

LIBRARY LEADERSHIP AND MANAGEMENT ASSOCIATION
A DIVISION OF THE AMERICAN LIBRARY ASSOCIATION

STRATEGIC PLAN 2012 - 2015 ACHIEVEMENTS

Between 2011 and 2012, LLAMA created and adopted a three year strategic plan to begin in July 2012. The major strategic themes identified for the plan were member engagement and value, leadership development and continuous learning, and organizational excellence. These themes were reinforced in early 2013 when the LLAMA Marketing Communications Committee surveyed LLAMA members and found that the top three reasons given for joining LLAMA were 1) the opportunity to learn new management or leadership skills, 2) the opportunity to network with other leaders, and 3) to support and give back to the profession.

During the three years of the plan, July 2012 to June 2015, the LLAMA Board, division and section leaders and committees, and member volunteers undertook a variety of projects and activities in support of LLAMA's strategic themes. This document serves as a record of LLAMA's key achievements over the lifespan of the 2012 - 2015 plan. LLAMA is fortunate to have so many members who were, and are, committed to sharing their expertise and time to advance outstanding leadership and management practices in library and information services.

STRATEGIC THEME I. MEMBER ENGAGEMENT & VALUE

Goal Statement: *LLAMA provides an environment, experiences, and opportunities for current and aspiring member leaders to participate in, contribute to, and benefit from while developing leadership and management expertise at all career stages.*

- Each year of the Strategic Plan, approximately 8.6% of the LLAMA membership participated in and directly contributed to the work of LLAMA through their leadership and service on division and section-level committees and units. These member leaders planned and produced hundreds of opportunities for their colleagues to engage in continuous learning and professional development.
- In response to the research findings of teams of LLAMA-sponsored Emerging Leaders, under the guidance of past LLAMA president Janine Golden, in 2013 LLAMA established a New Professionals Section to reach out to and better serve LIS students and new library professionals. Founding members specifically structured the new section to provide a great number of leadership opportunities for members most of whom are very new to the profession. In its first two years, members of NPS have made contact with LIS programs, established a strong social media presence for the group, piloted a conference buddy system, and developed an online toolkit and information sharing network.
- The LLAMA Mentoring Program continued to pair librarians who are more advanced in their careers or in leadership positions with librarians earlier in their careers and/or interested in becoming leaders. For mentors, serving as a mentor provides a chance to pass on their experience and knowledge and for mentees, they are provided an opportunity to learn from an accomplished leader. Between 2012 and 2015, there were a total of 89 mentoring duos and 162 program participants.
- Under the leadership of past LLAMA President Pat Hawthorne, LLAMA introduced a Career Institute to meet the needs of early and mid-career library professionals. Since 2013, four Career Institutes covering a variety of topics appealing specifically to professionals in these stages of their careers have been held.
- Under the leadership of Fred Reuland, LLAMA Program Officer, and the Continuing Education Committee, LLAMA substantially increased the number of online webinars produced and offered by LLAMA. LLAMA members have been consistently encouraged to identify webinar topics and to share

their knowledge through presentations via this medium. Approximately 60% of LLAMA webinar presenters are LLAMA members.

