

DRAFT LLAMA Reorganization Plan

Overview

LLAMA has committed to a division reorganization beginning in FY17, with full implementation in FY18 and beyond.

The need to critically review the organization became apparent from several sources:

- Steadily declining membership, though at a smaller rate than during the Great Recession (See Attachment A, below).
- Fewer volunteers for section leadership positions and committees, fewer people planning programs
- Lack of engagement with younger and more diverse members
- Dissatisfaction with Board/committee experiences, including confusion about purpose, roles, resources available, and time commitment
- Kitchen table/section/member leader conversations that revealed extreme confusion about the structure of the division, how its sections worked or that they even existed, confusion about volunteer opportunities, lack of engagement with members outside the leadership, lack of leadership and management training and resources, lack of connections with other members, etc.
- Lack of a cohesive identity outside the eight sections

As conversations across multiple channels continued, the goal of “radical reorganization” emerged.

Reorganization Task Force

In late Fall 2015, President Jeff Steely appointed a [Reorganization Task Force](#) to recommend changes to the Board and membership. Maureen Sullivan, past ALA and LLAMA President, agreed to lead the task force through the planning process. Steely and staff had phone conversations with Sullivan in preparation for the first F2F task force meeting at Midwinter 2016, and the group was assigned to read *Race for Relevance: 5 Radical Changes for Associations*, by Harrison Coerver.

The half-day Midwinter planning session resulted in principles and initial goals for the reorganization (Attachment B, below). The outcomes were well received by the Board and member groups.

In late March, the division officers (president, the president-elect, and the immediate past president), Sullivan and staff met by conference call to review the Midwinter meeting and to confirm plans for the spring and Annual Conference. Staff was assigned to draft initial reorganization plan by the end of April. This group will then review the plan and a full task force conference call will be held in June, in preparation for the Annual Conference meeting. See Attachment C below for the draft timeline.

Key Considerations in the Reorganization

To be relevant, LLAMA must contribute in a meaningful way to the professional success of its members, otherwise there is no reason to join or to remain a member. LLAMA can provide access to experienced and successful library leaders who can help newer members succeed, and that is valuable. But that value has to be unlocked in consistent products and services that can be easily understood and accessed. It is clear through surveys and ongoing kitchen table conversations that the current structure is limiting value and is confusing to both members and prospective members. With fewer than 4,000 members, limited resources, and only two staff members, LLAMA must focus exclusively on its core functions, and align the structure to support those functions.

What are our core functions?

- 1) To provide value for membership.
- 2) To provide high-quality management and leadership continuing education for the profession.

How will we provide value for members?

- We will create a platform for people with common interests to come together (value in convening)
- We will engage members in meaningful and productive work (value in volunteering)
- We will connect members with other members who can share targeted knowledge and experience (value in problem solving)

How will we provide high-quality continuing education for the profession?

- We will develop a comprehensive, consistent CE program based on needs assessment
- We will mix the theoretical/conceptual with the practical
- We will require that all content – annual programs/preconferences, midwinter institutes, awards programs, webinars, courses, online chats, web resources, publications, or conferences – align with the overall CE strategy

The first core function is being accomplished with little success, as evidenced by a small but steadily decline in membership, too many unengaged committee members, and too few meaningful connections between members. The second is being accomplished with greater success, though in an uncoordinated way that relies on program and webinar proposals submitted outside of an overall CE strategy.

1. Organizational Structure

The foundation of the new structure is contained in the proposed bylaws, and additional new operational procedures will need to be developed and included in the Leadership Orientation Guide.

Key changes in the proposed bylaws:

- Following best practice, the size of the Board is being reduced to seven and terms increased to allow for better governance, greater continuity, and better development/oversight of the division's strategic objectives. Currently, there are 15 people on the Board, including eight section chairs who only serve one-year terms. Their first official Board meeting (Midwinter) does not occur until midway through

their terms, with the final meeting (Annual) just before their terms end. Consequently, there is little opportunity for section chairs to learn about the overall strategies, finances and ongoing projects of the division. Section chairs are rightly more concerned with managing projects within their sections, and hearing what is happening within LLAMA and other sections. So while some portion of each Board meeting is devoted to strategy development, the reality is much of the meeting become updates and reports from officers and staff. This communication/collaboration function is extremely important and will need to continue in a deliberate way, just not within the context of a Board meeting.

