ALA Executive Board
2006 Fall Meeting

TOPIC: ALA Ahead to 2010 -- Implementation

ACTION REQUESTED: Discussion

DRAFT MOTION: *na*

REQUESTED BY: Keith Michael Fiels, Executive Director
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DATE: 20 October 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.

Actions Since the 2006 Annual Conference

Early in Fall 2006, ALA Unit Managers, including those at the ALA Washington Office and those at the ALA/ACRL Choice Office, convened in Chicago for an intensive discussion of Goal VI – Organizational Excellence. Building on discussions held between the Spring 2006 and Annual Conference meetings of the Board, that discussion led to further refinement of strategies; those changes are highlighted (italicized) in this report. Additionally, the Unit Managers discussed a wide range of activities to implement those strategies. The results of that discussion will be reviewed by the Unit Managers following the Fall Board Meeting and will be incorporated in future reports.

At the 2006 Annual Conference in New Orleans the ALA Executive Board approved the recommendations of the School Libraries Task Force and asked Management to prepare implementation recommendations for the Board's Fall Meeting. In developing those implementation recommendations, Management noted significant -- and beneficial -- congruence between the 2010 focus on research and advocacy and the recommendations of the School Libraries Task Force. Future reports on ALA Ahead to 2010 will note

strategies that implicitly support the School Library Task Force recommendations and implementation plan.

<u>Summary of Previous Implementation Activity</u>

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) 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.
- ALA Unit Managers met twice between the Board's 2006 Spring Meeting and the ALA Annual Conference to review and improve strategies in Goal V and Goal VI. Those revisions were highlighted in the update to the Board at the 2006 Annual Conference.

<u>Broad strategy guidelines</u>

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.

The attached *ALA Ahead to 2010 Implementation* Plan includes strategies that will be used to achieve each objective, as well as information on the unit or units responsible for implementation. Future reports will show the status of activities related to each strategy and information on progress in achieving the objective.

Attachment:

ALA Ahead to 2010 Implementation Plan

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.

OUTCOMES:

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 on ongoing internal discussion over the coming months.

WHO'S WHO

In some instances, specific units are indicated; in many cases, a collective designation has been use. **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.

SECTION	STRATEGIES	RESPONSIBILITY	
		Strategy Coordination	Major Contributors
GOAL AREA I			
Advocacy & Value of the Profession	**ALA and its members are the leading advocates for libraries and the library profession.**		
How might we define progress by 2010?	*(1) 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.*		
Strategic Objective I	**Increase support for research and evaluation to provide evidence regarding the value and impact of libraries.**		
DRAFT STRATEGIES	1. *Identify target areas for potential research, development, and evaluation projects, including those appropriate to support media relations initiatives, policy advocacy, and key programmatic priorities.*	ORS	OFFICES, DIVISIONS
	2. *Seek external funding to expand research and evaluation.*	DEV	OFFICES, DIVISIONS
	3. *Monitor relevant current research projects in academic institutions, foundations, and government agencies.*	ORS	OFFICES, DIVISIONS
	4. *Create a clearinghouse for relevant research on libraries.*	ALA Library, ORS	OFFICES, DIVISIONS
	5. *Develop evidence-based advocacy messages from new and existing research and data.*	PIO, ORS	OFFICES, DIVISIONS
Strategic Objective II	**Increase public awareness of the value and impact of libraries of all types.**		
DRAFT STRATEGIES	1. *Create public awareness initiatives that highlight the unique and essential roles of libraries.*	PIO	OFFICES, DIVISIONS, PUB, CONF
	2. *Develop key messages about the value and impact of libraries of all types.*	PIO	OFFICES, DIVISIONS, PUB

Strategy	Lead	Offices/Divisions
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

Strategy	Lead	Offices/Divisions
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

Strategy	Lead	Offices/Divisions
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.

CRO, WO — DIVISIONS, OFFICES

2. *Analyze* key policy areas to identify stakeholders with complementary interests in order to build new alliances and partnerships.

WO, OFFICES — DIVISIONS

3. *Coordinate* alliance-development internally.

WO, CRO — 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.

OIF, PIO — DIVISIONS, CRO, WO, AL

2. *Explore* new technologies to increase public awareness, particularly among new audiences.

