

# AASL

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## Strategic Plan

*(Revised September 2005)*

**5-10 YEAR PLANNING HORIZON**  
**~ ASSUMPTIONS ABOUT THE**  
**RELEVANT FUTURE ~**

*In order to make progress against the 10-15 year Envisioned Future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help AASL to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.*

### **Assumptions**

#### **Demographics**

- Individuals will increasingly move from profession to profession.
- School librarianship as a second career will increase.
- The number of school library media specialists entering the profession from non-traditional paths will increase.
- Views on the accessibility and cost of information will continue to be impacted by technology (Technology will be a part of everyone's lives and will affect personal values regarding the accessibility of information - buy vs. borrow).
- The gap between the "have and have nots" will increase and impact social values.
- Resources will be shifted disproportionately to the "have nots."
- Changing demographics will continue to impact the profession.
- Social groups will continue to impact intellectual freedom.
- Libraries will increasingly be viewed as social and community meeting places.
- Changing family dynamics will continue to impact how school library programs serve students.
- Working at home will continue to increase.
- Home schooling will continue to increase.
- The expectation to pay for access to information will increase.
- Increasingly, school librarians will not reflect the demographics of the populations that they serve.
- Increasingly, administrations will not value traditional library services as part of a basic school curriculum.
- People will continue to have greater access to information from their homes.

#### **Legislation/Regulation**

- The need for assisting legislators in understanding the value and role of school librarians will increase.
- Legislation outlining school library staffing requirements will change.
- There will be a greater need to justify the role of school librarians in assessment and standards.

- There will be more governmental mandates to fund.
- There will be more groups lobbying for fewer funding dollars.
- The telecom industry will continue to be regulated and provide broadband access in schools.
- Information filtering will continue to impact access to information.
- Literacy will continue to be a legislative priority.
- Alternative educational paths to school librarianship will grow and be incorporated into regulations.
- Narrowly focused research in reading and learning will continue to influence legislation and regulation.
- There will be an increasing need for library media scientific research in order to secure federal and state funds and grants.

### **Global Business Climate**

- The global power shift toward Asia will continue.
- As a result of the global power shift, the devaluation of the dollar will continue.
- As a result of the global power shift, the balance of trade will change.
- Outsourcing will continue to increase.
- The U.S. deficit will continue to increase.
- Privatization of services will increase.
- Business will increasingly view education as a potential market.
- Business will increasingly influence testing.
- Technology will continue to influence and change required job skills.
- The selling of information will grow.
- Copyright issues will continue to become more global.
- The economic gap between “have” and “have nots” will increase worldwide.

### **Science/Technology**

- There will be more information available electronically both of high and low quality.
- The opportunity for global access to information will increase.
- Technological change will continue at an accelerated pace.
- Connectivity to information will increasingly be everywhere and anytime.
- As a result of technology, anyone can become an information provider.
- The quantity of information provided by the technology will increase and does not guarantee its quality.
- Brain research indicates that the processing areas of the brain are changing which may impact teaching and learning.
- The amount of research will continue to increase, but the quality of results will continue to decrease.
- Technology will continue to impact the economics of publishing in both positive and negative ways.
- Personal interactivity through technology will increase.
- There will continue to be disparity between technology tools and learning outcomes.
- Virtual schools will increase.

- Technology developments will negatively impact copyright issues.
- Technology purchasing will increasingly fall to technology staff.

### **Professional Competition/Structure**

- Certified school library media specialists (SLMS) will increasingly be replaced by paraprofessionals.
- Some traditional responsibilities of the SLMS will be replaced by technology specialists.
- Library professionals will increasingly join technology related associations rather than library associations.
- There will be an increase in virtual education.
- Technology changes will increasingly provide more convenient access to library services.
- The profession will need to continue to support the importance of reading for pleasure.
- Control over the money for technology purchasing will change.
- Highly structured reading programs will continue to have an impact on the profession.
- As current SLMS retire, there will be a shortage of trained professionals to fill these positions.
- The teaching role of the SLMS will increase in importance to ease the interaction with teachers, the curricula, and the school administration.

