STATE LIBRARY ASSOCIATION MISSION STATEMENTS AND STRATEGIC PLANS

(Note: Plans are in Alpha order by state with IFLA, MPLA, and Jamaica listed last)

Alaska Library Association
http://akla.org/handbook/i-2mission.html#goals

AkLA Handbook Section I:2
Mission Statement

Updated: Thursday, 29-Jun-2006 19:19:42 MDT

- Perceived Common Values
- Strategic Plan Goals 2002-2008 - DRAFT revisions
- Back to Handbook

- The Alaska Library Association provides leadership and advocacy for the educational and political concerns of the library community in Alaska.

- The Alaska Library Association encourages cooperation among libraries and related groups, safeguards intellectual freedom, and promotes access to information for all Alaskans.

Perceived Common Values

- The Alaska Library Association values the diversity of its members who represent all types of libraries.

- The Alaska Library Association values the importance members place on multi type library cooperation. This cohesiveness is a major strength of the Association.

- The Alaska Library Association values professional growth through continuing education.

- The Alaska Library Association values promotion and protection of libraries through the political process.

- The Alaska Library Association believes in the right of free access to all types of information and ideas for individuals and works to safeguard intellectual freedom which is essential to democracy and our system of government.

Strategic Plan Goals 2002-2008 - DRAFT revisions

Goal 1: By 2008, AkLA will be recognized as a resource and advocate for its members as they work to safeguard intellectual freedom, privacy, access to government information, intellectual property, public services
and full funding for libraries in Alaska.

**Action:** Be a catalyst for political advocacy for total membership

- Create an advocacy page on AkLA’s website with advocacy information and links to ALA and specific legislature and congressional sites with contact information.—Lynn Shepherd, Erin Gratz and Elise Tomlinson—Underway & Ongoing

**Action:** Expand AkLA’s website links to include intellectual freedom, privacy, access to government information, intellectual property, public services and full funding for Alaska’s libraries. Elise Tomlinson with assistance from Ecouncil, Roundtables, Committees, etc – Ongoing

**Action:** Cooperate with other Alaska associations, such as ACLU, AFN, AML, on political activities of common concern.

- Join ACLU – June Pinell-Stephens donated membership – Done
- Contact Kevin Ritchie (AML) to express interest in cooperative efforts. – Kay Shelton – December 2005

**Action:** Attend conferences such as Alaska Municipal League, Alaska Associations of School Boards, League of Women Voters, AFN, Grand Camp (Juneau), and Celebration-Tlingit/Haida (Juneau).

- Research costs of traveling display case – David Ongley – Nov 2005
- Obtain funds for display case. – Budget or grant – January 2006
- Develop a traveling display that can be used at conferences for advocacy and publicity. Robin Hanson and Jane Fuerstenau – DATE?
- Develop a calendar for traveling display use – Robin and Jane – Ongoing

**Action:** Create a Speaker’s Bureau, with speakers and presentations available on statewide databases, the “library as place,” developing partnerships, VILDA, and other resources and topics of importance.

- Develop a list of potential speakers and contact them to ascertain their willingness to be in a Speaker’s Bureau. – Chapter/Roundtable Chairs & Email to membership – January 2006 and ongoing
- Post speaker’s on website. – Webmaster—Ongoing

**Goal 2:** By 2008, AkLA will be a leader in facilitating cooperation, communication, and resource sharing among all types of libraries in Alaska.

**Action:** Action (brought forward from 1997 strategic plan): AkLA and the Alaska State Library will coordinate on placing and maintaining a current directory of Alaskan libraries on the Web. - Ongoing

**Action:** Develop and implement a statewide library initiative in cooperation with the Rasmuson Foundation.

**Action:** Survey members on Continuing Education needs when appropriate. – CE Committee – Ongoing
(Survey completed in 2004-05.)

**Action:** Through ALIEN, provide a listing of members’ expertise, experience and willingness to act as mentors. (“ALIEN – Alaska Library Information and Experience Network.”)

- Ecouncil members sign up on ALIEN. – All members – December 2005
- Add information about ALIEN to membership form – Mary Jennings and Patty Linville – December 2005

**Action:** Statewide cooperative collection development agreement posted on AkLA website. – Done.

**Action:** Develop a plan for the implementation of the Culturally Responsive Guidelines by the end of 2007.

- Native Issues Roundtable establishes a temporary committee to draft plan – March 2006
- Draft plan submitted to Ecouncil for approval – Committee – September 2006

**Action:** Establish specific listserves for specific groups as needed.

- Develop list of 12 BLOG topics each year – November – Ongoing
- Initiate theme-based BLOG discussions – 1 per month – December 2005 – Ongoing
- Be an active participant in the statewide initiative regarding the formation of the Alaska Library Network (ALN). – Valerie, Linda W. & Ann – Dec 05 – May 06

**Goal 3:** By 2008, AkLA will fully represent all types of library staff in Alaskan libraries by increasing participation in the organization through:

**Action:** Action (brought forward from 1997 strategic plan): AkLA and the Alaska State Library will coordinate on placing and maintaining a current directory of Alaskan libraries on the Web. - Ongoing

- serving as the collegial focal point for the greater library community; and
- fostering the recruitment, training, and mentoring of new library personnel.

**Action:** Provide more training for library directors without a MLS.

**Action:** Create mentoring situations for emerging and inexperienced librarians.

**Action:** Add mentor/mentee options to AkLA membership application – Mary Jennings & Patty Linville – ASAP

**Action:** Post PowerPoint presentation regarding being a mentor on ALIEN web page – Linda Wynne, Mary Jennings (review presentation), Elise Tomlinson – December 2005

**Action:** Encourage members’ participation in ALIEN.

- Each Ecouncil member recruits at least one member willing to add their name to the ALIEN
Action: Work with Alaska State Library to identify new library staff in Alaska and make personal contact to welcome them and encourage their membership in AkLA. – Membership Committee Chair – Ongoing

Action: Provide stipends to paraprofessionals to attend AkLA conference. – Include in budget - Annually

Action: Send new membership brochure to all libraries. – Executive Officer - Annually

Action: Continue to support AkLA scholarship for MLS and certified school librarian programs. – Scholarship Committee – Annually

Action: Continue to work with AkASL on membership. –AkASL & Membership committee – Ongoing

Goal 4: By 2008, AkLA will assess the continuing education and training needs of all its members and address those needs through a variety of delivery methods.

Action: (brought forward from 1997 strategic plan): AkLA will provide at least one annual continuing education event held outside of conference time and that, if possible, this event will be replicated in different parts of the state.