- The LLAMA Membership Committee experimented with and then formalized a regular LLAMA Happy Hour at the ALA conferences to welcome current, new and potential LLAMA members, and to support member networking and knowledge sharing.
- The Membership Committee launched a new Member Spotlight project that helps highlight both new and experienced LLAMA members. These members are spotlighted on the LLAMA website as a way to show the diversity of LLAMA membership, and to introduce and support connecting those members with others within LLAMA.
- LLAMA continued to administer and present awards that recognized the outstanding work and contributions made in areas of interest to the LLAMA membership. Many of the awards are co-sponsored, and all have remained financially stable and attract many entries and nominations. LLAMA members contributed to judging and presenting the awards.
 - A. John Cotton Dana Awards: Given annually by LLAMA, the H.W. Wilson Foundation and EBSCO, these awards recognize outstanding public relations efforts in libraries. 24 winners were selected from 235 entries over the past three years.
 - B. ALA/IIDA Library Interior Design Awards: Co-sponsored by ALA and the International Interior Design Association (IIDA) and managed by LLAMA's Buildings and Equipment Section's Interior Design Awards Committee, these biennial awards honor excellence in library interior design and satisfaction of the client's objectives. Nine winners were selected in 2014.
 - C. AIA/ALA Library Building Awards: Managed by LLAMA, on behalf of ALA, and the American Institute of Architects (AIA), these biennial awards recognize and encourage excellence in the architectural design and planning of libraries and recognize accomplishments in library architecture. In 2013 and 2015, six award recipients were selected.
 - D. The Hugh C. Atkinson Award: Given annually and jointly sponsored by ACRL, ALCTS, LLAMA, and LITA, this award recognizes outstanding accomplishments of an academic librarian who has worked in area of library automation or library management and has made contributions towards improving library services, library development or library research. One recipient was selected each year.
 - E. The PR Xchange Awards: Given annually and sponsored by LLAMA's Public Relations and Marketing Section, these awards recognize the very best public relations materials produced by libraries in the past year. Each year hundreds of entries are judged in 10 different categories and between 35 and 60 Best of Show winners are selected.
- LLAMA Staff developed and published web-based orientation materials for LLAMA member volunteers making it easier for members to participate in LLAMA activities and to understand the level of work expected when serving within LLAMA.
- LLAMA Staff developed and implemented a membership messaging program which supports consistent and targeted messaging to LLAMA members. This new program enables LLAMA to better market and promote leadership development and learning opportunities.
- At Annual Conference 2014, LLAMA launched a series of Kitchen Table Conversations to engage members in a discussion of what they expect and want from their association. These conversations have been very helpful for planning. Going forward, what is heard during these conversations will help LLAMA strategically provide the environment, experiences, and opportunities that current and potential members and library leaders want and expect.

STRATEGIC THEME II. LEADERSHIP DEVELOPMENT & CONTINUOUS LEARNING

Goal Statement: *LLAMA creates, develops, and offers leadership development and continuous learning opportunities for its members and for all types of librarians, library staff, and library supporters.*

Between July 2012 and the end of June 2015, LLAMA and its sections continued to develop and offer high-quality continuing education in a variety of formats to members and non-members alike. Topics covered were from an enormous range of subjects and appealed to all types of librarians, library staff and library supporters. Continuing education was offered face-to-face, as webinars, and through publications.

1) **FACE-TO-FACE**

By the Numbers:

- Three Leadership Development Seminars
To provide continuing education at the Midwinter meeting, LLAMA organized and ran three Leadership Development Seminars. Topics were: Mindful Leadership through Tough Times, Who Do YOU Think You Are? - Finding Your Leadership Style, and Building a Career.
- Four Career Institutes
Debuted at Midwinter 2013, the half-day Career Institute has been held four times, covering the following topics: Planning Your Next Career Move: Developing Skills to Make It Happen, Writing & Editing: Developing Career Skills and Building Your Professional Reputation, Project Management for Librarians: Planning for Success, and Mind over Matter: Sustainable Success for Library Leaders.
- Six External Collaborations
To extend LLAMA's reach and enhance leadership development opportunities for members and non-members, LLAMA engaged in several collaborative ventures with a diverse range of organizations between 2012 and 2015:
 - Joint President's Program with ACRL.
 - Joint preconference with United for Libraries.
 - Collaboration with YALSA on producing a webinar.
 - Co-planning and running several discussion sessions with NMRT.
 - Collaborating with LITA to provide leadership and management programming at the LITA 2015 conference.
 - Supporting the ALA Leadership Institute since its establishment. LLAMA contributes to the Institute's planning, participant selection, and administrative support, and participants receive a one-year membership in LLAMA. Over 114 library professionals have participated in the Institute.
- Eight Pre-conferences
Organized by the LLAMA sections, these half to full day workshops allowed for concentrated focus on topics of key interest to LLAMA members. Pre-conference topics included library tours, space planning, fundraising, preparing for becoming a library director, marketing, and serving the homeless.
- Forty-four Annual Conference programs including three President's Programs
Annual Conference programming is the bread and butter of LLAMA and, according to the 2013 Member Survey, the thing members value most about LLAMA. President's Programs were: Standing on Marbles: Ensuring Steady Leadership in Unsteady Times (2013), Leaders as Followers: You don't have to be in Charge to be a Leader (2014), and Servant Leadership: **Tools to Inspire and Equip those we Influence (2015)**. **Topics of other conference programs included fundraising**, access services trends, project management, interior and building design, organizational learning theory, public relations, merging service desks, training employees, managing access after a disaster, building an innovative culture, supervision, library assessment, and using data to improve services.

