

**TO:** ALA Executive Board

**RE:** Statement of Work for IT External Review

**ACTION REQUESTED/INFORMATION/REPORT:**

Discussion

**ACTION REQUESTED BY:**

Sherri Vanyek, Director, Information Technology and Telecommunication Services (ITTS)

Ron Block, Chair of the Website Advisory Committee

**CONTACT PERSON:** Sherri Vanyek, 312-735-2597, svanyek@ala.org

**DRAFT OF MOTION:**

None

**DATE:** 12/14/2015

**BACKGROUND:** Statement of Work for IT External Review

**ATTACHMENTS:**

Statement of Work for IT External Review

The American Library Association, like many other organizations, is at a critical juncture in its Information Technology development. Also like many other organizations, ALA operates within a framework of tight resource constraints. Unlike many associations, ALA operates within a layered or nested organizational structural, which adds cost and operational complexity. At the same time, demand for IT innovation continues to grow – outpacing even current investment.

In FY2015, based on internal review of IT systems and operations, response to a member survey and an initial review of evolving information technology, the ALA Information Technology and Telecommunications office produced “ALA Strategic Directions Update: 2016-2017.” This document describes current technology implementation projects (contracted and projected through FY17). [Attachment 1]

A careful reading of that update reveals questions of long-term direction and trajectory in several areas:

- Web Content Management System to manage <http://www.ala.org>
- Association Management System (AMS)
- Cloud Computing, specifically remote access to internal system
- New Voice Over IP Implementation, to replace aging Telephone Switch and Voicemail Systems

[Attachment 2 – Technology Projects to Consider for FY17]

While each of these areas requires targeted consultation, it is prudent to take an initial step back and take a high-level look at the overall landscape into which each of these major areas must fit. The review should take into account the following factors:

- Organizational context, including structure and procedures
- Resources – including both financial and human resources
- Management and oversight of systems
- Adoption capacity, both in ITTS and in the larger Association

The review process is intended to be collaborative and facilitative, aiming to discover opportunities for collective decisions that would lead to increased efficiency and flexibility, new perspectives on application of organizational resources and new understanding of essential skills and aptitudes for the IT future (both in IT and in units utilizing IT services).

This collaborative process might seek to answer questions such as the following:

- Are there unidentified synergies among these areas that might enable the Association to achieve additional efficiencies?
- As the Association begins to address each of these broad areas, is there an optimal sequence that would lead to greater efficiency?
- Should the balance between day-to-day support and project implementation be altered?
- How realistic is the scope of the plan in the context of available resources?

The review process includes the following components:

- An internal review, building on the ALA Strategic Technology Directions Update: 2016-2017, to involve consultation with a broad array of Association staff, in consultant with the (member) Web Advisory Committee. The internal review will be co-led by Sherri Vanyek (Director, ITTS) and Keri Cascio (Executive Director, ALCTS). The internal discussion will be based on, but not limited to “ALA Strategic Technology Directions Update: 2016-2017,” as well as the extended discussion of broad post-FY17 issue areas. This internal review will be accomplished in late October –November 2015.

- An external review to begin in Winter 2015. The external reviewer(s) will be selected by the ALA Executive Director based on subject knowledge and expertise, understanding of the association environment, and understanding of ALA and its organizational structure.
- A preliminary report, with recommendations, from the external reviewer(s) to ALA Management not later than late February 2016. This report will be reviewed by and discussed with ITTS and other key Association stakeholders, including the Web Advisory Committee, to surface additional concerns or possibilities.
- A final report, with recommendations, to ALA Management and the ALA Executive Board by Spring 2016, which will support potential impact on the FY18 budget and ITTS plan.
- ~~A series of clear, appropriate communications to ALA members throughout the process.~~ *[Note: This is an internal function, not a consultant function.]*

ALA requires increased clarity on long-term directions Spring 2016, for potential impact on FY17 budget.