- Research possibility of using webcast for CE. – WHO – DATE?

Action: Continue to plan and implement paraprofessional and technical support staff training programs. – CE Committee – Ongoing

Action: Continue to publicize PNLA Leadership Institutes to all library staff and provide some financial support to the Leadership Institute. Encourage mentor involvement. – Ecouncil – Bi-annually

Action: Provide continuing education opportunities with credit for school librarians. – CE Committee and AkASL – Ongoing

Action: Encourage roundtables to use OPAL, email and online communities, as well as their annual meeting at conferences, for communications and meetings. – HOW – DATE?

Action: Action: Encourage committees to meet outside of conference using OPAL, email, and online communities. – HOW – DATE?

Action: Request committees to prepare poster sessions for conference. – President – Annually by January

Goal 5: By 2008,AkLA will provide a vibrant and effective public relations program that:

- promotes the services and programs of all types of libraries and the library profession itself; and
- emphasizes the benefits of full-time qualified librarians in school, public, academic, and special libraries; and
- educates and enlightens Alaskans on the role of librarians and the value of libraries in their daily lives;
• educates officials on the role of librarians and the value of libraries.

**Action:** Develop PR materials that succinctly articulate what librarians do to safeguard intellectual freedom, privacy, and access to government information and distribute them in a variety of formats.

- Apply for funding for display case, ALA’s CD of PR templates, printing of brochures, membership packets and other publicity materials – Ann – 2006
- Purchase materials when funds are available – Mary Jennings – Ongoing
- Inform members that PR can be created for them using templates – Mary Jennings – March 2006

**Action:** Continue to promote and provide speakers to school administrators’ meetings.

**Action:** Continue to share information with school administrators to increase their understanding of the benefit of library media centers.

**Action:** Promote membership in the Association (incentive for first time membership, more comprehensive program of encouragement for members to promote; provide other incentives) Are we providing incentives?

**Action:** Develop and distribute welcome wagon packet. – WHO? WHEN?

**Action:** Create a brochure promoting Alaskan libraries which includes Alaska based statistics – Lynn Shepherd and Mary Jennings – ASAP

**Action:** Work with the Alaska State Library to develop information about the value of libraries.

- disseminate information to membership
- post on website,
- provide links to statistics information.

**Action:** Purchase ALA CD with templates so that Executive Officer can develop materials with a local twist for members. – Budget/grant – January 2006
Alabama Library Association

http://allanet.org/

ALLA Mission Statement

The Mission of the Alabama Library Association is to provide leadership for the development, advocacy, and improvement of library and information services and to promote the profession of librarianship, in order to enhance learning and ensure access to information for all.

Arizona Library Association

http://www.azla.org

ARTICLE II MISSION

Section 1 The mission of the Arizona Library Association shall be to promote library service and librarianship in libraries of all types in the state of Arizona.

Arkansas Library Association

http://www.arlib.org/

Mission Statement

To further the professional development of all library staff members; to foster communication and cooperation among librarians, trustees and friends of libraries; to increase the visibility of libraries among the general public and funding agencies; to serve as an advocate for librarians and libraries.

California Library Association

http://www.cla-net.org/

CLA Three Year Plan 2006 - 2009

Adopted by the CLA Assembly, March 2005

Vision

The California Library Association (CLA) will be the voice of all California libraries, librarians, and others who work in them.
Mission

The California Library Association provides leadership for the development, promotion, and improvement of library services and librarianship for the benefit of members and the communities they serve.

Goals

1. The California library community has a unified voice on library topics within the State and throughout the communities they serve.
2. Members will benefit from leadership, educational and developmental opportunities that enhance and empower their professional lives.
3. Members will value belonging to a statewide professional organization that is strong, effective and vital to supporting their individual or institutional goals and responsibilities.

Colorado Association of Libraries
http://cal-webs.org/

What we do:

• Support intellectual freedom
• Provide continuing education opportunities
• Pursue legislative initiatives
• Offer professional development
• Network with librarians and civic leaders

Strategic Plan
2007-2009
Submitted by the
Strategic Planning Task Force
Beth Wrenn-Estes, Chair
Shannon Cruthers
Martin Garnar
Jean Heilig
Rochelle Logan
Kathleen Noland
Nicolle Steffen
Approved by CAL Membership November 2006

Colorado Association of Libraries
12081 W. Alameda Pkwy. #427
Lakewood, CO 80228
www.cal-webs.org • 303/463-6400
Core Values

- **Leadership**: Our leaders are responsive, visible, and supportive to all members of the organization, and are dedicated to the development of new leadership within our association and our profession.
- **Knowledge**: Our memberships’ collective experience creates a knowledge base that is the lifeblood of our organizational success.
- **Learning**: Our association supports personal and professional growth through lifelong learning and teaching.
- **Ethics**: Our professional ethics guide us in our decisions and actions.

Colorado Association of Libraries

Strategic Action Plan 2006

**Goal: CAL is financially secure**

CAL will identify and acquire new sources of funding, thus ensuring the organization’s financial security.

Desired outcomes: Financial security. Better able to withstand recession. Less reliance on conference and membership dues. Corporate involvement (dollars) in our association that is not part of the conference. Diversify. Stabilize. Use our foundation model, and develop new ones if needed to focus on single issues (i.e., intellectual freedom, legislative issues, etc.)

Key Strategies: Create a funding task force under the direction of the board, with a charge to identify and acquire potential new sources of income for the financial success of the organization.

Measures of success:
- 10% of the CAL general budget will come from new outside sources.
- Increase membership by at least 10% per year through recruitment and retention.
- Maintain established sources of income.
- The funding task force will aid CLEF in building more resources.
- Conference generates $70,000 or more in net profit

**Goal: Develop strong leadership for the organization from all parts of the Colorado library community**

CAL will develop an improved organization that serves the membership community (members, potential members) effectively in a way that is responsive and proactive. CAL will create a new organizational structure; be more responsive to all levels of membership; reach out to non-participants to bring them into the organization.

Desired Outcomes: CAL will have new faces to assume leadership positions who will make the organization effective.

Key Strategies: Reach out to non-members. Sell the benefits of CAL leadership and membership. Give board members equity in decision making. Revise governing policies to support these strategies.

Measures of success:
- More candidates for office
- Inclusive board that occurs naturally (without mandates)
- Surveys of members show that CAL is efficient and responsive
- Policies are revised and reviewed regularly

**Goal: CAL is a vocal advocate for libraries and the profession through its leaders and members.**

CAL will develop and implement effective strategies to monitor, promote, and respond to issues impacting the library community.

