

**ALA Executive Board  
2006 Annual Conference**

**TOPIC:** ALA Ahead to 2010 -- Implementation

**ACTION REQUESTED:** Discussion

**DRAFT MOTION:** *na*

**REQUESTED BY:** Keith Michael Fiels, Executive Director  
Mary W. Ghikas, Senior Association Executive Director

**DATE:** 16 June 2006

**BACKGROUND:**

With the adoption by Council of the Ahead to 2010 plan in June, 2005, work began on the development of an implementation plan.

*Since the Spring 2006 meeting, Executive Director Keith Michael Fiels has held two intensive sessions with ALA Unit Managers to discuss the draft strategies in Goal V and VI in more depth. Those discussions have led to changes in Goal V and VI strategies. Strategies in all other goals are as presented at the Spring 2006 meeting of the ALA Executive Board.*

Since the approval of ALA Ahead to 2010, the process has consisted of the development of a series of strategies for achieving the objectives within the plan and the identification of those components of ALA responsible for undertaking the strategy. In proceeding to develop strategies, the following steps were taken:

- A discussion of strategies and the role of the divisions in implementing these strategies was conducted at the fall 2005 joint meeting of the ALA Executive Board and the executive committees of the eleven ALA divisions.
- ALA unit managers (division executive directors, directors of ALA offices, and directors of ALA business and support units) have met twice to discuss each goal and to propose potential strategies for reaching the objectives within the goal. 2010.
- The work of the joint boards meeting in fall 2005 and ALA unit managers was incorporated into an initial draft.

- Following the 2006 Midwinter Meeting, additional discussions have been held with Unit Managers regarding the initial set of draft strategies.
- Based on this second round of discussions, a second draft of the implementation plan, containing strategies and identifying those units with primary and supportive responsibility for each strategy has been developed (Attachment 1).
- Based on this review, areas where new collaborative structures are needed are being identified, as well as those areas where additional resources are needed to implement a strategy.
- Development of the FY2007 budget and identification of 2010 initiatives focused on 2010 implementation.

In developing the implementation strategies within a large, participatory and diverse association, a number of principles have been guided the effort:

- Strategies adopted must be clear, specific and “doable.”
- Strategies must clearly lead to achieving the objective and be subject to evaluation.
- Strategies adopted must bring together and leverage the specific actions and projects of multiple, disparate groups within the organization, to focus staff and volunteer time as well as budget dollars.
- Strategies must, in fact, be likely to move the Association toward its Council-approved goals.
- Strategies may be abandoned if they are not successful and new strategies will be added as we learn from our experience.

## NOTES AND DEFINITIONS

### COLUMN A

Headers in column A identify the section of the plan. Note that the Goals, Goal Statements (in bold) and Strategic Objectives (bold) have been approved by the ALA Council; language should not be edited at this point.

### COLUMN B

The draft strategies (italics) are more fluid. (a) They are being created now. (b) They will not go through a formal (Council) approval process. (c) There is an assumption that staff and members will develop new and innovative strategies as we go through the implementation period and those will be added. (d) There is also an assumption that some strategies will prove to be unworkable or unproductive and will be dropped.

### COLUMN C

In an environment where many groups may have responsibility for implementation of a strategy, it is necessary to identify some entity responsible for coordinating and ensuring that progress is being made. Initial assignments are listed in Column C.

### COLUMN D

Column D lists all ALA units with contributing responsibility for this strategy.

## DEFINITIONS

The following broad definitions have generally guided development of the plan. Neither the language nor its application is precise and consistent. It may be helpful to think of the plan in layers, moving from the broadest layer to successively more specific, more "operational" layers.

**GOAL:** An outcome the association is committed to achieving over an extended period of time.

**OBJECTIVE (or STRATEGIC OBJECTIVE):** A more specific desired direction in which the association needs to move over a 3-5 year timeframe in order to achieve the goal. "Typical" language would be *increase, decrease, eliminate, enhance, achieve*....

**STRATEGY:** A broad activity or group of related/similar activities, with a shorter timeframe, and subject to more frequent review. "Typical" language would be *promote, develop, inform, identify, build, articulate* ...

**ACTIVITY:** A specific instance of a strategy. Activities are reviewed regularly -- and would typically connect the plan to a specific, fiscal year project and budget. Activities are not included in this summary; many related activities were included in the FY2007 proposed budget.

In moving toward the definition of outcomes, the following question was posed: "How might we define progress [toward the goal] by 2010? Raising this question clarifies the way we think about the goal -- and thus helps to define strategies that result in forward progress. The question is posed (Column A) directly following each goal statement. Potential responses are included in Column B and will be the topic of ongoing internal discussion over the coming months.