- The Executive Committee is eliminated. It currently has seven members, the same as the proposed Board, so there is be no need for a separate committee.
- Special member votes for dues increases are eliminated. Most associations don't take votes of members for dues increases because Board members have a fiduciary responsibility for fiscal oversight of the association and are already elected to represent the members.
- Sections will remain as separate units, but all extraneous process will be stripped away so their focus will be on the production of clearly defined products and services to members. The name section will be eliminated to denote a clear break from the past organizational structure, and to support the elimination of subject area acronyms that members don't understand. Again following what many other associations do, I recommend "Special Interest Groups" or SIGS. For example, Buildings SIG or Marketing SIG clearly informs members or potential members what the group is about, as opposed to BES or PRMS.

At the same time that acronyms are eliminated, each section should examine what it does, and whether or not it needs to exist as a separate unit, and whether its work could be carried out by another section or eliminated. And, if its work is critical, does the section name reflect the work. The change from the Measurement, Assessment and Evaluation Section (MAES) to simply the Assessment Section is a good example.

- Separate section memberships are eliminated. We will no longer require members to take additional steps to engage with us, or expect them to understand the difference between a division level committee and a section level committee. Even many current committee members don't understand this distinction. The new structure needs to be about clarity and removing barriers to participation. Moving forward, all members will have immediate access to all sections, or SIGS, and all volunteer opportunities, without additional effort. Immediately upon joining, members will be invited to join as many interest group communities as they wish. This will take advantage of the new ALA Connect being implemented this Fall and be part of a new and much more robust onboarding process.
- Separate section elections are eliminated. This is a major, time-consuming process that adds very little value for the average member. The division has already moved away from contested section elections, because a number of sections were having trouble recruiting even one person for every position, let alone two. In the current election, six out of eight sections had only a single candidate for section chair, and

only one out of eight balloted for any office other than section chair. Among other reasons, this is a reflection of potential volunteers with less and less time for multi-year commitments and less patience for undefined volunteer roles. Following current best practice, sections will now identify the skillset needed for a particular position and then actively recruit a volunteer for that position. Sections can still choose to have an executive committee, or they may have a single section leader, but the current election process which runs from August until the following February is not necessary for the recruitment of a leadership team.

2. How Committee/Member Group Roles and Responsibilities will Change

LLAMA will move away from a single volunteer period, currently February to May, and a very defined committee structure. Instead, members will have ongoing access to volunteer opportunities, including committees, project groups, micro-projects, etc. The listed opportunities will clearly define the work to be done, the time commitment and the desired skills. Appointments will also be ongoing and will be made by the President-elect and section (SIG) leaders. Staff will be empowered to recruit volunteers for short-term micro projects. Staff will also have much more contact with member groups in order to align work products with strategic goals and to ensure volunteers are having a meaningful experience.

As part of the reorganization, every current committee will examine its charge and ROI, from both the standpoint of work produced and the satisfaction of committee volunteers. In addition, all member groups, from standing committees to micro project groups, will have a standard description of the volunteer opportunity:

- Charge - why the group exists
- Deliverable - a description of what the group will produce/final work product
- Expected time commitment
- Desired skills, knowledge, experience
- Staff contact and role
- Resources available

3. How Staff Roles and Responsibilities will Change

The need to simplify the organizational structure is not only necessary from the perspective of members/potential members, it is also necessary in order to better utilize the two LLAMA staff members. Staff is the single biggest expense for the division, and their time is not being used efficiently to provide greater value for members. Instead, much of the time is used on administrative tasks in support of process. Process is not a product and it doesn't add value for the average member. With the elimination of unproductive administrative tasks, more staff time will be devoted to the two core functions: member value and continuing education.

The Director will:

- Strengthen member communication/connection/education; better utilize new ALA technology to add value to membership; more personalization of messages and targeted marketing
- Create a robust onboarding process for members; provide clear road map of what to expect and how they can successfully engage with the division; deliver immediate value

- Significantly increase communication with SIGS, committees, content developers and members to foster collaboration, a shared understanding of strategic goals, and a meaningful volunteer experience
- Analyze data to better understanding what our members want: surveys; patterns with new/renewing/drop members; patterns in job titles/work settings; patterns in membership and purchase/engagement patterns; opportunities in underserved markets, etc.

The Program Officer will:

- Take a much more strategic and hands-on approach to managing content development within the agreed upon leadership and management curriculum
- Work with member groups to align and evaluate content, and to assess and report results. Content will include Annual Conference programs, preconferences/institutes, discussion groups, webinars, online courses, online discussions and presentations, etc.