Desired Outcomes: CAL is the recognized advocate for library issues

Key Strategies: Under the direction of the board, create an advocacy task force to evaluate and recommend the most effective means to successfully communicate CAL’s position on issues of the day.

Get a CAL member in the State legislature.

Measures of success:
- More press releases are developed and distributed on a timely basis
- Increased requests to CAL from the media for quotes and position statements
A CAL member is in the State legislature

**Goal: CAL creates an environment of learning and professional development that empowers its members.**

CAL will provide continuing education opportunities for members. This will include partnering with other organizations to expand opportunities and participation.

Desired outcome: CAL is the best choice for continuing education in the library profession.

Key Strategies:
- Survey members to determine areas of interest for continuing education.
- Reach out to all parts of the association and larger library community to market our programs and get input. Advertise activities to a wide audience. Offer continuing education credits for participation in CAL continuing education offerings. Increase funding to support all of these strategies.

Measures of success:
- 10% increase in attendance at CAL workshops
- Increased profit from workshops
- Increased demand for workshops

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**Connecticut Library Association**  
http://www.ctlibraryassociation.org/

**Connecticut Library Association**

**Strategic Plan 2004 - 2007**

**OUR CORE VALUES**

CLA Members are committed to...

- the belief that the Library, as an institution which collects, organizes and provides access to books and information, is essential to our democratic way of life, our economy, and our diverse culture.

- open access to reading materials and informational resources for all people and to the privacy of their interactions in the library.

- providing basic library services free of charge.

- sharing resources among libraries of all types.

- providing excellent service by anticipating the needs of the people they serve and by instructing them in the use of library resources and services.

- knowing and providing the best library resources and technologies available to satisfy the informational, inspirational, educational, and recreational needs of their communities.

- lifelong learning for themselves and the people they serve.

- the value of books and reading for themselves and the people they serve.

- maintaining strong communication, interpersonal, and leadership skills.
providing collegial support and mentoring, and are committed to helping each other improve their skills. Recruiting new members to the profession, especially from new populations within Connecticut, is a priority.

**OUR VISION**

It is essential that the diverse communities in our state have excellent and equitable library service. This requires proper training of library staff, adequate funding for library resources, and universal commitment to the high standards of our stated values. To ensure this, the Connecticut Library Association will

- Engage participation from all library personnel in the state
- Define the role of libraries and library personnel in a changing environment
- Set educational standards for library personnel
- Be the official advocate for all libraries, library staff and consumers of library services in the State of Connecticut
- Act as a resource for information for and about the State’s libraries and library personnel
- Cooperate with other regional, state, and national organizations that promote or share similar values.

**OUR MISSION**

The mission of the Connecticut Library Association is to unite members of the Connecticut library community under one banner. CLA will provide vision, leadership, education, and collegial support for its members in order to ensure the highest standards of professionalism. CLA will be an advocate for free access to information and exposure to ideas for all citizens of Connecticut.

**OUR GOALS**

CLA will...

- **become a more efficient and effective organization in order to accomplish the mission set forth for the benefit of the entire library community.**

- **provide incentives to attract and retain a diverse membership in order to unite Connecticut’s library community.**
➤ improve collaboration and communication within the library community to achieve its mission and advance its core values.

➤ advocate for state and local funding for libraries and library workers’ salaries in order to provide excellent and equitable service to all library users.

➤ work towards advancing knowledge and improving skills in areas of library service determined to be most needed by the library community.

➤ focus on activities to attract individuals to the library profession in order to ensure an appropriate workforce for Connecticut’s libraries.

Goal: CLA will become a more efficient and effective organization in order to accomplish the mission set forth for the benefit of the entire library community.

Objective: Review the contracts and analyze staffing of CLA. Re-examine the effectiveness of the organization’s present structure.

   Who: Executive Officers with input from Executive Board

   When: July, 2004

   Method of Evaluating:

   Possible Actions:

   Draw together present contracts. Appoint a committee to review these.

   Ask committee to explore the feasibility of hiring an Executive Director to assist the Executive Board in planning and carrying out the programs and work of the association, keep
communication flowing between section, committees and members, act as advocate and oversee publicity. Analyze the need for clerical assistance for such a position.

Present a plan for changing the structure (or keeping it the same) prior to the beginning of budget planning for FY 05-06.

**Objective:** Review financial plan for CLA.

Who: Finance Committee

When: June 2004 to June 2005

Method for evaluating:

**Possible Actions:**

Finance Committee to review financial plan with an eye to assuring financial stability of CLA.

If necessary, seek professional advice about investment strategies; use of income vs. capital, etc.

Present revised plan prior to budget planning for 05-06.

**Goal:** CLA will provide the incentives to attract and retain a diverse membership in order to unite Connecticut’s library community.

**Objective:** Review membership with an eye towards expansion and new membership categories.

Who: Membership Committee and Finance Committee

When: June 2004 to June 2005

Method of evaluating:

**Possible Actions:**

Consider adding institutional dues that would cover all (some?) participating staff.

Consider membership policies for affiliate groups (who are not now paying members) like BCALA and REFORMA, CFOL and
ACLB by possible dues sharing, etc. (This might be linked with staffing above.)

Approach other library associations such as NELA, CEMA, SLA, and ARL-NE about possible shared memberships.

**Objective:** Increase the number of members who are students in Connecticut MLS or LTA programs.

Who: Mentoring Committee, CLASS

When: 2004-2007

Method of evaluating:

**Objective:** Increase the number of members who are people of color and/or from other under represented groups of people.

Who: REFORMA, BCALA, Membership Committee

When: 2004-2007

Method of evaluating:

**Objective:** Increase the number of members who are persons with disabilities and facilitate their participation in CLA’s activities.

Who: ADA, Membership

When: 2004-2007

Method of evaluating:

**Objective:** Attract representation from a broader spectrum of academic institutions by recruiting faculty members from SCSU’s library program and more individuals from the community colleges and from private universities.

Who: College and University Section, Membership

When: 2004-2007

Method of evaluating:
Objective: Attract and retain members representing small, medium and large public libraries.

Who: Membership

When: 2004-2007

Method of evaluating:

Objective: Attract and increase involvement of members from all regions of Connecticut, especially Fairfield County and the rural areas of Northeast and Northwest Connecticut.

Who: Regional Reps, Membership

When: 2004-2007

Method of evaluating:

Possible Actions: Create an advisory committee with representatives from the four children’s roundtables to help the section co-chairs with planning and carrying out ideas for the section

Goal: CLA will improve collaboration and communication within the library community to achieve its mission and advance its core values.