## OUTCOMES:

In some instances, specific units are indicated; in many cases, a collective designation has been used. **DIVISIONS** should be self-explanatory. **OFFICES** includes any unit with that word in its normal title, regardless of department. **MPS** includes Divisions, 5 offices (OA, OIF, OLOS, HRDR, OFD), CONF and ITTS. **CMR** includes the MACS, the Library, 4 offices (PIO, ORS, CRO, IRO) and Membership Marketing. **PUB** should self-explanatory. **WO** includes both OGR and OITP. If **MPS\***, **CMR\***, **PUB\***, **WO\*** is shown as the coordinating body, the intent is that the department collectively, through the department head, is responsible for coordination. **MNGMNT** is the ALA Management Group, including the ALA Executive Director; Senior Associate Executive Director; Associate Executive Directors for CMR, PUB, WO, FIN; Director, Development; and Executive Director/Division. **UNIT MGRS** includes all of the above and the director of every ALA budgetary unit.

## WHO'S WHO

SECTION	STRATEGIES	RESPONSIBILITY
GOAL AREA I		Strategy Coordination Major Contributors
<b>Advocacy &amp; Value of the Profession</b>	<b>ALA and its members are the leading advocates for libraries and the library profession.</b>	
<i>How might we define progress by 2010?</i>	(1) <i>Close importance/performance gap (value survey) (2) % increase in internal/external funding commitment. (3) % increase in evidence-based advocacy messages. (4) Improvement in public perception of libraries/librarians (Gallup). (5) Improvement in young adult agreement with 1st amendment freedoms (Pew). (6) % increase (or target %) of those recruited for advocacy training who engage in at least one advocacy activity during the following year (need baseline) (7) % increase of local/state advocates who say ALA helpful to their effort. (need baseline). (8) Library research clearinghouse established and maintained.</i>	
<b><u>Strategic Objective I</u></b>	<b>Increase support for research and evaluation to provide evidence regarding the value and impact of libraries.</b>	
<b>DRAFT STRATEGIES</b>	<ol style="list-style-type: none"> <li>1. <u>Identify</u> target areas for potential research, development, and evaluation projects, including those appropriate to support media relations initiatives, policy advocacy, and key programmatic priorities.</li> <li>2. <u>Seek</u> external funding to expand research and evaluation.</li> <li>3. <u>Monitor</u> relevant current research projects in academic institutions, foundations, and government agencies.</li> <li>4. <u>Create</u> a clearinghouse for relevant research on libraries.</li> <li>5. <u>Develop</u> evidence-based advocacy messages from new and existing research and data.</li> </ol>	<p>OFFICES, DIVISIONS</p> <p>OFFICES, DIVISIONS</p> <p>OFFICES, DIVISIONS</p> <p>OFFICES, DIVISIONS</p> <p>OFFICES, DIVISIONS</p> <p>OFFICES, DIVISIONS</p>
<b><u>Strategic Objective II</u></b>	<b>Increase public awareness of the value and impact of libraries of all types.</b>	ALA Library, ORS
<b>DRAFT STRATEGIES</b>	<ol style="list-style-type: none"> <li>1. <u>Create</u> public awareness initiatives that highlight the unique and essential roles of libraries.</li> <li>2. <u>Develop</u> key messages about the value and impact of libraries of all types.</li> </ol>	<p>PIO, ORS</p> <p>PIO, ORS</p> <p>OFFICES, DIVISIONS, PUB, CONF</p> <p>OFFICES, DIVISIONS, PUB</p>

3. Amplify ALA messages through strategic partnerships inside and outside the library world.      PIO      OFFICES, DIVISIONS, CONF
4. Coordinate communications and public relations activities throughout ALA to maximize impact.      PIO      OFFICES, DIVISIONS, PUB, CONF

Strategic Objective III

Increase public awareness of the value and impact of librarians and library staff.

DRAFT STRATEGIES

1. Create public awareness initiatives that highlight the value and impact of librarians and library staff.      PIO      OFFICES, DIVISIONS, ALA-APA, PUB
2. In cooperation with the ALA-APA, build strategic alliances to promote librarians and library staff.      ALA-APA      OFFICES, DIVISIONS
3. Secure grant funding to stimulate community appreciation and use of libraries/library staff.      DEV      OFFICES, DIVISIONS
4. In cooperation with ALA-APA, equip ALA members with accurate and relevant information and tools to support advocacy for librarians and library staff.      ALA-APA      OFFICES, DIVISIONS, PUB
5. Promote and maintain the LibraryCareers.org website to illustrate library careers to the general public and potential library staff.      HRDR      OFFICES, DIVISIONS

Strategic Objective IV

Mobilize, support and sustain grassroots advocacy for libraries and library funding at local, state, and federal levels.