- Ninety-seven discussion sessions
 These sessions were organized by committees from across all the LLAMA sections and covered topics such as library interiors, trends in human resources, middle management, union relations, library development, moving into leadership positions and circulation and access services.

2) WEBINARS

To expand learning opportunities beyond those available at conferences and to enhance LLAMA’s virtual presence, Fred Reuland and LLAMA’s Continuing Education Committee built up the number of online webinars produced and offered by LLAMA over the length of the strategic plan. There were twelve in the first year, seventeen in the second, and twenty in the third.

The webinars have covered a variety of topics and are mostly fee-based, though selected webinars have been offered for free. The target audience for the free webinars have been entry-level librarians and covered resume writing, cover letters, interviewing tips, and job hunting. Topics for the fee-based webinars have included leading and communicating change, communicating visually, racial and LGBT microaggressions, appreciative strategic planning, grumble theory in the workplace, having difficult conversations, leveraging Facebook ads, mining building use data, finding your leadership style, and library security. Archived versions of many of the fee-based webinars are available to LLAMA members as a membership benefit. Archived versions of the free webinars are available to all.

In 2014, under the leadership of Sue Considine, LLAMA’s ALA Councilor, and Fred Reuland, LLAMA launched the LLAMA Thought Leaders series. Billed as “A Free Series of Conversational Webinars Highlighting Innovative Ideas and Practices”, this new series features library leaders sharing their unique and innovative approaches to library leadership and then responding to Q&A from the audience. The series kicked off with ALA President-elect Sari Feldman and continued with Ben Bizzle, Susan Hildreth, and Barbara Stripling. More than 470 people have participated in these webinars and archived versions are available to all.

Webinars by the Numbers July 1, 2012 to June 6, 2015:

Total webinars offered: 49	Total webinar attendees: 5,903
A. Fee-based webinars: 42	Attendees: 4,510
a. Individuals attendees: 1,342	
b. Total groups registered: 540 / assuming 5 individuals per group = 3,168 attendees	
B. Free webinars: 3	Attendees: 921
C. Thought Leader webinars: 4	Attendees: 472

3) PUBLICATIONS

- *Academic Library Building Design: Resources for Planning.* (Wiki)
ACRL and LLAMA have worked together to continuously update this wiki-based framework for architects, planners, and librarians embarking on the planning and design of academic libraries. The guide provides information for thinking about the design of new and renovated library space, and points towards additional resources that can support, inform and enhance the academic library design process.
- *The Greening of America’s Libraries: LEEDing the Way.* (E-book)
Written by Mary M. Carr and Steven L. Carr, and co-published with ACRL in 2013, this digital publication provides the information and tools needed by non-building professionals to construct or

renovate library spaces with an eye towards sustainability and in accordance with LEED requirements and processes.

- *Library Expansion/Renovation Checklist: Creating Today's ARC (Automated Retrieval Collection) Takes More Than Forty Days and Forty Nights.* (E-book/Webcast package)
Written by and featuring Ann Hamilton, this e-book/webcast package produced in 2015, is designed to be useful in planning expansion, and/or renovation projects in all types of libraries.
- *Library Leadership & Management (LL&M)* (E-journal)
Under the editorial leadership of first Wendi Arant Kaspar and Pixey Anne Mosley, then Elizabeth Blakesley, and now Dr. Brad Eden, *LL&M* has continuously provided articles and columns that assist library administrators and managers as they deal with day-to-day challenges. According to the 2013 LLAMA Member Survey, *LL&M* is the thing members value second behind conference programming. Since July 2012, 11 issues have been published and made available open access.
- *Staff Development: A Practical Guide. 4th Edition.* (Print book)
The LLAMA Human Resources Section (HRS) Staff Development Committee worked with ALA Editions to update and publish the fourth edition of this book in 2013. It is an invaluable resource to libraries of all types and sizes.