Objective: Sections/Committees communicate and work together on certain projects.

Who: All Sections Committees and Round Tables

When: 2004-2007 At the beginning of each year, committees will be asked to plan at least one activity with another section or committee.

Method of evaluating:

Sample ideas from committees and roundtables: ADA Committee will work with other CLA Sections, other organizations and agencies and the library community about how the ADA affects all aspects of library services.
Children’s and YA Sections will plan a Joint Pre-conference for the Annual Conference

Mentoring Committee will work with the Career and Recruitment Committee to attract and retain individuals dedicated to the field of librarianship

Publicity Committee will work with the Legislative Committee to publicize the legislative agenda.

Technical Services Committee will maintain a diverse planning committee of academic, public, school and special librarians.

College and University Section will develop relationships with neighboring state and regional associations in order to promote its programs.

Objective: Use existing methods of communication within CLA more effectively.

Who: Editorial Committee, Webmaster

When: 2004-2007

Method of evaluating:

Possible Actions:
Have more committee reports in newsletters

Web page improved (on-line registration, etc.)

Establish an electronic CLA Board list

Establish an electronic CLA member list for specific topics of interest

Goal: CLA will advocate for state and local funding for libraries and library workers.
**Objective:** Maintain or increase State funding for statewide library services, and for public library and construction grants.

Who: Legislative Committee

When: 2004-2007

Method of evaluating:

**Objective:** Investigate or re-explore minimum standards as a funding mechanism

Who: Special Task Force

When: 2006

Method of evaluating:

**Objective:** Provide resources/materials to libraries to be used in presentations to local funding sources.

Who: Special Task Force including members of the Publicity Committee

When: 2004-2007

Method of evaluating:

**Objective:** Educate Library Boards, local and state government about salary issues.

Who: Personnel Committee and representative(s) from Special Task Force on Improved Local Funding

When: 2004-2007

Method of evaluating:

**Goal:** CLA will work towards advancing knowledge and improving skills in areas of library service determined to be most needed by the library community.

**Objective:** Advance knowledge and improve skills in serving people who are Non-English speaking or use English as an other language.

Who: Related Round Tables or Committees
When: 2004-2007

Method of evaluating:

Objective: Advance knowledge and improve skills in serving older adults.

Who: Related Round Tables or Committees

When: 2004-2007

Method of evaluating:

Objective: Advance knowledge and improve skills in serving Teens

Who: Related Round Tables or Committees

When: 2004-2007

Method of evaluating:

Objective: Advance knowledge and improve skills in serving Children.

Who: Related Round Tables or Committees

When: 2004-2007

Method of evaluating:

Possible Actions:
Encourage membership in ALSC and attendance at ALA and ALSC Leadership Conferences.

Encourage Children’s Librarians to participate in local committees, such as School Readiness Councils, childhood development workshops, etc.

Encourage Children’s Librarians to participate in cooperative ventures with the local schools and community groups (ex. YMCA, Headstart, etc.)

Objective: Advance knowledge and improve skills in serving Persons with Disabilities
Objective: Advance knowledge of legal issues dealing with Intellectual Freedom including Internet filtering, and the USA PATRIOT ACT.

Who: Intellectual Freedom Committee
When: 2004-2007
Method of evaluating:

Objective: Share information on issues dealing with Copyright Law.

Who: Reference and Adult Services, Research and Technology Sections
When: 2004-2007
Method of evaluating:

Objective: Advance knowledge of and improve skills in the use of technology.

Who: Reference and Adult Services Section, Technology Round Table
When: 2004-2007
Method of evaluating:

Objective: Train librarians to be trainers.

Who: Reference and Adult Services Section, Technology Round Table
When: 2004-2007
Method of evaluating:
Goal: CLA will focus on activities to attract individuals to the library profession in order to ensure an appropriate workforce for Connecticut’s libraries.

Objective: Provide direct Input/interface with library degree programs offered in Connecticut.

Who: SCSU Liaison, Mentoring, CLASS, Career Recruitment, Children’s

When: 2004-2007

Method of evaluating:

Objective: Provide information about library careers to high school and college students.

Who: Career Recruitment, College and University

When: 2004-2007

Method of evaluating:

Possible Actions:

Maintain an information booth and distribute career brochures develop by ALA at local college fairs

Provide information about library careers to high school guidance and college career placement offices

Link the CLA website with career information to high school guidance and college placement websites

Objective: Provide more scholarship money for both Associate and Master’s level degrees.

Who: Finance Committee, PEG, Awards, Career Recruitment

When: 2004-2007

Method of evaluating:

Possible Actions:
Finance Committee analyze the amounts and types of scholarships;
Possibly offer the 5 top nominees for the LTA award free conference and/or workshop registration; the top 2 GPA students graduating from SCSU or another library school who plan to work in CT free conference registration

Objective: **Encourage local level support through release time and tuition reimbursement.**

Who: SCSU Liaison, Mentoring, CLASS, Career Recruitment, Personnel

When: 2004-2007

Method of evaluating:

**Delaware Library Association**
http://dla.lib.de.us/index.htm

**About the Delaware Library Association**

Goal and Objectives
The goal of the Delaware Library Association is to promote the profession of librarianship and provide library information and media services to the people of Delaware by developing a unified library association. The following objectives are integral to the achievement of the goal of the Association:

1. Provision of library information* and media services and resources for all the people of Delaware in order to increase their opportunity to participate in society, to learn, to achieve self-fulfillment, to pursue careers, and to obtain information needed for research.

2. Provision of leadership for interlibrary cooperation leading to a state-wide information delivery

3. Provide a system which equalizes access to information resources.

4. Cooperation to achieve increased access to library information and media resources throughout the region and the nation.

5. Support of intellectual freedom as expressed in the Library Bill of Rights and the Freedom to Read statement and support of librarians, trustees, or libraries whose defense of these principles is challenged.

6. Development and support of library personnel and trustees through affirmative action, education, personal welfare, and training.
District of Columbia Library Association
http://www.dcla.org/


The District of Columbia Library Association (DCLA) was founded in 1894. During its long history, DCLA has been instrumental in providing professional development, promoting and supporting libraries and information centers and offering its members networking opportunities for career advancement. Current members represent libraries from the legal and business community, from universities and research institutions, military and governmental organizations, public and private schools and public libraries of the greater Washington Area. DCLA provides these members with a variety of training and professional development programs, a monthly newsletter, access to a professional listserv, and opportunities to obtain substantial student grants and loans. In cooperation with other major library organizations in the District of Columbia, it publishes the Washington Area Library Directory, now in its third edition.