DRAFT STRATEGIES

1. Increase the number & variety of external partnerships related to advocacy.      PIO, WO, CRO, ALTA      OFFICES, DIVISIONS
2. Increase the number of stakeholders, particularly trustees and friends, participating in advocacy.      PIO, WO, CRO, ALTA      OFFICES, DIVISIONS
3. Increase the number of libraries of all types successfully selling the value and services of libraries.      PIO, WO, CRO, ALTA      OFFICES, DIVISIONS
4. Increase participation by ALA members in advocacy activities.      PIO, WO, CRO, ALTA      OFFICES, DIVISIONS
5. Increase educational opportunities for ALA members and other potential advocates to build advocacy skills.      PIO, WO, CRO, ALTA      OFFICES, DIVISIONS
6. Increase communication to members and advocates on major trends and issues.      PIO, WO, CRO, ALTA      OFFICES, DIVISIONS, PUB
7. Identify and implement an appropriate technology-based communication and dissemination tool to increase stakeholder response to national and state issues of importance to libraries.      PIO, WO, CRO, ALTA      OFFICES, DIVISIONS, PUB, ITTS

Strategic Objective V

Increase collaboration on securing legislation favorable to libraries.

**DRAFT STRATEGIES**

1. Strengthen current alliances and partnerships at federal, state, and local levels.
2. Analyze key policy areas to identify stakeholders with complementary interests in order to build new alliances and partnerships.
3. Coordinate alliance-development internally.

CRO, WO  
WO, OFFICES  
WO, CRO

DIVISIONS,  
OFFICES  
DIVISIONS  
DIVISIONS,  
OFFICES

**Strategic Objective VI**

**Increase public awareness of the importance of intellectual freedom and privacy, and the role of libraries in a democracy.**

**DRAFT STRATEGIES**

1. Provide information, resources and tools in innovative ways customized for particular groups of advocates.
2. Explore new technologies to increase public awareness, particularly among new audiences.

OIF, PIO  
ITTS, OIF

DIVISIONS, CRO,  
WO, AL  
DIVISIONS, CRO,  
WO, AL

**SECTION**  
**STRATEGIES**  
**COORDINATION**  
**RESPONSIBILITY**  
**MAJOR**  
**CONTRIBUTORS**

**GOAL AREA II**

**EDUCATION**

Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff.

- (1) % increase in LIS programs that are ALA-accredited.
- (2) % increase in NCATE programs using AASL standards for graduate SLM programs.
- (3) % increase in LTA programs using ALA standards for LTA curricula.
- (4) % increase in employers who believe ALA-accredited LIS programs are supplying entry-level librarians that meet their needs (need baseline).
- (5) Increased participation (absolute # compared to current) in ALA CE courses.

How might we define progress by 2010?

Strategic Objective I

Ensure that accreditation standards reflect the needs and core values of the profession.

DRAFT STRATEGIES

1. Determine competencies needed in entry-level librarians by employers .
2. Ensure that the ALA Committee on Accreditation represents the breadth and depth of libraries, including all types of libraries.
3. Regularly compare LIS curricula (at the course level) to core competencies.
4. Increase ALA's influence on external accreditation with regional institutional accreditors (e.g. CHEA, USDE, ASPA) and teacher education program accreditors (e.g. NCATE and TEAC).

HRDR (COE)/ OA  
(COA)  
DIVISIONS, OA  
OA, GOV  
DIVISIONS,  
OFFICES  
OA  
OA, EXEC  
AASL

Strategic Objective II

Increase availability of and access to continuing education and continuous learning opportunities for librarians and library staff.

DRAFT STRATEGIES

1. Assess member/library community needs in continuing education.
2. Develop and implement a coordinated approach to continuing professional development within ALA, including all internal providers and all forms of continuing professional development resources.
3. Invest in and utilize cutting edge technology to deliver CE.
4. Enhance and increase ALA CE offerings through strategic alliances.
5. Provide CEUs for completion of CE, to enhance value.

HRDR  
MPS\*  
ITTS  
MPS\*  
HRDR  
DIVISIONS  
CMR\*, WO\*, PUB,\*  
ALA-APA  
MPS, CMR, WO,  
PUB  
MPS, CMR, WO,  
PUB, ALA-APA  
OFFICES,  
DIVISIONS

Strategic Objective III

Make ALA continuing education programs and publications affordable and accessible in a wide variety of media and formats

**DRAFT STRATEGIES**

- |  |                 |                               |
|--|-----------------|-------------------------------|
| 1. <u>Provide</u> incentives for collaboratively developing and delivering continuing education.                               | MNGMNT          | DIVISIONS,<br>OFFICES         |
| 2. <u>Develop</u> a cooperative registration/"fulfillment" channel to simplify access to ALA CE and publications for the user. | ITTS            | MPS*, CMR*, PUB*,<br>WO*, FIN |
| 3. <u>Expand</u> cross-marketing of CE / publications.   | MPS*, PUB*      | OFFICES,<br>DIVISIONS         |
| 4. <u>Develop</u> incentive packages for organizational members to encourage employers to use ALA CE for staff.                | MPS*, PUB*, FIN | OFFICES,<br>DIVISIONS         |
| 5. <u>Increase</u> the number of CE offerings and the variety of delivery formats and channels.                                | MPS*            | MPS*, CMR*, PUB*,<br>WO*      |
| 6. <u>Provide</u> web-based access to ALA library resources to enhance CE offerings.   | LIB             | MPS*, CMR*, PUB*,<br>WO*      |