## **10-15 YEAR PLANNING HORIZON** **~ CORE IDEOLOGY & ENVISIONED FUTURE ~**

*Core ideology describes an association's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** – the association's reason for being – and **core values** – essential and enduring principles that guide an association.*

*Envisioned future conveys a concrete yet unrealized vision for the association. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.*

### **Core Ideology**

#### **Core Purpose:**

To provide leadership for excellence in the school library profession and school library programs.

#### **Core Organizational Values:**

- Commitment to information literacy and reading.
- Commitment to state certified school library media specialists.
- Dedication to life-long learning.
- Visionary and responsive leadership.
- Commitment to organizational excellence and integrity.
- Strength through member involvement.
- Inclusiveness of people and ideas.
- Protection of intellectual freedom.
- Belief in the power of collaboration.
- Influence in education decision-making.

### **Envisioned Future**

#### **Big Hairy Audacious Goal (BHAG):**

To achieve universal recognition of school library media specialists as indispensable educational leaders.

#### **Vivid Description of the Desired Future:**

##### **The Association**

- AASL is recognized as the voice for all School Library Media Specialists (SLMSs).
- AASL is viewed by members as essential for professional growth.
- Members fully participate in the programs and services offered by the association.

- All AASL members feel an individual connection to the association.
- ALA recognizes AASL and its members as important components of the association and the library profession.
- AASL representation in ALA is proportionate to the number of association members.
- Every state has an active AASL affiliate.
- AASL is recognized for advocating excellence in school library programs.
- Legislative bodies and educational organizations seek AASL's input on school library issues.
- AASL is involved in accreditation processes that promote quality programs and content in all schools that educate SLMS librarians.

### **School Library Media Programs**

- Every school has a library with at least one full-time certified School Library Media Specialist (SLMS) and support staff.
- Administrators understand the value of and seek to hire certified SLMSs for their school libraries.
- Information literacy skills are integrated into school curriculums and assessed throughout the learning process.
- School library media programs are fully funded.
- School library media programs exist beyond the school walls.

### **School Library Media Specialist (SLMS)**

- SLMS are active participants in curriculum development and the instructional process.
- SLMS are recognized as leaders in the planning and integration of educational technology.
- SLMS are recognized by the community as an integral part of teaching and learning.
- Teachers are eager to collaborate with SLMS.
- SLMSs are an integral part of the school leadership team.
- SLMSs are advocates for school library media programs on the local, state, and national levels.

### **Students**

- Students and their parents regard the school library media program and its staff as indispensable to the student's education.
- Students are effective users and seekers of ideas and information in a variety of formats.
- Students recognize the SLMS as a teacher and value the school library's program.
- Students become life-long learners who see libraries as a critical resource.

**3-5 YEAR PLANNING HORIZON**  
**~ OUTCOME-ORIENTED GOALS, OBJECTIVES,**  
**AND STRATEGIES ~**

*The following thinking represents goal areas for the next three to five years. They are areas in which AASL will explicitly state the conditions or attributes it wants to achieve. These outcome statements define “what will constitute future success.” The achievement of each goal will move the organization toward realization of its vision. The goal areas are not in priority order.*

*Objectives and Strategies provide direction and actions on how the association will accomplish its articulated goals. Strategic Objectives are considered in the 3-5 year planning horizon while Strategies are considered within the 1-3 year planning horizon. Strategies are reviewed annually by the AASL leadership.*

### **Goals**

#### **Goal Area: Guidelines and Standards**

The school library profession will recognize AASL’s guidelines for school library media programs and information literacy standards for student learning as the model of excellence for the profession.

**Objective 1:** Increase the currency and relevancy of AASL’s guidelines for school library media programs.

**Strategies:**

1. Review the current guidelines. (FY06)
2. Revise, if necessary, the current guidelines. (FY06/07)

**Objective 2:** Increase the currency and relevancy of AASL’s information literacy standards for student learning.

**Strategies:**

1. Review the current standards. (FY06)
2. Revise, if necessary, current standards. (FY06/07)

#### **Goal Area: Advocacy**

All stakeholders will understand and recognize that the school library media specialist and school library programs are essential to teaching and learning.