DCLA also has a long history of advocacy. It played a key role in the establishment of the District of Columbia Public Library and was responsible for initiating the first Library Legislative Day, now an annual event, co-sponsored by ALA in which library constituents from across the country visit Washington to speak to their legislators and advocate for library issues.

Environmental Factors:

Environmental factors impacting DCLA grow directly and indirectly from the technological, economic, political and professional trends experienced within the broader library community. Distilled into their basic components, these trends are:

- The evolving legal redefinition of intellectual property, fair use and copyright, both within the U.S. and globally, to favor the commercial sector, to establish intellectual property as a commodity, and to limit free access to intellectual property, e.g. Tripp Agreement, Digital Millennium Copyright Act.
- The growing variety and use of licensing agreements by producers of electronic information to control access to information and increase profits.
- The emergence of non-profit electronic/digital full-text publishers challenging the existing for profit publishing paradigm; e.g., SPARC, digital institutional repositories.
- The lack of standardization within the electronic and digital environment.
- The lack of acceptable archival standards within the electronic digital environment and the challenge of reliable long-term storage of electronic and digital materials.
• The ever increasing variety of electronic materials available for libraries to purchase.
• The increasing amount of materials available only in electronic format (e.g., government documents).
• The growing expectation from library customers that their information needs can be met wholly through electronic means and the corresponding need for a more technological sophisticated environment.
• The growing need to assist customers at the point of need and within an electronic context; e.g., virtual reference, electronic reference.
• The graying of the library profession along with the decline in the number of ALA accredited library schools and library schools that adequately prepare librarians for the range of duties found in today’s libraries; the corresponding decline in the number of library professionals available to take on ever more complex and demanding library positions.
• Static or shrinking library budgets in the face of increasing demands on the budget for library salaries, benefits, network security, new technologies, e-resources and inflation.
• The growing number of consortial arrangements established to negotiate better fees with information providers.
• The growing consolidation within the electronic publishing industry and corresponding price increases; e.g., Reed-Elsevier, Thompson Publishers.
• The growing number of security breaches within the networked environments upon which libraries rely.
• The USA PATRIOT ACT and other challenges on the federal level to limit uninhibited intellectual inquiry.
• The growing restrictions on the access to unclassified government information.
• Competition from other sectors for information specialists; e.g., webmasters.
• Increasing need for more technologically sophisticated library workforce.

A number of environmental factors are more unique to the District of Columbia and the metropolitan region:

• Static library salaries for non-federal librarians.
• The rising cost of living in the area, including rapidly increasing housing costs.
• Increasing transportation costs and commuting time to and from work.
• Competition for information professionals in the DC library-rich environment.

It is clear that these trends will be with us for the foreseeable future. In response, DCLA will need to provide a forum for the growing training and educational needs of its membership, for career development and placement, as well as advocate for library issues and related needs.

A healthy membership ensures DCLA’s existence as an association. Volunteers administer DCLA, produce its low-cost programs, and disseminate its communications. But membership could be threatened in the next few years by several factors:
• Increasing demands on volunteers’ time. Social and family priorities and workplace pressures are reducing personal time available for DCLA volunteered support. Members’ careers are requiring them to work longer hours and assume additional duties in more complex situations as staffing levels are reduced in many library organizations. Individuals are devoting much of their remaining time to personal activities.

• Competition for the same resources. DCLA must compete with other organizations and agency initiatives for the facilities and resources once freely available for programs.

• Competition for training revenues. The DC area has multiple for-profit, nonprofit, distance learning, and free training time.

• Needed support for technology development. DCLA needs to continually upgrade its listserv and web site for member communication and outreach.

• Needed future leaders. Experienced DCLA members have less time to devote to mentoring future DCLA leaders and new members have less time to devote to the association. It is increasingly difficult to recruit association officers.

• Questionable perception of value. Potential members may not perceive value in professional association membership.

District of Columbia Library Association Mission and Goals Statement
The District of Columbia Library Association (DCLA) is a dynamic leader within the DC area library community, a capital advocate for libraries and information providers, a resource for professional development and training, a forum for networking, and a mentor for newer members of our profession.

In support of this mission, DCLA’s goals are:

Advocacy:

• To promote the visibility and use of libraries and the essential role of library service and information providers for educational, commercial, and recreational needs.

• Mobilize, support and sustain grassroots advocacy for libraries and library services at local, state, and federal levels.

Professional Development:

• Establish a central programming committee to assist in the development, planning, and implementation of DCLA programs.

• Continue our active support of the Joint Spring Workshop.

• Form cooperative partnerships with private companies and non-profit organizations to assist in the investment and delivery of relevant, professional programming.

• Continue to award up to two library school scholarships per year.

Membership:
• Develop a program for one-on-one and group mentoring for newer members of the library profession.
• Establish an outreach committee to provide DCLA orientations to new library staff throughout the District of Columbia.
• Use social functions, professional development activities and collaborative meetings to bring together members from a diverse array of libraries.

Communications:

• Establish a permanent marketing and public relations committee to advertise programs, advocate issues, promote membership and increase communications between our members.
• Enhance and/or increase the DCLA website’s visual, functional and practical applications to better respond to members’ needs and interests.
• Offer Intercom in electronic format.

Organizational Structure:

• Revise and update the DCLA Manual to better assist board and committee chairs in carrying out their respective duties.
• Create a Financial Handbook to guide board and committee members in the effective operating structure and financial procedures of DCLA.
• Carry out an annual budgetary review of expenditures and income to help us maintain a fiscally sound organization that is responsive to member needs.
• Develop a Records Management Plan to assist in retaining, organizing, describing and accessing of our association records.

Florida Library Association

http://www.flalib.org/index.html

About FLA

Mission

The Florida Library Association (FLA) develops programs and undertakes activities to earn it a leadership position for all areas of librarianship. To do this, the Association works with other professional organizations and professions that are relevant to librarianship; provides increasing opportunities for librarians and support staff in Florida to advance their skills so that they can maintain their effectiveness in the new information age; works closely with the information industry, facilitating productive links with the library community; and continues its role as legislative advocate for excellence in all types of library service within the State of Florida and beyond.
Strategic Plan

Mission

The Florida Library Association develops educational programs and undertakes advocacy activities for Florida’s library community, including library employees, supporters, and governing bodies. The Association works with other professional organizations and professions that are relevant to librarianship; provides increasing opportunities for Florida library employees to advance their skills; works closely with the information industry, facilitating productive links with the library community; and continues its role as legislative advocate for excellence in all types of library service within the state of Florida and beyond. The Association actively supports the intellectual freedom and privacy rights of all Floridians.