**Strategic Objective IV**

**Establish standards for educational programs for library support staff.**

**DRAFT STRATEGIES**

- |  |                     |                 |
|--|---------------------|-----------------|
| 1. <u>Increase</u> the use of ALA-approved standards for LTA curricula.  | HRDR,<br>ACRL/CJCLS | OA              |
| 2. <u>In cooperation</u> with internal and external stakeholders, <u>develop</u> standards for certification of library support staff. | HRDR (LSSIRT)       | DIVISIONS       |
| 3. <u>In cooperation</u> with ALA-APA, <u>design and implement</u> a national certification program.                                   | ALA-APA             | HRDR, DIVISIONS |



SECTION	STRATEGIES	RESPONSIBILITY STRATEGY MAJOR COORDINATION CONTRIBUTORS
GOAL AREA III		
PUBLIC POLICY AND STANDARDS	<p>ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.</p>	
How might we define progress by 2010?	<p>(1) ALA "model" language (language reflecting ALA policy and/or philosophy) appears in national/international legislation, policies, standards. (2) % increase in statements favoring ALA positions appearing in key market media (e.g. Washington Post). (3) % increase in ALA members who report teaching/assessing lifelong learning skills (need baseline). (4) see Goal Area 1 measures</p>	
<u>Strategic Objective I</u>	<p><u>Increase ALA's promotion of all forms of literacy.</u></p>	
DRAFT STRATEGIES	<ol style="list-style-type: none"> <li>1. <u>Develop</u> national outreach campaign on libraries &amp; literacy.</li> <li>2. <u>Expand</u> Development, adoption and use of information literacy standards.</li> <li>3. <u>Improve</u> members' ability to articulate, teach and assess lifelong learning skills.</li> <li>4. <u>In cooperation with IFLA, promote literacy within the international community.</u></li> </ol>	<p>OLOS, PIO DIVISIONS AASL, ACRL, PLA DIVISIONS, OLOS DIVISIONS PUB IRO OLOS, DIVISIONS</p>
<u>Strategic Objective II</u>	<p><u>Increase ALA's influence in promoting First Amendment rights, intellectual freedom and privacy.</u></p>	
DRAFT STRATEGIES	<ol style="list-style-type: none"> <li>1. <u>Develop</u> a campaign to increase public awareness of the unique &amp; essential role of libraries in democracy.</li> <li>2. <u>Develop</u> a campaign to increase public awareness of the importance of intellectual freedom, First Amendment rights &amp; privacy.</li> <li>3. <u>Utilize</u> new &amp; innovative technologies to reach a new generation with these key messages.</li> <li>4. <u>Strengthen</u> current alliances and build new alliances to promote and preserve intellectual freedom, privacy and First Amendment rights in libraries.</li> </ol>	<p>PIO DIVISIONS, OFFICES OIF, PIO DIVISIONS, OFFICES ITTS, PIO DIVISIONS, OFFICES EXEC OIF, WO, DIVISIONS, OFFICES</p>
<u>Strategic Objective III</u>	<p><u>Increase ALA's influence in promoting equity of access and fair use.</u></p>	
DRAFT STRATEGIES	<ol style="list-style-type: none"> <li>1. <u>Develop</u> new mechanisms to build a nationwide network to support equity of access and fair use.</li> <li>2. <u>Encourage and collaborate</u> in the development of standards and guidelines related to equity of access and fair use.</li> <li>3. <u>Strengthen</u> ALA's role in supporting and developing new scholarly communication tools.</li> </ol>	<p>OLOS, OITP DIVISIONS, CRO OITP DIVISIONS, OFFICES OITP, ACRL DIVISIONS, PUB</p>

4. Expand continuing professional development in the areas of equity of access, fair use, new scholarly communication tools.

DIVISIONS

Strategic Objective IV

Increase ALA's influence in promoting the preservation of our cultural heritage.

DRAFT STRATEGIES

1. Develop and/or expand strategic alliances within the cultural community to support preservation and cultural programming in libraries.
2. Develop expanded cultural heritage programming initiatives for delivery in local public, academic, school and special libraries, in urban, rural and tribal settings.
3. Articulate the value of cultural heritage programming in local libraries and integrate into key messages about the value of libraries.
4. Expand continuing education related to both preservation and the development and implementation of public programming.

PPO, ALCTS  
PPO, OLOS,  
ALCTS  
PPO, PIO  
PPO, DIVISIONS  
DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES  
PUB

Strategic Objective V

Support grassroots efforts to influence local, state, federal and international policies and standards that affect library and information services.

DRAFT STRATEGIES

1. Create grassroots efforts to influence local, state, federal, and international policies that affect library and information services.
2. Expand efforts to influence local, state, federal, and international standards that affect library and information services.
3. Develop a mechanism for increased collaboration across the Association on development of advocacy programs, including legislative advocacy.