ITTS, OIF — DIVISIONS, CRO, WO, AL

SECTION	STRATEGIES	RESPONSIBILITY	
		STRATEGY COORDINATION	MAJOR CONTRIBUTORS
GOAL AREA II			
EDUCATION	**Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff.**		
How might we define progress by 2010?	(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.		
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 .	HRDR (COE)/ OA (COA)	DIVISIONS, OA
	2. _Ensure_ that the ALA Committee on Accreditation represents the breadth and depth of libraries, including all types of libraries.	OA, GOV	DIVISIONS, OFFICES
	3. Regularly _compare_ LIS curricula (at the course level) to core competencies.	OA	
	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).	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.	HRDR	DIVISIONS
	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.	MPS*	CMR*, WO*, PUB,* ALA-APA
	3. _Invest in and utilize_ cutting edge technology to deliver CE.	ITTS	MPS, CMR, WO, PUB
	4. _Enhance and increase_ ALA CE offerings through strategic alliances.	MPS*	MPS, CMR, WO, PUB, ALA-APA
	5. _Provide CEUs_ for completion of CE, to enhance value.	HRDR	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. *Provide* incentives for collaboratively developing and delivering continuing education. — MNGMNT — DIVISIONS, OFFICES

2. *Develop* a cooperative registration/"fulfillment" channel to simplify access to ALA CE and publications for the user. — ITTS — MPS*, CMR*, PUB*, WO*, FIN OFFICES, DIVISIONS

3. *Expand* cross-marketing of CE / publications. — MPS*, PUB* — OFFICES, DIVISIONS

4. *Develop* incentive packages for organizational members to encourage employers to use ALA CE for staff. — MPS*, PUB*, FIN — OFFICES, DIVISIONS

5. *Increase* the number of CE offerings and the variety of delivery formats and channels. — MPS* — MPS*, CMR*, PUB*, WO*

6. *Provide* web-based access to ALA library resources to enhance CE offerings. — LIB — MPS*, CMR*, PUB*, WO*

Strategic Objective IV

Establish standards for educational programs for library support staff.

DRAFT STRATEGIES

1. *Increase* the use of ALA-approved standards for LTA curricula. — HRDR, ACRL/CJCLS — OA

2. In cooperation with internal and external stakeholders, *develop* standards for certification of library support staff. — HRDR (LSSIRT) — DIVISIONS

3. In cooperation with ALA-APA, *design and implement* a national certification program. — ALA-APA — HRDR, DIVISIONS

SECTION	STRATEGIES	RESPONSIBILITY	
		STRATEGY COORDINATION	MAJOR CONTRIBUTORS
GOAL AREA III			
PUBLIC POLICY AND STANDARDS	**ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**		
How might we define progress by 2010?	(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		
Strategic Objective I	**Increase ALA's promotion of all forms of literacy.**		
DRAFT STRATEGIES	*1. Develop national outreach campaign on libraries & literacy.*	OLOS, PIO	DIVISIONS
	2. Expand Development, adoption and use of information literacy standards.	AASL, ACRL, PLA	DIVISIONS, OLOS
	3. Improve members' ability to articulate, teach and assess lifelong learning skills.	DIVISIONS	PUB
	4. In cooperation with IFLA, promote literacy within the international community.	IRO	OLOS, DIVISIONS
Strategic Objective II	**Increase ALA's influence in promoting First Amendment rights, intellectual freedom and privacy.**		
DRAFT STRATEGIES	*1. Develop a campaign to increase public awareness of the unique & essential role of libraries in democracy.*	PIO	DIVISIONS, OFFICES
	2. Develop a campaign to increase public awareness of the importance of intellectual freedom, First Amendment rights & privacy.	OIF, PIO	DIVISIONS, OFFICES
	3. Utilize new & innovative technologies to reach a new generation with these key messages.	ITTS, PIO	DIVISIONS, OFFICES
	4. Strengthen current alliances and build new alliances to promote and preserve intellectual freedom, privacy and First Amendment rights in libraries.	EXEC	OIF, WO, DIVISIONS, OFFICES
Strategic Objective III	**Increase ALA's influence in promoting equity of access and fair use.**		
DRAFT STRATEGIES	*1. Develop new mechanisms to build a nationwide network to support equity of access and fair use.*	OLOS, OITP	DIVISIONS, CRO
	2. Encourage and collaborate in the development of standards and guidelines related to equity of access and fair use.	OITP	DIVISIONS, OFFICES
	3. Strengthen ALA's role in supporting and developing new scholarly communication tools.	OITP, ACRL	DIVISIONS, PUB