Goal 1

The Florida Library Association provides leadership on public policy issues affecting libraries at the local, state, and national levels. It provides leadership and leadership opportunities for its members, library advocates, the library profession and those working and volunteering in libraries.

A. The FLA Executive Board, Committees, Sections, Interest Groups, and Discussion Groups will monitor issues and trends.

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<tr>
<th>Time Frame</th>
<th>Responsible</th>
<th>Implementation Strategy</th>
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<tbody>
<tr>
<td>Ongoing</td>
<td>Executive Board</td>
<td>Issues are discussed at member group meetings and through electronic discussions then raised to Association leadership.</td>
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<td></td>
<td>Executive Director</td>
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<td></td>
<td>ALA Counselor</td>
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<td></td>
<td>SELA Representative</td>
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<td>Member groups</td>
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B. FLA is active at local, regional and national library organizations to continuously communicate and advance the interests of the Florida library community to those and relate appropriate interests back to FLA membership.

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<th>Time Frame</th>
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<tbody>
<tr>
<td>Ongoing, in a timely manner</td>
<td>Executive Board</td>
<td>Association Leadership implements communication strategies with ALA, SELA, FACRL, FAME, and other</td>
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</table>
C. Association activities, the annual conference, and other Association programs focus on current issues in library services.

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<tr>
<th>Time Frame</th>
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<tr>
<td>Ongoing</td>
<td>Executive Board</td>
<td>Issues identified in Goal 1 item A, and through other methods are prioritized and become the focus for Association activities for the year.</td>
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<td>Executive Director</td>
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<td>Committee</td>
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<td>Member groups</td>
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**Goal 2**

The Florida Library Association builds membership and organizational strength through recruitment, retention, and mentoring strategies.

A. Complete and implement a five-year membership recruitment and retention plan.

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<th>Time Frame</th>
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<tbody>
<tr>
<td>2006-07</td>
<td>Membership Committee</td>
<td>Finalize plan and implement year one of planned membership recruitment and retention efforts.</td>
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B. Develop an Executive Board Speaker’s Forum.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tr>
<td>2006-07</td>
<td>Executive Board</td>
<td>Identify appropriate speaking opportunities and ensure that an Executive Board member is on the agenda to promote FLA.</td>
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<td>Executive Director</td>
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C. Implement a three-year plan for cultivating new association leaders.
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<tr>
<th>Time Frame</th>
<th>Responsible</th>
<th>Implementation Strategy</th>
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</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>Leadership Development Committee</td>
<td>1. Broaden diversity of committee memberships with consideration to paraprofessionals, library support groups, geography, and type of library.</td>
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<tr>
<td></td>
<td>Executive Director</td>
<td>2. Negotiate with Florida State Library and Archives to integrate/coordinate one event in its leadership program into FLA Annual Conference.</td>
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<td></td>
<td>Board liaisons</td>
<td>3. Ensure, with Board Liaisons, that every section and interest group has a chair and chair-elect before annual conference.</td>
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D. Recognize members of the Florida Library community.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tbody>
<tr>
<td>Annually</td>
<td>Executive Board</td>
<td>Review awards offered, revise as needed, and publicize opportunities to nominate to and beyond the association membership.</td>
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<td></td>
<td>Awards Committee</td>
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<td></td>
<td>Friends &amp; Trustees Section</td>
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<td></td>
<td>Library Services to Youth Interest Group</td>
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<td></td>
<td>Membership at large</td>
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E. Develop a slate of strong candidates for Executive Board offices.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tbody>
<tr>
<td>Ongoing, starting 2006</td>
<td>Nominating Committee</td>
<td>1. Put call out for nominations to general membership before first meeting.</td>
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<td>2. Develop candidate information packet and provide to each potential nominees upon first contact</td>
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</table>
F. Investigate expanding the charge of the Minority Recruitment Committee to include recruitment for all portions of the library community, including library staff and library support groups.

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<th>Time Frame</th>
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</table>
| 2006-07    | Minority Recruitment Committee  
             Executive Director | Committee and ED together:  
1. Review current committee responsibilities and decide whether they should be expanded to include recruitment of all types of library workers.  
2. If #1 results in a proposed change of responsibilities, change the name of the committee to reflect the broader responsibilities.  
3. Develop a plan of recruitment efforts that can be carried out by the association to present to the Executive Board for review and possible implementation. |

G. FLA leadership communicate effectively with members and member volunteers to assure continued interest in the Association.

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</table>
| 2006-07    | Vice-President/President-Elect  
             Board Liaisons  
             Executive Director  
             Communications Coordinator  
             Leadership Development Committee | 1. Association leadership use available methods of communication to assure an informed membership  
2. Leaders communicate at least quarterly with members of their group through one of the Association’s publications or communication tools |
Goal 3

The Florida Library Association addresses the continuing education and development needs of its members by encouraging active participation in Association activities and by providing continuing education opportunities to the library community.

A. Provide regional continuing education opportunities.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tr>
<td></td>
<td>Sections</td>
<td>2. Legislative Committee provide advocacy education using the Dr. Marvin Mounce Memorial Advocacy Fund.</td>
</tr>
<tr>
<td></td>
<td>Interest Groups</td>
<td>3. Committees and Interest Groups partner with Multitype Library Cooperatives to provide regional continuing education.</td>
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</tbody>
</table>

B. Conference Planning Task Force continue to implement restructuring of conference planning methods to assure focus on important issues in the field, the President’s theme, and equitable distribution of topics across areas of interest and library types.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tbody>
<tr>
<td>2006-07</td>
<td>Executive Board</td>
<td>Task Force activities in process as of 3/06.</td>
</tr>
<tr>
<td></td>
<td>Conference Planning Task Force</td>
<td></td>
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<td></td>
<td>Executive Director</td>
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<td></td>
<td>Heather Jones, CAMCO</td>
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Goal 4

The Florida Library Association disseminates and communicates ideas and information about the Association, libraries, and library issues to the library community and to the public.