STRATEGIC THEME III. ORGANIZATIONAL EXCELLENCE

Goal Statement: *LLAMA operates in a sustainable and socially responsible manner in its management of association assets and resources in support of our members and mission.*

- LLAMA benefited from the strong leadership and support of Kerry Ward, LLAMA Executive Director, and Fred Reuland, LLAMA Program Officer. Over the past three years, Kerry and Fred have guided, and assisted the LLAMA Executive Committee and the Board of Directors as they have worked on and prioritized several projects in support of the LLAMA membership. Kerry as Executive Director has provided invaluable administrative and tactical leadership for LLAMA's activities and has been instrumental in making sure that LLAMA operates in a sustainable and socially responsible manner.
- LLAMA ended the period covering the strategic plan on solid financial footing. While revenue from dues was down, LLAMA webinars produced a significant additional revenue stream for the association. The endowment has grown at a steady, though modest, rate and LLAMA chose not to transfer any endowment interest to its operating account during the three years.
- To monitor LLAMA's financial progress and provide guidance to the LLAMA leadership, LLAMA established the position of Treasurer in 2011. Christopher Stewart was LLAMA's first treasurer and then Jim Rettig became Treasurer in 2013. The Treasurer serves as a member of the LLAMA Executive Committee and is responsible for outlining an annual financial plan that strategically enhances LLAMA's operating revenue, endowment, and net assets. The Treasurer works closely with the LLAMA Executive Director to monitor association finances.

**STRATEGIC PLAN 2012 – 2015:
KEY STRATEGIES ACHIEVED AND UNACHIEVED**

STRATEGIC THEME I. MEMBER ENGAGEMENT & VALUE

Goal Statement: LLAMA provides an environment, experiences, and opportunities for current and aspiring member leaders to participate in, contribute to, and benefit from while developing leadership and management expertise at all career stages.

Key Strategies achieved:

1. Continuously expand LLAMA activities such as programs, publications, and events to meet the needs of a growing and diverse membership.
2. Expand LLAMA's virtual presence and opportunities for virtual participation.
3. Seek out collaborative ventures to facilitate the development of leadership and management programs, resources, and tools that meet needs of library and information services professionals and organizations.
6. Foster continuous development of a robust formal mentoring program that enhances the LLAMA membership experience for aspiring library leaders.
7. Increase viability and visibility of LLAMA's award and recognition programs.

Key Strategies unachieved:

4. Implement innovative and effective technological and communication tools and strategies that facilitate efficient and effective communication within LLAMA and that enhance virtual participation for members.
5. Encourage LLAMA sections and division-level committees to establish regular environmental monitoring of trends and issues of importance to our members.
8. Advocate for libraries and library workers.

STRATEGIC THEME II. LEADERSHIP DEVELOPMENT & CONTINUOUS LEARNING

Goal Statement: LLAMA creates, develops, and offers leadership development and continuous learning opportunities for its members and for all types of librarians, library staff, and library supporters.

Key Strategies achieved:

1. Assess and evaluate the diverse educational needs of member librarians, library staff, and library supporters on an ongoing basis.
2. Offer a wide variety of conference programs and events and professional development offerings both solo and in collaboration and partnership with other organizations, including ALA chapters, to meet established member needs and create an inclusive community.
3. Foster development of high-quality and cost-effective training in multiple formats including in-person, conference, non-conference, and virtual for managers and leaders at all career stages.
5. Leverage and master technology and communication tools to provide continuous virtual learning opportunities for our members.

Key Strategies unachieved:

4. Seek out and publicize grants and scholarships that benefit LLAMA members in their educational pursuits.
6. Evaluate the effectiveness of LLAMA programs and professional development and continuing education offerings in meeting member needs.
7. Expand and enhance LLAMA's publishing program as a vital component of delivering leadership and management information that is meaningful to members.

STRATEGIC THEME III. ORGANIZATIONAL EXCELLENCE

Goal Statement: *LLAMA operates in a sustainable and socially responsible manner in its management of association assets and resources in support of our members and mission.*

Key Strategies achieved:

1. Market LLAMA and its services to retain current members and recruit new members.
2. Seek out collaborative alliances that enhance LLAMA's strategic initiatives and the division's ability to deliver programs and services that serve members and potential members.
3. Adapt and modify LLAMA's existing organizational structure to maximize flexibility and ensure member needs are met in a cost-effective and efficient manner.
4. Exploit technology that improves LLAMA's organizational effectiveness and enhances all aspects of virtual membership.
5. Expand capacity for providing continuing virtual educational offerings such as webinars while reducing demand on LLAMA staff and enabling members to actively participate in the delivery of such offerings.
6. Outline an annual financial plan that strategically enhances LLAMA's operating revenue, endowment, and net assets.

Key Strategies unachieved:

7. Expand fundraising capacity by exploring opportunities to fundraise in creative ways such as an annual signature fundraiser at the ALA Annual Conference.