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

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

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

Strategy		
1 *Monitor international issues related to libraries.*	IRO, AL	WO, DIVISIONS, OFFICES
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.*	WO, IRO	DIVISIONS, OFFICES
3. *Communicate the importance/impact on libraries and library staff of global issues to ALA members.*	PIO, AL	DIVISIONS, OFFICES
4. *Increase ALA member participation in international activities and international visitor participation in ALA activities.*	IRO	DIVISIONS, OFFICES

Strategic Objective VII

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

DRAFT STRATEGIES

1. *Coordinate alliance-development across the association to increase leverage, share knowledge, increase effectiveness.* EXEC DIVISIONS, OFFICES

2. *Through ALA-APA, develop alliances to advance the salaries and status of library workers.* APA PIO

3. *Continue to work with key collaborating organizations to advance policy issues.* EXEC DIVISIONS, OFFICES

4. *Use collaborative relationships to support research, data-gathering and dissemination across the association.* ORS DIVISIONS, OFFICES

Strategic Objective VIII **Protect free, permanent public access to government information.**

DRAFT STRATEGIES

1. *Provide information, resources & tools on the importance/value of government information.* WO (& GODORT) DIVISIONS, OFFICES

2. *Work with allies to promote free, permanent public access to government information.* WO (& GODORT) DIVISIONS, OFFICES

3. *Develop an innovative, evidence-based, campaign (using appropriate technologies) to communicate the value of government information.* PIO DIVISIONS, OFFICES

		RESPONSIBILITY	
SECTION	**STRATEGIES**	**STRATEGY COORDINATION**	**MAJOR 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.		
Strategic Objective I	**Increase leadership development opportunities for librarians and library staff.**		
DRAFT STRATEGIES	1. _Develop_ mechanisms for individualized needs assessment.	HRDR, ORS	DIVISIONS
	2. _Develop_ CE on the full range of leadership issues, utilizing multiple formats for delivery.	MPS*	DIVISIONS, OFFICES/RTs, PUB
	3. _Increase_ participation on committees ALA-wide by new members.	GOV	NMRT, DIVISIONS
	4. _Develop_ innovative, technology-based vehicles for the development of leadership skills.	MPS*	ITTS, DIVISIONS, CONF, OFFICES
	5. _Articulate_ the value of association membership for leadership development and career enhancement.	CMR*	MPS* DIVISIONS, OFFICES
	6. _Develop_ innovative bi-directional mentoring programs.	MPS*, CMR*	OFFICES, DIVISIONS, CONF
Strategic Objective II	**Increase the diversity of the library profession and workforce to reflect a changing population.**		
DRAFT STRATEGIES	1. _Reflect_ the diversity of librarianship in ALA publications.	PUB	DIVISIONS, OFFICES
	2. _Present_ a balanced array of programmatic initiatives -- both new and continuing -- demonstrating inclusiveness of types of libraries, gender, age, culture and ethnicity.	UNIT MGRS	DIVISIONS, OFFICES
	3. _Identify/expand/create_ financial support and programs to encourage under-represented populations to enter the profession.	OFD, DEV	DIVISIONS, OFFICES
	4. _Collaborate_ with career/educational counseling, guidance and recruiting bodies to identify and attract a diverse student body for SLM, LIS and LTA programs.	HRDR, OFD	DIVISIONS, OFFICES
	5. _Promote and maintain_ KnowledgeSeekers.org	OFD	OFFICES, DIVISIONS
Stratetic Objective III	**Support nationwide efforts to increase recruitment and retention of librarians and library staff.**		

