# ALA Executive Board
## Fall Board Meeting
## 2005

**TOPIC:**               ALAhead to 2010 Implementation

**ACTION REQUESTED:**   Discussion

**REQUESTED BY:**        Keith Michael Fiels, Executive Director, ALA
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**DATE:**                24 October 2005


## BACKGROUND:

On June 28, 2005, the ALA Council approved the goals and objectives of *ALA Ahead to 2010*, a strategic plan to guide the activities of the Association over the next five years. Following conclusion the Annual Conference, ALA management began consideration of implementation strategies, and of tracking, reporting and assessment mechanisms. Within an organization as complex and decentralized as ALA, these activities occur within a rich environment including (quotes are from the *ALA Policy Manual*):

> Eleven divisions, each with "a set of goals and objectives established by its members, which drive its activities" and with "autonomy in its own planning processes within its area of responsibility as designated by ALA Council;

> Seventeen round tables that "through their programs and services implement and enhance the overall ALA program, further the Association's Goals and Priorities, and provide an added dimension to the ALA structure"; and,

> A highly participative governance structure, including an array of committees, task forces and assemblies, as well as ALA Offices that "may act in an advisory or consultative capacity to ALA members...."

## Developing strategies

The initial process of strategy development will consist of a "discovery" process, aimed at making the most effective and strategic use of ALA's resources, reducing internal barriers to the achievement of Association goals, and enabling each unit within a complex organization to contribute to the whole while retaining, within the limits of policy, its unique role and identity.

Discussion with division leadership, for instance, will begin with the following question: "What major goals & objectives in your plan support achievement of *ALA Ahead to 2010*? " This process of building on strategies already defined by groups within ALA is critical to effective use of the total resources of the Association.

As we work through the process of "filling in" strategies, we will identify the holes or gaps in the strategy matrix as it is being developed by divisions, round tables, offices and committees and other association groups. These holes or gaps represent areas where the Association may need to develop new strategies and make new investments over the next five years.

The "discovery" process also aims to identify where increased collaboration --. between ALA offices and divisions, between different divisions, between divisions and round tables – is critical to the achievement of goals.

The work of identifying those places where new strategy is required is currently underway. The ALA Executive Board and the Executive Committees of ALA's eleven divisions will focus on this during their annual joint meeting on October 28, 2005. Staff will continue this work through the fall.

It is important to see this process as ongoing and dynamic. Various units of the Association develop plans, propose legislative or advocacy agendas and identify issues on individual schedules, in response to their own planning calendars, to external events and to actions of the ALA Council and Executive Board. Similarly, it is envisioned that new strategies may be identified over the next five years or existing strategies may need to be modified based on their success. As a result, the "strategy matrix" will be a changing one – with strategies completed and strategies added during the five-year period.


**Tracking and Reporting Progress**

How can ALA management track progress toward *ALA Action 2010* goals across the diversity and range of a complex Association? Further, how can we report progress to the ALA Executive Board and ALA Council in a manner that will facilitate a broad, holistic understanding?

Attached is a proposed format for reporting on the implementation of *ALA Action 2010*. As was done with the reports on the various Congresses on Professional Education, a "matrix" format is used to capture a significant volume of information, to track progress from quarter-to-quarter and to report is as compact a framework as possible.

For each <u>goal and objective</u>, the following information will be identified, tracked and reported:

**Envisioned Outcome by 2010:** To define effective strategies, this poses the question "what will success look like by 2010 for this goal/objective?"

**Proposed assessment method:** How will we know progress is being made?

**Key 2010 strategy:** For each goal/objective, one or more "key strategies" will be identified.

For each goal, objective and strategy, the following information will be identified, tracked and reported:

**Envisioned outcome by 2010/strategy:** How will this strategy move the Association toward the Envisioned Outcome for this Goal/Objective?

**Activities & Programs – Continued:** What current activities are critical to success in this strategy?

**Activities & Programs – New:** What new activities are critical to success in this strategy?

**Major Responsibility:** Who (which ALA groups) have the major responsibility for implementation of this strategy? In some cases, identification of major responsibility may reveal a need for new or changed coordination structures.