A. Develop a generic marketing campaign for libraries.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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</table>
| 2006-07    | President, Task Force | 1. President appoint a task force that includes representation from the Executive Board, Legislative Committee, Membership Committee, Public Relations Discussion Group and the Communications Coordinator.  
2. Task force develop a plan for a statewide marketing campaign for libraries of all types.  
3. Task force determine if funding is needed and make recommendations to the Executive Board about how to raise needed funds. |

B. Publish an annual report.

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<tr>
<th>Time Frame</th>
<th>Responsible</th>
<th>Implementation Strategy</th>
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<tbody>
<tr>
<td>Present FY 2006 report at 2007 Annual Conference</td>
<td>Executive Director, Communications Coordinator, FLA Office</td>
<td>Develop a report based on information provided by member groups and in documents published throughout the year.</td>
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Goal 5

The Florida Library Association seeks public support and promotes standards and legislation favorable to libraries.

A. Increase participation of representatives of all library types at Library Days.
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<th><strong>Time Frame</strong></th>
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<th><strong>Implementation Strategy</strong></th>
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<tbody>
<tr>
<td>2006-07</td>
<td>Executive Board</td>
<td>Develop and implement a plan to increase participation at Library Days.</td>
</tr>
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<td></td>
<td>Legislative Committee</td>
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**Goal 6**

The Florida Library Association supports citizens' right of access to information and ideas and privacy regarding use of library services through all library media, and will support librarians and other professionals in the defense of intellectual freedom throughout Florida.


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<tbody>
<tr>
<td>2006-07</td>
<td>Executive Board</td>
<td>IF Committee review existing document and compare to the 7th edition of the ALA IF Manual, then rewrite FLA manual and forward to the Executive board for approval. Publish electronically.</td>
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<td></td>
<td>IF Committee</td>
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<td>FLA Office</td>
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**Goal 7**

The Florida Library Association provides an organizational structure that is responsive to the needs of its constituency and is accountable for effectively carrying out its objectives.

A. Continue efforts to support a full time Executive Director position.

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<th><strong>Implementation Strategy</strong></th>
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<tbody>
<tr>
<td>Report at Winter Executive Board meeting 2007</td>
<td>Executive Director</td>
<td>Executive Director develop recommendations regarding whether or not to continue the ED position and present to Board for action.</td>
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<td>Executive Board</td>
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B. Identify and implement methods to find new, non-dues revenue.

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<th><strong>Time Frame</strong></th>
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<th><strong>Implementation Strategy</strong></th>
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<tr>
<td>2006-07</td>
<td>Executive Board</td>
<td>Research fund raising strategies and make recommendations to the</td>
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<tr>
<td>Time Frame</td>
<td>Responsible</td>
<td>Implementation Strategy</td>
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<tr>
<td></td>
<td>Fundraising Committee</td>
<td>Executive Board for action.</td>
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<td>Executive Director</td>
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<td>FLA Office</td>
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C. Review member group structure and revise as appropriate.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tbody>
<tr>
<td>Report by Winter Executive</td>
<td>Executive Board</td>
<td>Research alternative structures and present recommendations to the Executive Board for</td>
</tr>
<tr>
<td>Board meeting 2007</td>
<td>Planning Committee</td>
<td>action.</td>
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<td>Executive Director</td>
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D. Evaluate success in meeting objectives of committees and member groups.

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<tr>
<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tr>
<td>Objectives and plans due</td>
<td>Committee and member group leadership</td>
<td>1. Leadership of committees and member groups develop objectives and plans for activities</td>
</tr>
<tr>
<td>May 15, 2006</td>
<td></td>
<td>meet objectives and submit to Executive Director</td>
</tr>
<tr>
<td>Implement 2006-07</td>
<td></td>
<td>2. Committees and groups implement plans</td>
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<td></td>
<td>3. Committee/group leadership evaluate success on committee/member group annual report form.</td>
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E. Review Executive Board Directorships to assess adequacy in number and representation of the membership

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<tr>
<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tbody>
<tr>
<td>Fall Executive Board</td>
<td>Executive Board</td>
<td>Planning Committee evaluate director positions on Executive Board and make recommendations to</td>
</tr>
<tr>
<td>Time Frame</td>
<td>Responsible</td>
<td>Implementation Strategy</td>
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<tr>
<td>meeting, 2006</td>
<td>Planning Committee</td>
<td>the Executive Board for action.</td>
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<td>Executive Director</td>
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**Goal 8**

The Florida Library Association multiplies its effectiveness and that of its members through collaboration with other organizations, businesses, multi-type library cooperatives, and individuals.

A. Take action on recommendations made by the ad hoc FAME/FLA coordination Committee regarding joint and coordinated activities.

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<th>Time Frame</th>
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<th>Implementation Strategy</th>
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<tr>
<td>2006-07 and following years</td>
<td>Executive Board</td>
<td>Review recommendations of ad hoc committee and develop an implementation plan.</td>
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<td>Executive Director</td>
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B. Continue to cooperate with other Florida library related organizations and to collaborate on programs and exhibits.

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<th>Implementation Strategy</th>
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<tr>
<td>2006-07</td>
<td>Executive Board</td>
<td>Participate in the Florida Book Award initiative.</td>
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<td>Executive Director</td>
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C. Investigate planning a joint conference with SELA.

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<tr>
<td>2006-07</td>
<td>Executive Board</td>
<td>SELA Representative continue to pursue a joint FLA/SELA conference.</td>
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<td>SELA Representative</td>
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D. Establish a liaison with Florida educational institutions offering library and media education degrees.

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<tr>
<td>Fall</td>
<td>Executive Board</td>
<td>Executive Director recommend methods for Board action.</td>
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<td>Executive</td>
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<td>Time Frame</td>
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<td>Implementation Strategy</td>
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<tr>
<td>Board meeting 2007</td>
<td>Executive Director</td>
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**Georgia Library Association**


Dedicated to:

- Developing an understanding of the place that libraries should take in advancing the educational, cultural, and economic life of the state
- Promoting the expansion and improvement of library service
- Fostering activities towards these ends.

[http://ohana.chaminade.edu/hla/](http://ohana.chaminade.edu/hla/)

The purpose of the Hawaii Library Association is to promote library service in Hawaii, to promote the profession of librarianship in Hawaii, to promote the continued improvement of Hawaii libraries, to support Hawaii librarians in their professional roles, and to promote the participation of Hawaii librarians and libraries in regional, national, and global arenas.

**MISSION**
The mission of the Hawaiʻi Library Association is to promote library service and librarianship in Hawaiʻi in cooperation and affiliation with the American Library Association and other groups having allied objectives.

