play an influential role in policy conversations that shape the global marine technology ecosystem. Through collaborations with legislators, industry stakeholders, and MTS leaders, we will continue to host international, domestic, and local policy-driven events and provide direct feedback to government leaders that amplifies members' voices on critical economic development, investment, regulatory, and legislative issues.

Focus Areas:



Feedback-Driven Prioritization: Implement regular feedback mechanisms across platforms to capture insights on event topics, learning methods, professional development needs, and event timing, guiding the refinement of MTS programs and convenings.



Intentional Events Curation: Optimize a carefully curated events portfolio to allocate resources effectively, enhance collaborative efforts with strategically aligned partners, and deliver high-value events that resonate with audiences across the MTS community landscape.



Policy & Legislative Engagement: Invest in connections with policymakers and key stakeholders to host impactful legislative briefings, support hearings, and enhance policy-oriented convenings at domestic and international levels.



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Enrichment of Public Programs & Competitions

Sustained innovation in marine technology requires the development of and investment in programs that inspire, expand, and enrich tomorrow's workforce. Through novel and accessible programs, competitions, and support mechanisms we can forge deeper connections across the entirety of the marine technology community, including among groups historically underrepresented within the MTS community such as startups, investors, and students spanning the full spectrum of competency-based, 2-year, 4-year, and post-graduate educational programs.

Supporting these audiences through customized initiatives enriches the knowledge-sharing and collaboration of our network, enabling access to opportunity for companies new to the market, emerging innovation ecosystems, and individuals who may not have previously considered a career in marine technology. This broadened participation will ensure an expanding community of companies, organizations, and programs has access to a larger, deeper, and more experienced workforce pool.

Focus Areas:



Inclusive Engagement Through Programs & Competitions: Design initiatives that invite participation from a broad range of stakeholders, including emerging professionals, startup companies and entrepreneurs, investors, and students.



Accessible Skill-Building Pathways: Expand opportunities for skill-building and competency validation through microcredentials and certifications developed with industry and educational partners, providing hands-on learning and career advancement resources that serve a wide range of backgrounds and experiences.



Enhanced Student Support: Strengthen outreach and scholarship initiatives to increase access and impact by streamlining application processes, broadening awareness efforts, fostering new partnerships, and creating new pathways to invest in and support student success.



5 Communication to Drive Impact

A comprehensive, clear, and dynamic communications approach serves as a foundational element of our member engagement, connectivity, and growth priorities. Our strategic approach to communication allows us to clearly tell our story, ensuring our members and stakeholders understand the value MTS brings to the marine technology community. By defining a consistent communication cadence that leverages a constellation of partners to amplify our message, we can effectively deliver content that resonates across our entire audience, fostering a deeper sense of connectivity and catalyzing member engagement. This clarity in communication not only strengthens relationships within the community but also helps attract new partners and supporters who are aligned with our mission.

Delivering high quality and relevant content is central to our role as a professional society. Through reports, stories, articles, and commentaries, including in the *MTS Journal*, our rich library of engaging content will maximize the visibility and impact of our members. Highlighting industry advancements and success stories reinforces our role as the leading forum for marine technology innovation and impact.

Focus Areas:



Target Communications Cadence: Develop a structured, impactful communication rhythm that delivers relevant, value-added content for members and amplifies our message across multiple platforms.



Enhanced Content Reach & Engagement: Strengthen the reach and quality of MTS content, including the *MTS Journal*, by aligning editorial content to emerging and priority topics, engaging new contributors, and cross-promoting content throughout MTS and partner channels.



Unified & Consistent Brand Messaging: Empower industry champions and component units to align with MTS branding and messaging while spearheading outreach efforts that resonate across partnerships and shared initiatives.



6 Responsible Stewardship

Responsible stewardship of our financial, human, and other capital resources is vital to ensure the long-term sustainability and growth of MTS. Forward-looking organizational structures and policies, streamlined human resource practices, and optimized financial management will not only support our staff and volunteer leadership but will also foster an operating environment that supports innovation and adaptability. This foundational strength is crucial for us to remain mission-aligned and responsive to the evolving needs of our members and the broader community.

Through refined asset management, investment, and revenue expansion strategies (both organic and inorganic), we can mitigate risk and seize growth opportunities, allowing us to allocate financial resources where and when they are needed most. A continued focus on the long-term financial health and stability of the organization empowers our team to maintain its commitment to the marine technology field, ensuring that we continue to provide valuable services and support to our community for decades to come.

Focus Areas:



Streamlined HR & Professional Development Practices: Establish efficient HR systems to support organizational growth through competitive compensation structures, enhanced employee benefits, impact-centered goal setting and performance evaluations, and expanded professional development for staff and volunteer leaders.



Optimized Asset & Investment Strategies: Enhance asset management and investment approaches to ensure long-term financial health, including streamlined banking and cash flow management and exploration of mission-aligned investment opportunities.



Expanded Revenue Opportunities: Identify and cultivate new revenue sources that align with our mission, such as partnerships, sponsorships, and philanthropic contributions, while focusing on improving the profitability of key initiatives.



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