**Major Accomplishments to Date:** This cumulative record of major milestones accomplished facilitates subsequent reporting.

**Current Fiscal Year Commitments:** This links the implementation process back to the budget.

**Next Steps:** This is designed to help both staff and member leaders keep moving forward.

Management proposes to report progress on ALAhead to 2010 on a semi-annual basis – at the Midwinter Meeting and Annual Conference sessions of the ALA Executive Board.

Attachment 1: ALAhead to 2010
Attachment 2: Sample report – Goal II/Strategic Objective 1

# ALAHEAD TO 2010

## Strategic Plan

FOUNDING PURPOSE:
*The object of the American Library Association shall be to promote library services and librarianship.* (ALA Constitution, Article II)

MISSION:
*To provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.* (ALA Policy 1.2)

VISION:
*ALA is the leading advocate for:*
* *The value of libraries and librarians in connecting people to recorded knowledge in all forms.*
* *The public's right to a free and open information society.*

KEY ACTION AREAS:
* *Diversity*
* *Equity of Access*
* *Education and Continuous Learning*
* *Intellectual Freedom*
* *21st Century Literacy*

   (Approved annually since 1997 by the ALA Council as the "programmatic priorities" of the Association.)

## GOALS AND OBJECTIVES
### adopted by the ALA Council
### June 28, 2005

These goals are intended to guide the Association for the next five years. The goal statements answer the question: "What would constitute success?" For each goal,

strategic objectives are defined. These strategic objectives provide the bridge between the goals and specific strategies and action plans.

GOAL AREA I: ADVOCACY/VALUE OF THE PROFESSION

GOAL STATEMENT: ALA and its members are the leading advocates for libraries and the library profession.

STRATEGIC OBJECTIVES:
1. Increase support for research and evaluation to provide evidence regarding the value and impact of libraries.
2. Increase public awareness of the value and impact of libraries of all types.
3. Increase public awareness of the value and impact of librarians and library staff.
4. Mobilize, support and sustain grassroots advocacy for libraries and library funding at local, state, and federal levels.
5. Increase collaboration on securing legislation favorable to libraries.
6. Increase public awareness of the importance of intellectual freedom and privacy, and the role of libraries in a democracy.

GOAL AREA II: EDUCATION

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

STRATEGIC OBJECTIVES:
1. Ensure that accreditation standards reflect the needs and core values of the profession.
2. Increase availability of and access to continuing education and continuous learning opportunities for librarians and library staff.
3. Make ALA continuing education programs and publications affordable and accessible in a wide variety of media and formats.
4. Establish standards for educational programs for library support staff.

GOAL AREA III: PUBLIC POLICY AND STANDARDS

GOAL STATEMENT: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.

STRATEGIC OBJECTIVES:
1. Increase ALA's promotion of all forms of literacy.

2.  Increase ALA's influence in promoting First Amendment rights, intellectual freedom and privacy.
3.  Increase ALA's influence in promoting equity of access and fair use.
4.  Increase ALA's influence in promoting the preservation of our cultural heritage.
5.  Support grassroots efforts to influence local, state, federal, and international policies and standards that affect library and information services.
6.  Increase understanding of international issues affecting library and information services and generate support for international partnerships that strengthen library and information services.
7.  Expand and strengthen alliances with organizations that share common goals to advance policy issues.
8.  Protect free, permanent public access to government information.


GOAL AREA IV:  BUILDING THE PROFESSION

GOAL STATEMENT:  ALA is a leader in recruiting and developing a highly qualified and diverse library work force.

STRATEGIC OBJECTIVES:
1.  Increase leadership development opportunities for librarians and library staff.
2.  Increase the diversity of the library profession and workforce to reflect a changing population.
3.  Support nationwide efforts to increase recruitment and retention of librarians and library staff
4.  Support efforts to increase career development opportunities for all librarians and library staff.
5.  Through ALA-APA, advocate for improved compensation for librarians and library staff.


GOAL AREA V:  MEMBERSHIP

GOAL STATEMENT:  Members receive outstanding value for their ALA membership.

