



2024 -2026 STRATEGIC PLAN



The Commonwealth of Massachusetts
Asian American and Pacific Islanders Commission



COMMONWEALTH OF MASSACHUSETTS ASIAN AMERICAN AND PACIFIC ISLANDERS COMMISSION

One Ashburton Place, 12th Fl
Boston, MA 02108

aapic@aapicommission.org

The content of this report was prepared by
Dr. Heang Rubin, Principal and Founder of
CHIC Community Engagement Consulting.



Design by
Anne Lizette Sta. Maria
AAPIC Executive
Communications Specialist

BACKGROUND

The Massachusetts Asian American and Pacific Islanders Commission (AAPIC) is a statewide entity founded in 2006 to serve the diverse Asian American and Pacific Islander (AAPI) communities in the Commonwealth. Twenty-one appointed Commissioners serve in any given year. Four full-time staff and several interns support the work of the Commission. The Commissioners and staff serve the greater AAPI communities through advocacy, resource-sharing, a small grants program, a youth council, regular listening sessions, and an annual Unity Dinner.

Between August 2023 and January 2024, the AAPIC underwent an intensive strategic planning process to develop strategic goals for the next three years. Through this process, the AAPIC wanted to clarify its work, determine its role in the Commonwealth vis a vis other AAPI groups in the Commonwealth, strategize on key partnerships, and develop a way to assess its impact. In articulating and agreeing upon strategic goals, Commissioners hoped to clarify their role as well in the ecosystem of AAPI-serving groups in the Commonwealth. Through the strategic planning process, the AAPIC laid the groundwork for charting a new path forward with more intention and focus.



QUESTIONS GUIDING THE STRATEGIC PLAN

The AAPIC engaged two outside consultants from CHIC Community Engagement Consulting to lead their strategic planning process. A strategic planning sub-committee composed of staff and Commissioners, with facilitation by CHIC, met monthly to guide the process. Collectively, the AAPIC developed the following questions to guide their strategic planning process:

- How can the Commission leverage its role as a state agency to have a greater impact on the AAPI community?
- How can the Commission assess and deepen its impact?
- How can the Commission uplift and amplify the issues and contributions of the AAPI community?
- How can the Commission maximize the impact of its work based on its funding and capacity?
- How can it narrow its focus?
- How is its role distinct from and complementary to the work of AAPI community-based organizations?
- Which programs, populations, and policy initiatives should it focus its energy on?
- What decision-making structure can best allow the Commission to do its best work?
- Does the Commission utilize all the tools that have been given in the laws?

DATA COLLECTION FOR STRATEGIC PLAN

CHIC prepared an on-line survey for data collection. Questions were framed within a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. Surveys were sent to 160 individuals including Commissioners, former Commissioners, founding members, Staff, Asian Caucus, grant recipients, listening session participants, youth council. The survey garnered 32 responses (20% response rate). Most survey respondents answered all questions. Participants often wrote multi-sentence answers. There was not participation from individuals from the following categories -- appointing authorities, youth council, Asian Caucus -- which are potential sources for further discussion/data collection through other methods. The survey questions included:

- What is your relationship to the Commission? If you are not a member of or staff of the Commission, please indicate what type of organization you represent.
- What does the Commission do well?
- What is unique about the Commission?
- What makes the Commission distinct from AAPI community-based organizations?
- What excites you about being part of the Commission? What challenges does the Commission face to maximizing its impact on the AAPI community?
- What areas of the Commission's work need improvement

- What possibilities do you see for the Commission in its work?
- What can [the] Commission do to leverage its position as a state entity?
- Where should the Commission focus its time, resources, and energy?
- What external obstacles do you see facing the Commission?
- What is changing in the political, economic, technological, legal, or environmental sphere that could hurt the work of the Commission?
- Is there any other feedback you'd like to provide to the Commission as it develops its three-year strategic plan?

DEVELOPMENT OF THE STRATEGIC PLAN

Data from the survey was used to develop four draft strategic goals for the AAPIC. A day-long in-person retreat was organized for Commissioners in November 2023. During the retreat, the AAPIC discussed the mission statement and the four draft strategic priorities. During the retreat, Commissioners brainstormed goals and objectives for each of the four strategic priority areas. This information was compiled into a document for the AAPIC and Commissioners were given an opportunity to provide feedback on the strategic priorities. In addition to discussing strategic priorities, the retreat gave the AAPIC time to discuss the refining of the sub-committee structure in order to streamline work. The AAPIC voted on adoption of the strategic plan and sub-committee structure at the January 2024 meeting.