DRAFT STRATETIES

1. *Market "Librarycareers.org"* and refresh site content on a regular basis.	HRDR	DIVISIONS, OFFICES
2. *Market "Joblist,"* monitor market response and adjust site as needed.	ACRL, AL	HRDR
3. *Create* a framework (e.g. state recruitment committees) for delivery of recruitment resources to be appropriate people and places beyond libraries.	HRDR	DIVISIONS, OFFICES
4. *Focus* on 2nd career as well as "1st career" recruitment.	HRDR	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.	ALA-APA	DIVISIONS, PIO
2. *Identify and promote* to new and prospective members, multiple paths to ALA involvement and leadership.	CMR*, MPS*	DIVISIONS, OFFICES
3. *Promote* awareness of skills and options for professional mobility, including formal professional development tracking and certification.	HRDR	DIVISIONS, OFFICES
4. *Work with* organizational members to facilitate delivery of continuing education to librarians and library staff.	CMR*, MPS*	DIVISIONS, OFFICES
5. *Promote and maintain* the Placement Center as a key resource for job-seekers.	HRDR	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.	ALA-APA	PIO
2. *Build coalitions* with like-minded organizations inside and outside the library profession to influence compensation decisions.	ALA-APA	EXEC
3. *Develop* resources to support advocacy for improved compensation.	ALA-APA	PIO, ORS, OFFICES, DIVISIONS

SECTION	STRATEGIES	RESPONSIBILITY	
		STRATEGY COORDINATION	MAJOR CONTRIBUTOR
	STRATEGIES		
	Note: Goal V strategies reviewed by ALA Unit Managers on 5/22/06.		
	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 & benefits. Look at results from ALA Executive Board discussion Spring 2006.		
GOAL AREA V			
MEMBERSHIP	**Members receive outstanding value for their ALA membership.**		
How might we define progress by 2010?	(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.		
<u>Strategic Objective I</u>	**Increase the value of the Association to its members through identifying and responding to changing member needs.**		
DRAFT STRATEGIES	*1. Routinely <u>assess</u> member needs and interests using mutliple strategies (e.g. importance/effectiveness gap analysis, member satisfaction survey, focus groups).*	CMR*, MPS*	DIVISIONS, ORS, CONF, PUB
	2. <u>Develop</u> regular environmental scan that ties to strategic plan and regularly monitor "radar screen."	MPS*, CMR*	DIVISIONS, ORS, LIB, PUB
	3. <u>Articulate</u> immediate and potential benefits of membership.	CMR*	DIVISIONS, OFFICES/RTs
	4. <u>Identify</u> distinguishing features of individual, organizational and corporate membership plans and increase benefits of each.	CMR*	DIVISIONS, CONF, MPS*
<u>Strategic Objective II</u>	<u>Increase opportunities for association involvement that is customized to individual interests.</u>		
DRAFT STRATEGIES	*1. <u>Facilitate</u> member involvement in framing and strategy-development on issues, e.g. through discussion groups.*	MPS*, CMR*	DIVISIONS, CONF, ITTS, OFFICES
	2. <u>Exploit</u> communication technologies (e.g. RSS) to provide individualized communication channels.	ITTS, PUB	DIVISIONS, OFFICES
	3. Within clear privacy guidelines, <u>utilize</u> data on ALA transactions (e.g. meeting attendance, product or service purchase, web site visits) to customize product and service development and delivery.	MANGMNT	UNIT MANAGERS
	4. <u>Provide</u> a menu of offerings so members can self-customize benefits.	CMR*	DIVISIONS, CONF, PUB
	5. Within clear privacy guidelines, <u>personalize</u> communications to an individual member.	CMR*, PUB*	DIVISIONS

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.	ITTS, CONF	DIVISIONS, PUB
2. *Encourage and facilitate* increased electronic participation in the association, divisions and the international community.	CMR*, MPS*, ITTS	DIVISIONS, OFFICES, PUB
3. *Use* electronic technology to solicit member input and feedback to provide direction to the Association.	ORS	DIVISIONS, OFFICES, 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.	UNIT MGRS	DIVISIONS, OFFICES, CONF, ITTS, PUB
2. *Expand* range of format options -- e.g. time/size, scope, delivery technology.	MPS*	DIVISIONS, OFFICES, CONF, ITTS, PUB
3. *Encourage* product development by facilitating association-wide access to digital content modules.	MPS*	DIVISIONS, OFFICES, CONF, ITTS, PUB
4. *Enable* assessment by facilitating association-wide access to service/product evaluation data.	MPS*	DIVISIONS, OFFICES, CONF, ITTS, PUB