CRO, IRO  
IRO, CRO, ALCTS  
CRO, IRO  
WO, PIO, OIF,  
DIVISIONS  
DIVISIONS  
WO, PIO,  
DIVISIONS

Strategic Objective VI

Increase understanding of international issues affecting library and information services and generate support for international partnerships that strengthen library and information services.

DRAFT STRATEGIES

1. Monitor international issues related to libraries.
2. Work with other U.S. organizations, including both library and other related organizations, to increase common understanding of global issues and to negotiate/develop responses.
3. Communicate the importance/impact on libraries and library staff of global issues to ALA members.
4. Increase ALA member participation in international activities and international visitor participation in ALA activities.

IRO, AL  
WO, IRO  
PIO, AL  
IRO  
WO, DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES

Strategic Objective VII

Expand and strengthen alliances with organizations that share common goals to advance policy issues.

**DRAFT STRATEGIES**

- |  |   |  |
|--|---|--|
| <ol style="list-style-type: none"> <li>1. <u>Coordinate alliance-development across the association to increase leverage, share knowledge, increase effectiveness.</u></li> <li>2. <u>Through ALA-APA, develop alliances to advance the salaries and status of library workers.</u></li> <li>3. <u>Continue to work with key collaborating organizations to advance policy issues.</u></li> <li>4. <u>Use collaborative relationships to support research, data-gathering and dissemination across the association.</u></li> </ol> | <p>EXEC</p> <p>APA</p> <p>EXEC</p> <p>ORS</p> | <p>DIVISIONS,<br/>OFFICES</p> <p>PIO</p> <p>DIVISIONS,<br/>OFFICES</p> <p>DIVISIONS,<br/>OFFICES</p> |
|--|---|--|

**Strategic Objective VIII**

**Protect free, permanent public access to government information.**

**DRAFT STRATEGIES**

- |   |  |   |
|---|--|---|
| <ol style="list-style-type: none"> <li>1. <u>Provide information, resources &amp; tools on the importance/value of government information.</u></li> <li>2. <u>Work with allies to promote free, permanent public access to government information.</u></li> <li>3. <u>Develop an innovative, evidence-based, campaign (using appropriate technologies) to communicate the value of government information.</u></li> </ol> | <p>WO (&amp; GODORT)</p> <p>WO (&amp; GODORT)</p> <p>PIO</p> | <p>DIVISIONS,<br/>OFFICES</p> <p>DIVISIONS,<br/>OFFICES</p> <p>DIVISIONS,<br/>OFFICES</p> |
|---|--|---|

SECTION	STRATEGIES	RESPONSIBILITY STRATEGY MAJOR COORDINATION CONTRIBUTORS
GOAL AREA IV		
BUILDING THE PROFESSION	ALA is a leader in recruiting and developing a highly qualified and diverse library work force.	
How might we define progress by 2010?	(1) Increase % of librarians of color. (2) Increase # certifications. (3) Increase % of ALA members engaging in some continuing education annually (need baseline). (4) Increase in % of (members) who see ALA as important/effective in developing leadership skills.	
<u>Strategic Objective I</u>	<u>Increase leadership development opportunities for librarians and library staff.</u>	
DRAFT STRATEGIES	<ol style="list-style-type: none"> <li>1. <u>Develop</u> mechanisms for individualized needs assessment.</li> <li>2. <u>Develop</u> CE on the full range of leadership issues, utilizing multiple formats for delivery.</li> <li>3. <u>Increase</u> participation on committees ALA-wide by new members.</li> <li>4. <u>Develop</u> innovative, technology-based vehicles for the development of leadership skills.</li> <li>5. <u>Articulate</u> the value of association membership for leadership development and career enhancement.</li> <li>6. <u>Develop</u> innovative bi-directional mentoring programs.</li> </ol>	<p>HRDR, ORS                      DIVISIONS</p> <p>MPS*                              DIVISIONS, OFFICES/RTs, PUB</p> <p>GOV                                NMRT, DIVISIONS</p> <p>MPS*                                ITTS, DIVISIONS, CONF, OFFICES</p> <p>CMR*                                MPS* DIVISIONS, OFFICES</p> <p>MPS*, CMR*                      OFFICES, DIVISIONS, CONF</p>
<u>Strategic Objective II</u>	<u>Increase the diversity of the library profession and workforce to reflect a changing population.</u>	
DRAFT STRATEGIES	<ol style="list-style-type: none"> <li>1. <u>Reflect</u> the diversity of librarianship in ALA publications.</li> <li>2. <u>Present</u> a balanced array of programmatic initiatives -- both new and continuing -- demonstrating inclusiveness of types of libraries, gender, age, culture and ethnicity.</li> <li>3. <u>Identify/expand/create</u> financial support and programs to encourage under-represented populations to enter the profession.</li> <li>4. <u>Collaborate</u> with career/educational counseling, guidance and recruiting bodies to identify and attract a diverse student body for SLM, LIS and LTA programs.</li> <li>5. <u>Promote and maintain</u> KnowledgeSeekers.org</li> </ol>	<p>PUB                                DIVISIONS, OFFICES</p> <p>UNIT MGRS                        DIVISIONS, OFFICES</p> <p>OFD, DEV                         DIVISIONS, OFFICES</p> <p>HRDR, OFD                        DIVISIONS, OFFICES</p> <p>OFD                                 OFFICES, DIVISIONS</p>
<u>Strategic Objective III</u>	<u>Support nationwide efforts to increase recruitment and retention of librarians and library staff.</u>	