STRATEGIC OBJECTIVES:
1.  Increase the value of the Association to its members through identifying and responding to changing member needs.
2.  Increase opportunities for association involvement that is customized to individual interests
3.  Increase opportunities for electronic and virtual involvement in association activities.
4.  Provide high quality programs, workshops, and publications in print and electronic format.

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

## GOAL AREA VI: ORGANIZATIONAL EXCELLENCE

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

STRATEGIC OBJECTIVES:
1. Increase ALA's ability to respond effectively to a changing environment.
2. Increase the amount and diversity of revenue sources to support ALA programs and services and meet current and future member needs.
3. Continuously improve ALA's technology capabilities in order to achieve the association's goals and meet member needs.
4. Increase and improve communications, cooperation and collaboration throughout the association, its divisions and round tables.
5. Provide greater opportunities for more members to assume leadership positions within the organization.
6. Strengthen efforts to recruit and retain members.
7. Strengthen efforts to support and collaborate with Chapters and Affiliates.

| GOAL II: | Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff. | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | **STRATEGIC OBJECTIVE 1:** | Ensure that accreditation standards reflect the needs and core values of the profession. | | | | | | |
| | | **II-1: ENVISIONED OUTCOME BY 2010** | *ALA has clearly articulated statements of the values, scope and core competencies of librarianship in the 21st century, which is reflected in the curricula of both LIS and SLM programs.* | | | | | |
| | | **II-1: Assessment Strategy:** *The ALA statements of the core values of the profession and the core competencies of librarianship are reflected in the curricula of at least xx LIS and SLM programs.* | | | | | | |

| KEY 2010 STRATEGY | ENVISIONED OUTCOME 2010 | ACTIVITIES & PROGRAMS -- CONTINUED | ACTIVITIES & PROGRAMS -- NEW & CHANGED | MAJOR RESPONSIBILITY | MAJOR ACCOMPLISHMENTS TO DATE | CURRENT FISCAL YEAR COMMITMENTS | NEXT STEPS |
|---|---|---|---|---|---|---|---|
| II-1:1 Adopt an ALA Statement of Core Competencies, articulating the core competencies of the generalist librarian of the foreseeable future. | ALA Statement of Core Competencies will be reflected in LIS curricula, based on periodic review. | A revised ALA Statement of Core Competencies is currently being reviewed (Note: A Statement of Core Values has been developed and approved. See COPE Update) | <tbd> | (a) ALA COA / OA (b) ALA COE / HRDR | (a) COA & COE will discuss revised draft (b) COA/COE will facilitate discussion within the field | A final [proposed] Statement of Core Competencies to be presented to ALA Council for consideration not later than 1/2007 | (a) COA will discussion draft statement at Fall meeting (b) OA is comparing draft statement to current curricula |
| II-1:2 Maintain a rigorous ALA accreditation process | ALA and LIS programs will be able to demonstrate the value of accreditation based on outcomes | ALA accreditation procedures are continually reviewed (see COPE Update) | <tbd> | ALA COA / OA | <tbd> | <tbd> | <tbd> |
| II-1:3 Ensure that AASL standards are utilized in evaluating graduate programs in SLM accredited by NCATE. | All graduate SLM programs in NCATE-accredited schools of education are reviewed using AASL standards | New ALA/AASL *Program Standards: School Library Media Specialist Preparation* has been adopted by NCATE | <tbd. | (a) AASL (b) OA | <tbd> | <tbd> | <tbd> |
| II-1:4 Monitor changes in the field and integrate into standards and competency statements as necessary | There is a functional mechanism for ongoing communication between educators and practitioners, with accompanying data collection, aimed at a common understanding of the essential characteristics and directions of librarianship. | | The 2005-2006 presidential committee is focused on graduate education for librarianship, in cooperation with ALISE. | (a) 2005-2006 presidential committee (b) COE / OA ( c) COE / HRDR (d) ALISE | There will be an invitational meeting on graduate education at the 2006 Midwinter Meeting. | Based on feedback to the position paper and draft Statement on Core Competencies, a series of recommendations will be made. | <tbd> |