**Objective 1:** Increase member involvement in national advocacy.

**Objective 2:** Increase member involvement in state advocacy.

**Objective 3:** Increase member involvement in local advocacy.

**Strategies (For Objectives 1-3):**

1. Create a process to collect, on an ongoing basis, relevant national data points that members can use in support of national, state, and local advocacy messages. (FY06)
2. Develop and implement educational opportunities to train members on how to be involved in national, state, and local advocacy. (FY06/07)
3. Develop and implement a plan to communicate AASL advocacy messages, resources, and educational opportunities available to members. (FY06/07)

**Goal Area: Professional Development**

AASL’s professional development opportunities will be important, valuable, and available to school library media specialists.

**Objective 1:** Increase the link between member needs and professional development content.

**Strategies:**

1. Develop a process to research and assess member needs on an ongoing basis using existing survey and research tools. (FY06)
2. Examine existing and potential programs and identify the link to member needs. Consider changing programs if link cannot be made. (FY06/07)
3. Create new programs in response to unmet member needs. (FY06/07)

**Objective 2:** Increase the financial viability of professional development programs.

**Strategies:**

1. Examine opportunities to increase revenue from National Institute. (FY06)
2. Create a process to assess the financial viability of current and potential education programs considering both direct and indirect costs. (FY06/07)

**Objective 3:** Increase opportunities for professional development.

**Strategies:**

1. Examine alternative delivery systems for educational content. (FY06/07)
2. Examine opportunities for additional partnerships for delivering education programs. (FY07)
3. Establish a scholarship program for professional development. (FY08)

**Goal Area: Influence Within ALA**

ALA will understand and support the issues important to school library media specialists and school library media programs.

**Objective 1:** Increase AASL member involvement in ALA leadership.

**Strategies:**

1. Encourage AASL members to vote annually. (FY06)
2. Identify key committees that need a balanced representation of types of libraries, and establish a resolution to implement. (FY06)
3. Create a process to annually identify and recruit AASL members to run for elected ALA positions (i.e. Council, Executive Board). (FY06/07)

4. Identify, recruit, and recommend member leaders for appointment to ALA committees, task forces, and special groups (Helen Adams' Model). (FY06/07)
5. Develop a process to maintain statistics relating to AASL appointments to ALA committees, nominations for office, etc. (FY06/07)

**Objective 2:** Raise the profile of school library media issues within ALA.

**Strategies:**

1. Create a process to increase the number of postings on the ALA Council email list about school library media issues. (FY06)
2. Explore with the appropriate ALA body how the Presidency of ALA could be more representative of all types of libraries. (FY06)
3. Develop an annual briefing communicated from the Board with input from the Affiliate Assembly and committees on ALA issues and work with Division Councilor to distribute to appropriate ALA entities. (FY06/07)
4. Identify opportunities for ALA to assist in communicating AASL's national advocacy messages. (FY06/07)
5. Identify opportunities for AASL members to get more involved in ALA's national advocacy efforts in support of SLMSs. (FY06/07)

**Goal Area: Community**

AASL will be a vibrant, inclusive, accessible, and supportive community for school library media specialists.

**Objective 1:** Increase the number of members involved in AASL.

**Strategies:**

1. Create a process to identify and recruit potential new leaders (boards and committees) within AASL. (FY06/07)
2. Identify ways to better utilize existing electronic resources to increase member involvement. (FY06/07)

**Objective 2:** Increase SLMS' understanding and value of AASL.

**Strategies:**

1. Assess current communication's channels and identify effectiveness in communicating products, services, and resources to members. (FY06)
2. Investigate ways to improve the effectiveness of AASL organizational and committee structures. (FY06)
3. Develop opportunities to use KQ and other appropriate communication channels as community building tools. (FY06/07)
4. Examine current position of website to assess its primary purpose and audience. (FY07)