**DRAFT STRATEGIES**

1. Market "Librarycareers.org" and refresh site content on a regular basis.
2. Market "Joblist," monitor market response and adjust site as needed.
3. Create a framework (e.g. state recruitment committees) for delivery of recruitment resources to be appropriate people and places beyond libraries.
4. Focus on 2nd career as well as "1st career" recruitment.

HRDR  
ACRL, AL  
HRDR  
HRDR

DIVISIONS,  
OFFICES  
HRDR  
DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES

**Strategic Objective IV**

**Support efforts to increase career development opportunities for all librarians and library staff.**

**DRAFT STRATEGIES**

1. Expand and promote certification opportunities through ALA-APA.
2. Identify and promote to new and prospective members, multiple paths to ALA involvement and leadership.
3. Promote awareness of skills and options for professional mobility, including formal professional development tracking and certification.
4. Work with organizational members to facilitate delivery of continuing education to librarians and library staff.
5. Promote and maintain the Placement Center as a key resource for job-seekers.

ALA-APA  
CMR\*, MPS\*  
HRDR  
CMR\*, MPS\*  
HRDR

DIVISIONS, PIO  
DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES  
DIVISIONS,  
OFFICES  
OFFICES,  
DIVISIONS

**Strategic Objective V**

**Through ALA-APA, advocate for improved compensation for librarians and library staff.**

**DRAFT STRATEGIES**

1. Develop an integrated communication plan to influence decision makers and the public.
2. Build coalitions with like-minded organizations inside and outside the library profession to influence compensation decisions.
3. Develop resources to support advocacy for improved compensation.

ALA-APA  
ALA-APA  
ALA-APA

PIO  
EXEC  
PIO, ORS,  
OFFICES,  
DIVISIONS

SECTION	STRATEGIES	RESPONSIBILITY STRATEGY COORDINATION MAJOR CONTRIBUTOR
<b>GOAL AREA V</b>	<p>Note: Goal V strategies reviewed by ALA Unit Managers on 5/22/06.</p> <p>Goal V discussion notes: (a) Consider internal "communications audit" to understand all communications being received by members/prospective members; review "member journey" report. (b) "Segmentation" of communication -- e.g. type of library, generation -- was a significant topic of discussion. (c) Look at the "narrative" being presented. What story are we telling? (d) Distinguish features &amp; benefits. Look at results from ALA Executive Board discussion Spring 2006.</p>	
<b>MEMBERSHIP</b>	<p>Members receive outstanding value for their ALA membership.</p> <p>(1) Increased % retention. (2) Increase % of members active in 1 or more division. (3) Increase conversion % student to regular member. (4) Increase # members. (5) Increase % positive responses on member satisfaction survey.</p> <p><u>Increase the value of the Association to its members through identifying and responding to changing member needs.</u></p>	
<b><u>Strategic Objective I</u></b>		
<b>DRAFT STRATEGIES</b>	<ol style="list-style-type: none"> <li>1. <u>Routinely assess member needs and interests using multiple strategies</u> (e.g. importance/effectiveness gap analysis, member satisfaction survey, focus groups).</li> <li>2. <u>Develop regular environmental scan that ties to strategic plan and regularly monitor "radar screen."</u></li> <li>3. <u>Articulate immediate and potential benefits of membership.</u></li> <li>4. <u>Identify distinguishing features of individual, organizational and corporate membership plans and increase benefits of each.</u></li> </ol>	<p>DIVISIONS, ORS, CONF, PUB</p> <p>DIVISIONS, ORS, LIB, PUB</p> <p>DIVISIONS, OFFICES/RTS</p> <p>DIVISIONS, CONF, MPS*</p>
<b><u>Strategic Objective II</u></b>	<p><u>Increase opportunities for association involvement that is customized to individual interests.</u></p>	
<b>DRAFT STRATEGIES</b>	<ol style="list-style-type: none"> <li>1. <u>Facilitate member involvement in framing and strategy-development on issues, e.g. through discussion groups.</u></li> <li>2. <u>Exploit communication technologies</u> (e.g. RSS) to provide individualized communication channels.</li> <li>3. <u>Within clear privacy guidelines, utilize data on ALA transactions</u> (e.g. meeting attendance, product or service purchase, web site visits) to customize product and service development and delivery.</li> <li>4. <u>Provide a menu of offerings so members can self-customize benefits.</u></li> <li>5. <u>Within clear privacy guidelines, personalize communications to an individual member.</u></li> </ol>	<p>MPS*, CMR*</p> <p>ITTS, PUB</p> <p>MANGMNT</p> <p>CMR*</p> <p>CMR*, PUB*</p> <p>DIVISIONS, CONF, ITTS, OFFICES</p> <p>DIVISIONS, OFFICES</p> <p>UNIT MANAGERS</p> <p>DIVISIONS, CONF, PUB</p> <p>DIVISIONS</p>