Strategic Objective V

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

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

SECTION	STRATEGIES	RESPONSIBILITY	
		STRATEGY COORDINATION	MAJOR CONTRIBUTOR
	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.		
GOAL AREA VI			
Organizational Excellence	**ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**		
How might we define progress by 2010?	(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.	MNGMNT	UNIT MGRS
	2. Promote continuous organizational improvement.	MNGMNT	UNIT MGRS
	3. Develop an organization-wide team approach to respond to strategic issues *and projects*.	UNIT MGRS	MNGMNT
	4. Provide internal investment resources, including [internal] co-investment opportunities.	MNGMNT	UNIT MGRS
	5. *Utilize special cross-unit projects. [Combine with 1.3]*	MNGMNT	UNIT MGRS
	5.. Limit software customization, which adds cost and delay to future changes.	MNGMNT	UNIT MGRS
	6. Facilitate more rapid product and service development through investment, rapid prototyping, etc.	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.* *(moved to Strategic Objective I, summer 2006)*	MPS*, PUB*, CMR*	DIVISIONS, OFFICES
	1.Focus on developing products and services for new, prospective and current members *and evaluate existing projects based on market research.*	MPS*, PUB*	DIVISIONS, OFFICES
	2. Pursue strategic alliances for the co-development of programs and services.	MPS*, PUB*	DIVISIONS, OFFICES
	3. Leverage, coordinate and expand fundraising activities and services.	DEV	DIVISIONS, OFFICES

4. Leverage new technologies to create add-on products from conference, workshop and publication content. — MPS*, PUB* — ITTS, CONF, DIVISIONS, OFFICES, PUBs

5. Increase effective deployment of electronic resource management tools to improve revenue generation. — PUB*, ITTS — DIVISIONS, OFFICES

6.- Expand affinity programs based on member values and needs. — CMR* — DIVISIONS, 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. In cooperation with members, continuously review new technology for relevance in association management and share within staff and leadership. — ITTS — DIVISIONS, OFFICES, CONF, PUB

2. Support all provided programs with training, tutorials, and help desk *and through an inter-unit training plan.* — ITTS — DIVISIONS, OFFICES, CONF, PUB

3. Examine in-source/out-source option when implementing new technology. — ITTS — DIVISIONS, OFFICES, CONF, PUB

4. Ensure optimal internal and external interoperability. — ITTS — DIVISIONS, OFFICES, CONF, PUB

5. *Continuously improve iMIS database.* — MACS/ITTS — DIVISIONS, OFFICES

Strategic Objective IV

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

DRAFT STRATEGIES

1. Develop financial models that support internal collaboration. — MNGMNT — UNIT MGRS

2. Leverage chapter and unit, *member and staff* expertise in developing and delivering professional resources and training. — *UNIT MGRS* — DIVISIONS, OFFICES

3. Improve internal communications systems. — UNIT MGRS — MNGMNT

4. Implement a standard project management model, association-wide, to facilitate collaboration. — MNGMNT — UNIT MGRS

5. Ensure consistent messaging on library issues among staff and ALA elected officials speaking for the Association. — CMR* — DIVISIONS, OFFICES

Strategic Objective V

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

DRAFT STRATEGIES		
1. Re-examine 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).	EXEC	DIVISIONS
2. Create curriculum for association leadership development and provide training.	EXEC	DIVISIONS, HR/CTE

Strategic Objective VI

Strengthen efforts to recruit and retain members.

DRAFT STRATEGIES		
1. Strengthen networking and mentoring activities to attract younger members and engage those at the end of their careers.	CMR*	DIVISIONS, OFFICES, RTs
2. Reach out to and support ALA student chapters at LIS, NCATE and LTA programs nationwide and build bridges between student and general memberships.	CMR*	DIVISIONS, OFFICES, RTs
3. Continue to develop products and services for support staff.	HRDR	DIVISIONS, LSSIRT
4. Expand recruitment of "advocates" from the general public.	ALTA	CMR*, WO*
5. Balance representation of issues in ALA communications across all library types.	EXEC	PIO, OGR, AL
6. Develop strategies to increase library trustee membership.	ALTA	CMR*, WO*
7. Develop collaborations across the association for recruitment and retention.	CMR*	DIVISIONS, OFFICES, RTs

Strategic Objective VII

Strengthen efforts to support and collaborate with Chapters and Affiliates.

DRAFT STRATEGIES		
1. Work collaboratively with chapters and affiliates to support their programs and goals.	CRO	DIVISIONS, OFFICES
2. Facilitate division-related collaborative groups (e.g. affiliate assemblies, councils of regional groups) and develop mechanisms for sharing communications to/from such groups.	EXEC	DIVISIONS, CRO
3. Implement a chapter development program.	CRO	DIVISIONS, OFFICES