



**Library Leadership and Management Association,
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**2016-2017 Annual Report
John Spears, President**

Reorganization

This past year has been largely devoted to the continuation of a reorganization process started several years ago under Diane Bruxvoort's leadership. Following a series of "Kitchen Table Conversations" and discussions at board meetings, LLAMA leadership realized that there were several common concerns from members regarding LLAMA and potential ways in which we could improve as an organization, including:

- Better serving all types of libraries
- Providing mechanisms for members who are unable to attend conferences to be actively involved in the organization
- Simplifying our structure to provide better services to members, eliminate the confusion surrounding the multiple sections, and allow new members to more readily find their place
- Providing more opportunities to collaborate, both within and outside, our organization

Based on these findings, the LLAMA Board approved the creation of a Reorganization Task Force at the 2015 Annual Conference charged with examining how LLAMA could successfully transform into a more responsive and attractive membership organization. President Jeff Steely continued this process during his tenure, and the Task Force first met at Midwinter 2016 under the guidance of Maureen Sullivan. Four goals guided their work:

- Create an association that will focus on professional development in new, more relevant and meaningful ways
- Enable more open, flexible, and constructive member engagement
- Optimize the use of staff time
- Be a true leader for innovation within ALA

Building upon these goals, the Task Force continued their work at the 2016 Annual Conference and proposed a substantial revision to the Bylaws and restructuring designed around a set of expected outcomes:

- Communities of Practice (formerly sections) and other member groups will be better supported with ongoing data analysis and communication
- Members will have ongoing access to volunteer opportunities, including standing committees, project groups, micro-projects, etc., and appointments will be made throughout the year
- Members will have immediate access to all member groups and will no longer be required to add separate section memberships in order to engage with their colleagues or with the association
- Member communication and connection will be strengthened, and ALA technology will be better utilized to add value to membership

- All committees will examine their charges and efforts, from both the standpoint of work produced and the satisfaction of volunteers, and every member group will have a standard description of the volunteer opportunity
- Member groups and staff will have a more strategic approach to managing programs and continuing education within an established leadership and management curriculum
- Acronyms across the division will be eliminated so members can immediately understand the purpose and work of a group
- The Board will be smaller, more focused on strategy, and more transparent in its work on behalf of the membership

On August 22, 2016, the LLAMA Board unanimously approved the proposed Bylaws for submission to LLAMA membership and began the process of educating members. During a special election held between November 16 and December 8, the Bylaws were overwhelmingly approved and went into immediate effect. This process, begun several years ago, has spanned three presidencies and will continue into the presidency of Pixie Mosley, our current President Elect.

Continuing Education and Professional Development

Continuing education has long been one of the primary products of LLAMA, and we annually produce dozens of webinars, a career institute, multiple preconferences, and nearly two dozen annual conference programs and special events, including three major award programs. Despite the success and value of these offerings, there has been a lack of cohesion and true overarching vision in their formation, adequate needs assessment, or established measures of success. To address this, fourteen foundational competencies—communication skills, change management, team building, collaboration and partnerships, problem solving, evidence-based decision making, conflict resolution, budget creation and presentation, forward thinking, critical thinking, ethics, project management, and marking and advocacy—have been developed to provide members and the association the necessary framework for both individual development and for professional development opportunities offered by LLAMA. Within that framework, though, it will still be necessary to bring together the several disparate formats of educational content provided by LLAMA. In order to accomplish this goal, a Content Coordinating Team has been created and will meet for the first time at the 2017 Annual Conference to provide the higher-level coordination required to map content, look for overlap and gaps, and work with the content developers to market and assess their products.

The intense and radical transformation that LLAMA is undergoing is seemingly occurring very rapidly, but the actual restructuring of our organization to make it more responsive and the rethinking of how best to provide continuing education in the future have been deliberative processes that have sought to build upon the strengths of our membership and the successes of the past. None of this would have been possible without the support and guidance of the membership and the exemplary staff leadership of Kerry Ward and Fred Reuland.