**Strategic Objective III**

**Increase opportunities for electronic and virtual involvement in association activities.**

**DRAFT STRATEGIES**

1. Investigate and implement new technologies to increase participation in ALA meetings and conferences.
2. Encourage and facilitate increased electronic participation in the association, divisions and the international community.
3. Use electronic technology to solicit member input and feedback to provide direction to the Association.

ITTS, CONF  
DIVISIONS, PUB  
DIVISIONS,  
OFFICES, PUB  
DIVISIONS,  
OFFICES, PUB

CMR\*, MPS\*, ITTS  
ORS  
DIVISIONS, PUB

**Strategic Objective IV**

**Provide high quality programs, workshops, and publications in print and electronic format.**

**DRAFT STRATEGIES**

1. Implement a systematic, integrated approach for developing member products and services, including: needs assessment, benchmarking, content development, marketing, delivery, evaluation.
2. Expand range of format options -- e.g. time/size, scope, delivery technology.
3. Encourage product development by facilitating association-wide access to digital content modules.
4. Enable assessment by facilitating association-wide access to service/product evaluation data.

UNIT MGRS  
DIVISIONS,  
OFFICES, CONF,  
ITTS, PUB  
DIVISIONS,  
OFFICES, CONF,  
ITTS, PUB  
DIVISIONS,  
OFFICES, CONF,  
ITTS, PUB  
DIVISIONS,  
OFFICES, CONF,  
ITTS, PUB

MPS\*  
MPS\*  
MPS\*

**Strategic Objective V**

**Effectively communicate the value of association, division and round table membership.**

**DRAFT STRATEGIES**

1. Develop key messages about the value of membership and distribute for ALA staff, volunteer leaders, and members and prospective members, using print publications and the ALA web site.
2. Promote milestones (anniversaries, successes) to create a sense of community.
3. Create a system for collecting and analyzing stories about the value of membership.
4. Based on regular member needs assessment, review membership features and make adjustments.
5. Develop a "member journey" experience that fosters a career-long relationship with ALA.

Inter-Silo Working  
Group on the  
value of  
membership  
PIO  
CMR\*  
CMR\*  
CMR\*

DIVISIONS,  
OFFICES, PUB  
DIVISIONS,  
OFFICES, PUB  
OFFICES, AL  
DIVISIONS,  
OFFICES, PUB  
DIVISIONS,  
OFFICES, PUB

SECTION	STRATEGIES	RESPONSIBILITY
	NOTE: Goal VI strategies reviewed by ALA Unit Managers on 5/10/06. Goal VI discussion notes: (a) Use "Appreciative Inquiry" as a basis for internal continuous improvement process. (b) Implement a group calendar & shared tools. (c) "Capture" things that frustrate people so they can be addressed. (d) Keep it simple.	STRATEGY MAJOR COORDINATION CONTRIBUTOR

**GOAL AREA VI**

**Organizational Excellence**

How might we define progress by 2010?

ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.

(1) Rework "balanced scorecard" to set baselines = then improve. (2) Through membership survey, establish baseline on "well-governed," then improve. (3) Increased % of budget that is "flexible" & available for investment in development of new/improved services/products. (4) Increase % of members who believe association is "inclusive."

Strategic Objective I

Increase ALA's ability to respond effectively to a changing environment.

DRAFT STRATEGIES

1. Critically evaluate and restructure internal operations, organizations, and policies -- e.g. to take advantage of new technologies, to balance consistency/flexibility, to make insource/outsource decisions.
2. Promote continuous organizational improvement.
3. Develop an organization-wide team approach to respond to strategic issues and projects.
4. Provide internal investment resources.
5. Utilize special cross-unit projects.
6. Limit software customization, which adds cost and delay to future changes.
7. Facilitate more rapid product and service development through investment, rapid prototyping, etc.

MNGMNT UNIT MGRS  
MNGMNT UNIT MGRS  
MNGMNT-UNIT Managers UNIT MGRS  
MNGMNT UNIT MGRS  
MNGMNT UNIT MGRS  
MNGMNT UNIT MGRS

Strategic Objective II

Increase the amount and diversity of the revenue sources to support ALA programs and services and meet current and future member needs.

DRAFT STRATEGIES

1. Facilitate more rapid product and service development through investment, rapid prototyping, etc.
2. 1. Focus on developing products and services for new, prospective and current members.
3. 2. Pursue strategic alliances for the co-development of programs and services.
4. 3. Leverage, coordinate and expand fundraising activities and services.