4. Additional Needs During/After Reorganization

- Project plan for reorganization – goals, milestones, communication plan for information sharing/input, key stakeholders, assessment
- Project plan for the new CE program – design, goals, cost, assessment
- New onboarding process/tools
- Current member data - how to access and search for patterns, outside sources of useful data
- New online communities (new Connect)
- Technology assessment/staff and member training needs
- Continued development of the Leadership Orientation Guide

ALA/LLAMA FY16 YTD MEMBERSHIP REPORT																
Data Based on ALA Membership Statistics Monthly Report Through March FY16																
ALA fiscal year ends Aug 31																
LLAMA	Aug-08	Aug-09	Aug-10	Aug-11	Aug-12	Aug-13	Aug-14	Aug-15	Mar-15	Mar-16						
Personal	4,413	4,075	3,824	3,589	3,616	3,576	3,341	3,260	3,328	3,376						
Org	557	555	505	480	460	438	422	408	420	394						
Corporate	21	16	14	11	10	8	8	7	7	7						
Total	4,991	4,646	4,343	4,080	4,086	4,022	3,771	3,675	3,755	3,777						
% change		-6.9%	-6.5%	-6.1%	0.1%	-1.6%	-6.2%	-2.5%	0.6%							
Section	BES		FRFDS		HRS		LOMS		MAES		NPS		PRMS		SASS	
Membership	Mar-15	Mar-16	Mar-15	Mar-16	Mar-15	Mar-16	Mar-15	Mar-16	Mar-15	Mar-16	Mar-15	Mar-16	Mar-15	Mar-16	Mar-15	Mar-16
Personal	998	1,020	928	950	1,043	1,089	1,865	1,889	1,298	1,303	348	471	1,067	1,095	922	948
Org	128	114	107	95	130	117	153	136	124	111	3	2	120	110	124	113
Section Total	1,124	1,134	1,035	1,045	1,173	1,206	2,018	2,025	1,422	1,414	351	473	1,187	1,205	1,046	1,061
% change	0.9%		1.0%		2.8%		0.4%		-0.6%		35.0%		1.5%		1.4%	
ALA/Divisions	Aug-08	Aug-09	Aug-10	Aug-11	Aug-12	Aug-13	Aug-14	Aug-15	Mar-15	Mar-16	Mar-15	Aug-08				
Personal	61,262	58,211	57,933	55,968	54,675	54,006	52,717	51,660	53,963	54,406	0.8%	-11.2%				
Organizational	3,356	3,288	3,034	2,805	2,651	2,561	2,412	2,330	2,400	5,720	138.3%	70.4%				
Corporate	266	240	231	223	214	189	187	176	184	175	-4.9%	-34.2%				
ALA	64,884	61,739	61,198	58,996	57,540	56,756	55,316	54,166	56,547	60,301	6.6%	-7.1%				
AASL	8,717		8,240	8,000	7,392	7,362	7,285	6,896	6,875	6,904	0.4%	-20.8%				
ACRL	12,538	12,473	12,116	12,478	11,829	11,944	11,010	11,181	11,641	11,149	-4.2%	-11.1%				
ALCTS	4,664	4,309	4,147	4,178	3,920	3,826	3,992	3,921	3,668	3,565	-2.8%	-23.6%				
ALSC	4,109	4,068	3,995	3,886	3,883	3,894	3,992	3,943	4,027	4,171	3.6%	1.5%				
ASCLA	882	837	812	775	715	796	771	797	799	840	5.1%	-4.8%				
LITA	3,916	3,587	3,409	3,444	3,258	3,116	2,900	2,720	2,832	2,704	-4.5%	-30.9%				
LLAMA	4,991	4,646	4,343	4,080	4,086	4,022	3,771	3,675	3,755	3,777	0.6%	-24.3%				
PLA	11,622	10,123	10,397	9,053	9,616	8,488	8,927	7,792	8,459	9,242	9.3%	-20.5%				
RUSA	4,856	4,523	4,262	4,135	3,898	3,740	3,457	3,368	3,528	3,365	-4.6%	-30.7%				
UNITED	1,165	1,138	1,164	1,458	1,287	1,267	1,200	1,130	1,184	4,428	274.0%	280.1%				
YALSA	5,517	5,417	5,291	5,309	5,167	5,092	5,129	5,084	5,198	5,189	-0.2%	-5.9%				