AAPI COMMISSION STRATEGIC PRIORITY AREAS 2024 - 2026

1

Elevate the voices of AAPI individuals who call Massachusetts home through fair distribution of resources to achieve equitable outcomes.

2

Increase the visibility of the AAPI Commission and its work by giving a public voice to issues the community cares about.

3

Build strategic partnerships and be a bridge to state-level agencies and institutions.

4

Develop infrastructure for monitoring and evaluation (M&E) system for the Commission's work and accountability.

STRATEGIC PRIORITY 1

Elevate the voices of AAPI individuals who call Massachusetts home by building clear accountability and the fair distribution of resources to achieve equitable outcomes.

- Advance legislative policy-driven change on issues identified by the Commission as most impacting AAPI communities.
- Monitor implementation of legislation pertaining to AAPI community
- Increase use of the Commission’s powers to be a liaison between communities and legislators (e.g., hearings, Listening Sessions)
- Build partnerships with advocacy groups to advance public awareness of current legislative issues
- Elevating youth voice through the Youth Council

This strategic priority amplifies the advocacy role of the AAPIC. Each year, the AAPIC will focus on 1 – 3 key issues areas to guide their legislative advocacy work. The AAPIC will lean into its powers to hold hearings on these key issues. This strategic priority directs the AAPIC to build stronger relationships with legislators, government agencies, the appointing authorities, and key community-based networks and organizations to move an AAPI-focused policy agenda forward in Massachusetts.



STRATEGIC PRIORITY 2

Increase visibility of AAPI Commission and its work by giving a public voice to issues the community cares about.

- Share outcomes of the Commission
- Grow the Commission's visibility to the full community.
- Increase media presence of the Commission's work
- Increase Commissioners' ability to share the work of the Commission with their networks and communities.

This strategic priority seeks to elevate the visibility of the AAPIC through greater presence at the grassroots level as well as in the media. This will also help the broader AAPI community know about and understand the role of the AAPIC in advancing equity for AAPIs in the Commonwealth.



STRATEGIC PRIORITY 3

Build strategic partnerships and be a bridge to state-level agencies and institutions.

- Build partnerships with research institutions (e.g. University of Massachusetts Boston, state agencies) to gather annual data on the Massachusetts AAPI community
- Strengthen partnerships with community organizations
- Increase connections in all regions of the state
- Build relationships with other affinity commissions

The AAPIC strives to fine-tune its strategic role in the State of Massachusetts as a clearinghouse and convenor. Many look to the AAPIC to serve as a central place for the collection and dissemination of data about the state of the AAPI community in Massachusetts. As a convenor, the AAPIC is an ideal body to bring together the diversity of the AAPI community in Massachusetts, with particular attention paid to reaching out and making sure to hear the needs of the Pacific Islander community and AAPIs that live in Western, MA.



STRATEGIC PRIORITY 4

Develop infrastructure for monitoring and evaluation (M&E) system for the Commission's work and accountability.

- Pick the top 2 Sustainable Development Goals (SDG) priorities that the Commission will focus on
- Revamp the website and create a public dashboard that would hold and house the Commission's work

The AAPIC intends to create an evaluation framework to track and measure its outcomes based on the Sustainable Development Goals (SDGs). It will align the SDGs with the key issue areas and develop a publicly-accessible dashboard that will enable people to monitor progress towards outcomes of the Commission.



SUBCOMMITTEE STRUCTURE 2024-2026

At the strategic planning retreat, the Commissioners decided to condense and streamline its work into the following four sub-committees. Each sub-committee has a Commissioner who serves as chair and is supported by a staff member.

1

Governance and Finance Subcommittee (includes Executive Committee): Ensures the Commission is a high functioning body.

2

Government Relations, Policy, and Civil Rights Subcommittee: Facilitates discussion and decisions on how the Commission supports state-level policy.

3

Program & Research Subcommittee: Oversees ongoing efforts of engaging Commissioners and data collection operations including partnership with outside research institutes.

4

Community Engagement and Visibility Subcommittee: Supports community outreach efforts to raise the Commission's visibility and for the communities the Commission serves.