MPS\*, PUB\*, CMR\* DIVISIONS, OFFICES  
MPS\*, PUB\* DIVISIONS, OFFICES  
MPS\*, PUB\* DIVISIONS, OFFICES  
DEV DIVISIONS, OFFICES



- |   |            |  |
|---|------------|--|
| 5. 4. <u>Leverage</u> new technologies to create add-on products from conference, workshop and publication content. | MPS*, PUB* | ITTS, CONF,<br>DIVISIONS,<br>OFFICES, PUBS |
| 6- 5. <u>Increase</u> effective deployment of electronic resource management tools to improve revenue generation.   | PUB*, ITTS | DIVISIONS,<br>OFFICES                      |
| 7. 6. - <u>Expand</u> affinity programs based on member values and needs.   | CMR*       | DIVISIONS,<br>OFFICES                      |

**Strategic Objective III**

**Continuously improve ALA's technology capabilities in order to achieve the association's goals and meet member needs.**

**DRAFT STRATEGIES**

- |   |      |                                     |
|---|------|-------------------------------------|
| 1. <u>In cooperation</u> with members, <u>continuously review</u> new technology for relevance in association management and share within staff and leadership. | ITTS | DIVISIONS,<br>OFFICES, CONF,<br>PUB |
| 2. <u>Support</u> all provided programs with training, tutorials, and help desk.  | ITTS | DIVISIONS,<br>OFFICES, CONF,<br>PUB |
| 3. <u>Examine</u> in-source/out-source option when implementing new technology.   | ITTS | DIVISIONS,<br>OFFICES, CONF,<br>PUB |
| 4. <u>Ensure</u> optimal internal and external interoperability.  | ITTS | DIVISIONS,<br>OFFICES, CONF,<br>PUB |

**Strategic Objective IV**

**Increase and improve communications, cooperation, and collaboration throughout the association, its divisions and round tables.**

**DRAFT STRATEGIES**

- |   |                        |                                    |
|---|------------------------|------------------------------------|
| 1. <u>Develop</u> financial models that support internal collaboration.   | MNGMNT<br>CMR*         | UNIT MGRS<br>DIVISIONS,<br>OFFICES |
| 2. <u>Leverage</u> chapter and unit expertise in developing and delivering professional resources and training.             | MNGMNT<br>UNIT<br>MGRS | UNIT MGRS                          |
| 3. <u>Improve</u> internal [technical] communications systems.  | MNGMNT                 | UNIT MGRS                          |
| 4. <u>Implement</u> a standard project management model, association-wide, to facilitate collaboration.                     | CMR*                   | DIVISIONS,<br>OFFICES              |
| 5. <u>Ensure</u> consistent messaging on library issues among staff and ALA elected officials speaking for the Association. |                        |                                    |

**Strategic Objective V**

**Provide greater opportunities for members to assume leadership positions within the organization.**

<b>DRAFT STRATEGIES</b>	<ol style="list-style-type: none"> <li><u>Re-examine</u> what it means to play a leadership role in the association (time, money, work expectations, balance with work-related --- from home institutions -- obligations at conferences, etc.) and what is meant by leadership (experiences vs. positions).</li> <li><u>Create</u> curriculum for association leadership development and provide training.</li> </ol>	EXEC	DIVISIONS
<b>DRAFT STRATEGIES</b>	<ol style="list-style-type: none"> <li><u>Strengthen</u> efforts to recruit and retain members.</li> </ol>	EXEC	DIVISIONS, HR/CTE
<b>DRAFT STRATEGIES</b>	<ol style="list-style-type: none"> <li><u>Strengthen</u> networking and mentoring activities to attract younger members and engage those at the end of their careers.</li> <li><u>Reach out to and support</u> ALA student chapters at LIS, NCATE and LTA programs nationwide and build bridges between student and general memberships.</li> <li><u>Continue to develop</u> products and services for support staff.</li> <li><u>Expand</u> recruitment of "advocates" from the general public.</li> <li><u>Balance</u> representation of issues in ALA communications across all library types.</li> <li><u>Develop</u> strategies to increase library trustee membership.</li> <li><u>Develop</u> collaborations across the association for recruitment and retention.</li> </ol>	CMR*	DIVISIONS, OFFICES, RTs
<b>DRAFT STRATEGIES</b>		CMR*	DIVISIONS, OFFICES, RTs
<b>DRAFT STRATEGIES</b>		HRDR	DIVISIONS, LSSIRT
<b>DRAFT STRATEGIES</b>		ALTA	CMR*, WO*
<b>DRAFT STRATEGIES</b>		EXEC	PIO, OGR, AL
<b>DRAFT STRATEGIES</b>		ALTA	CMR*, WO*
<b>DRAFT STRATEGIES</b>		CMR*	DIVISIONS, OFFICES, RTs
<b>DRAFT STRATEGIES</b>		CRO	DIVISIONS, OFFICES
<b>DRAFT STRATEGIES</b>		EXEC	DIVISIONS, CRO
<b>DRAFT STRATEGIES</b>		CRO	DIVISIONS, OFFICES