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**2009-2010 Annual Report**  
**Library Leadership and Management Association (LLAMA)**  
**Gina Millsap, President**

**Notable Highlights**

Membership in LLAMA many divisions is down this year; that's the bad news. The good news is that volunteers and staff have worked with enthusiasm and optimism this year to reinvent LLAMA, so that it is focused on what we have identified as Job 1, **value to members**.

Two strategic brainstorming sessions held at LLAMA board meetings, one at last year's annual conference and a second at the midwinter conference, provided the ideas, structure and member buy-in that led to a new BHAG (Big Hairy Audacious Goal). It is: ***LLAMA will be the go-to division for leadership education, training, discussion and best practices.***

We've learned what our members value most are the opportunities LLAMA provides for participation, education and networking. In response we are directing our resources to three areas that will drive the work to be done over the next two years. They are: membership, continuing education and communication.

To that end we made a number of changes.

- We re-wrote our bylaws to structure our Board to become more strategic and accountable for LLAMA's mission, resources and outcomes.
- The Board is spending its time together engaged in discussions focused on strategy, growth and serving members rather than the traditional reporting sessions that have tended to focus on past activities and performance.
- We held our first-ever webinar work sessions with division committee and section chairs to facilitate brainstorming, communication and timely decision-making.
- We held our first-ever all division committee meetings and all section meetings at the Midwinter and Annual conferences to provide opportunities for networking, exchange of ideas and better understanding of where LLAMA is headed.
- We held our first-ever educational webinars focused on leadership and management. They've been received enthusiastically by the attendees. They have also generated more revenue than anticipated.

As I write this, I am not sure if there will be a speaker for the president's program, **not** because we haven't done a lot of planning and hard work but because we're still on hold waiting to hear if our speaker, White House chief of staff Rahm Emanuel, will be able to be our keynote speaker.

While we will be disappointed if Mr. Emanuel is unable to attend, my program partners, ACRL President Lori Goetsch and Brenda Bailey-Hainer, ASCLA president and I agree that our collaboration in combining our three presidents' programs into one event has been a very positive one. We are all looking forward to the awards ceremony and social hour where members of all three divisions will celebrate the accomplishments of colleagues and get to know librarians from other divisions. We also think it's been an efficient way of avoiding competition for limited programming time since the conference itself is of shorter duration and time slots for programs are at a premium.

## **Strategic Planning**

We have new plans in place that will focus on building membership and developing content for continuing education. We understand that communication is key to LLAMA's future success, along with our commitment to continually provide value to members. We also realize that traditional planning as we've done it in the past will not serve us well now. Our goal will be to focus on what futurist Karl Albrecht in his article, "Is the Association Model Broken? The Case for Reinvention" calls strategic conversation. He says, "*A healthy strategic conversation leads to clearer shared understanding of the organization's challenges and opportunities, greater acceptance of the need for evolutionary change, new ideas for creating value, and a readiness within the culture for doing things in new ways. The strategic conversation sets the context for change. Organizations without a healthy and continuous strategic conversation tend to stagnate, with the leaders trying to move people in a direction they do not understand, accept, or see value in.*"

## **Library Leadership and Management Journal**

2010 marks the final issue of *Library Leadership and Management* produced in print format, and the culmination of a three-year process to transition the journal to an online format, housed within a searchable database.

## **Emerging Leaders**

Once again, LLAMA was proud to sponsor two excellent emerging leaders: Darcel B. Jones from the Contra Costa County Library in Pittsburg; and Leo S. Lo from the Kansas State University Libraries.

Also, the LLAMA Human Resources Section Staff Development Committee sponsored an emerging leader project to transform the Staff Development Clearinghouse, a resource for individuals and organizations to share policies, manuals and other information related to library staff development.

## **The Future**

LLAMA is well on its way to becoming an organization that can reverse the trend in declining memberships most professional associations are experiencing. Following the annual conference in Washington DC, we will conduct a market survey of members to facilitate the development of new products and services that will make LLAMA even more valuable to library leaders.