Some Larger RTs			
	Mar-15	Mar-16	% Change
GLBTRT	1,016	1,115	9.7%
IFRT	1,158	1,130	-
IRRT	1,744	1,737	-0.4%
LIRT	1,553	1,539	-0.9%
LRRT	1,170	1,217	4.0%
NMRT	1,375	1,187	-13.7%
SRRT	901	1,125	24.9%

Note: the three largest divisions – AASL, ACRL, and PLA – generally see membership spike in national conference years and fall in non-conference years.
2: United Org membership has increased more than 3400 with a special all-board promotion. Personal membership has actually dropped from 1028 to 896 since last March.

Attachment B

Reorganization Task Force Meeting Flipcharts, January 7, 2016

Guiding Principles of Our Work

1. We will build upon LLAMA's strengths
2. We will focus on professional development in new, more relevant and meaningful ways
3. We will enable open, flexible, and easy member engagement
4. We will simplify and streamline process
5. We will ensure a governance and coordinating structure that enables members and staff to be effective, engaging in meaningful and productive work
6. We will empower member engagement
7. We will adopt a new mindset
8. We will optimize use of LLAMA staff time
9. We will experiment and try new approaches; we will learn from our experiences and be intentional about assessment
10. We hope to be a model of innovation within ALA

Board

- Councilor, 3 presidents, treasurer elected, exec dir
- No more than 2 addl directors, based on competencies needed

Sections

- Should they be continued as sections or become something like Communities of Practice
- Eliminate section exec committees/elections, reduce number of committees and offer more project work

Division Committees

- Reduced number
- Define competencies needed

OR

- Each year the board and CEO will define the work to be done.
- CEO will issue an open call to members re: how they will contribute.
- Board will appoint groups to do the work and issue written charges that include outcomes, measures, time frames, etc. (Use a project management approach)
- Commit to appointing a diverse group; creating a means to include new people
- Recognize this as an opportunity to cultivate future board members

Redefine Member Engagement

- Offer options/different models
- Mentoring
- Phone call outreach
- Informal social events
- Communities of Interest/affinity groups – come together to learn
- Create a platform for people with common interests to come together (new Connect?)
- Micro projects

Education

- Build a comprehensive, consistent leadership/management program based on needs assessment
- Build courses around the new competencies
- With avenues for people to go from general to specific
- Mix of theoretical/conceptual with practical
- Create a capacity like the former ARL/OLMS
- Create a “safe place for difficult conversations”
- Micro mentoring, i.e., LLAMA Match program

Attachment C

Draft Reorganization Timeline

Spring/pre-Annual 2016

- Sullivan/TF meeting (online) to build on work at MW
- Member needs assessment survey (Members/Staff)
- Research/initial outline for major expansion of professional development opportunities – online formal, online informal, F2F, etc. (Staff)
- Research/initial outline for major operational changes – Board, sections, committees, member engagement, ALA IT options, etc. (Staff)
- Preliminary recommendations for new structure and sample new bylaw, etc. (Staff)

Annual Conference – Orlando

- Second F2F TF meeting Thur afternoon – work review, recommendations (TF)
- First Board meeting review of recommendations (Leadership)
- Section/member reviews and feedback, kitchen table conversation on reorganization (Members/Leadership)
- Board reviews feedback, adjusts/approves preliminary reorganization plan, initial budget plan (Leadership)

Post-Annual 2016

- Implementation planning: (Staff)
 - Final Budget
 - Milestones
 - Communication plan
 - Integration of reorg goals/IT capabilities

Fall 2016

- TF meeting (online) to review proposed implementation plan (TF)
- RFP for course developers (Members/Staff)
- Intensive member communication on changes to structure/committees/volunteer opportunities (Leadership/Staff)
- Final bylaws proposal (Staff)
- Restructuring of division/section committees begins (Pres/Section Chairs/Staff)

Midwinter Meeting – Atlanta

- Final TF meeting?
- Section/member communication on new structure (Members/Leadership)
- Kitchen table conversation on new structure (Members/Leadership)
- Board approval of new bylaws for 2017 ballot

Post-Midwinter 2017

- Continued course development/CE expansion
- Continued implementation of new operational structure (anything not dependent on new bylaws)
- Evaluation of budget assumptions, submit preliminary FY18 budget