**Idaho Library Association**


**Our Goals**

1. Encourage and maintain a vital and active organization and membership
2. Advocate and promote Idaho’s Libraries
3. Promote intellectual freedom for all Idaho residents
4. Provide opportunities for continuing education and communication of information for ILA members, and the Idaho library community
5. Support and encourage collective activities to improve library services and resources
6. Model best practices for the ILA Executive Board

ILA Strategic Plan 2005/06 2007/08

Goal 1: Encourage and maintain a vital and active organization and membership.

Objective 1: Increase general paid membership.
To further this objective, the Membership Committee, in cooperation with the Executive Board members and the appropriate committees, will
1. Ask individuals to join or renew.
2. Send 3 pieces of direct mail:
   a. Membership brochure.
   b. Second reminder to renew.
   c. Membership card, purpose brochure, and password to membership list.
3. Post renewal information and reminders on LibIdaho.
4. At each regional conference explain what ILA does, ask the attendees to join or renew, and make membership forms available. (In cooperation with the VicePresident and Regional Conference chairs)

Objective 2: Identify, nurture, and support new leadership in ILA.
To further this objective the Executive Board and the appropriate committees will
1. Recruit annually at least five new people to be actively involved (committee membership and/or special project participation) in ILA.
2. Continue participation in the PNLA Leadership Institute.
3. Develop a plan to recognize longterm membership on an annual basis. Due September 1, 2006 to the ILA Secretary; consider at the Oct. 4, 2006 Board meeting; implement for the 2007 membership year if appropriate. (Membership and Awards committees)

Objective 3: Increase Trustees and Friends membership.
To further this objective the Trustees and Friends Division will:
1. Produce two newsletters annually encouraging trustees and friends to attend Regional conferences in the spring and the Annual conference in the fall.
2. Develop programs at conferences of interest to trustees and friends that will entice them to attend.
3. Contact each Trustees and Friends board to encourage them to send at least one representative to conferences.
4. Create a brochure for Trustees and Friends that extols the virtues and benefits of attending conferences and addresses the duties and responsibilities of trustees and board members.

Objective 4: Increase institutional membership.
1. Ask institutions to join or renew.
2. Send 3 pieces of direct mail:
   a. Institutional membership brochure.
   b. Second reminder to renew.
   c. Membership card, purpose brochure, and password to membership list.
3. Post renewal information and reminders on LibIdaho.

**Objective 5: Increase corporate membership.**
(In cooperation with the Annual Conference Exhibits Chair)
1. Ask corporations to join or renew.
2. Send 3 pieces of direct mail:
   a. Corporate membership brochure.
   b. Second reminder to renew.
   c. Membership card, purpose brochure, and password to membership list.
3. Post renewal information and reminders on LibIdaho.

**Objective 6: Report to the Executive Board on results in November of 2006.**

**Goal 2: Advocate and promote Idaho’s libraries.**

**Objective 1: Increase awareness of the library community and its issues among elected officials, especially the Governor and the Legislature and its leadership.**
To further this objective the Legislative Committee will
1. Ask all ILA members annually to invite their legislators to attend the ILA Legislative Breakfast and to attend themselves. Increase attendance at the ILA Breakfast.
2. Give legislators a small gift each session, such as a book, from the Association that will provide a positive relationship with Idaho Libraries. Give legislative leadership and the Governor signed copies of the ILA Book Award winner.
3. Promote legislative orientations/open houses in libraries across the state. Have at least one each year prior to the beginning of the legislative session.
4. Promote membership involvement with the Legislative Committee by seeking members from each region of the state, and ensuring that committee members initiate contact with his/her representatives prior to the beginning of the legislative session.
5. Promote legislative education by providing an allconference program with guest legislators that has no conflicts on the program each year at the annual conference.
6. Report results to the ILA Secretary/Executive Board by September 1, 2006.

**Objective 2: Make more members aware of ILA activities.**
To further this objective the Executive Board, and appropriate committees, will
1. Promote the Annual Conference to all ILA members, both personal and institutional, by frequent announcements on LibIdaho, advance mailings about the conference to membership, and mailing the conference registration materials at least one month in advance of the conference. (Conference Committee)
2. Introduce the Legislative Advisor to the membership at each ILA annual conference, and at as many regional conferences each year. (Legislative Committee and Regional Conference chairs)
3. Schedule an ILA Board member or officer to welcome participants at all the regional conferences opening sessions so that the link and sponsorship/support of ILA are very clear to the participants. (Vicepresident and Regional Conference chairs)

4. Report results to the ILA Secretary/Executive Board by September 1, 2006.

**Objective 3: Increase membership participation in advocacy activities and training opportunities.**
To further this objective the appropriate committees will
1. Recommend and/or secure an advocacy speaker for the annual conference, and provide advocacy training sessions at regional and annual conferences. (Public Relations and Advocacy Committee, Annual Conference Committee, and the Regional Conference committees)
2. Invite the Legislative Advisor to present a program with local legislators at the regional conferences. (Legislative Committee and the Regional Conference committees)

**Objective 4: Increase members' use of the ILA web site and LibIdaho as an advocacy resource.**
To further this objective the Public Relations and Advocacy Committee will
1. Regularly submit items related to advocacy to be posted to the ILA Advocacy web page, and send electronic alerts to announce the new items.
2. Submit regular advocacy alerts to using electronic distributions where appropriate.
3. Send an annual mailing regarding advocacy training and roundtable events to ILA members.
4. Annually identify and post to the ILA web site the names of supporters who can speak on library issues in each region of the state. Identify at least one spokesperson in each of the six regions of the state in 2005/2006. Share the list with the media annually.
5. Report results to the ILA Secretary/Executive Board by September 1, 2006.

**Objective 5: Recognize and promote the library champions, friends, and advocates who are critical to libraries in Idaho.**
To further this objective, the Executive Board and appropriate committees and divisions will
1. Promote the ILA Book Award by publicizing the award, providing a cash award of $500 total to the author(s) of a single book, and an optional Honorable Mention without cash award to a runnerup.
2. Select and recognize an Idaho Legislator of the Year, Legislative Honor Roll, Trustee of the Year, Friend of the Year, Librarian of the Year, Special Services to Libraries, Public Library of the Year, and School Library Media Program of the Year as appropriate.
3. Solicit nominations and select recipients for the Idaho Library Association Scholarship(s) and the Gardner Hanks Scholarship.
4. Recognize outstanding leadership and contributions to the Idaho library community with the lifetime membership award.

**Goal 3: Promote intellectual freedom for all Idaho residents.**

To further this goal the Intellectual Freedom Committee will

**Objective 1: Continue to advocate for open access to information for all Idaho residents.**
1. Attempt to have at least one member on the Intellectual Freedom Committee from each type of library (academic, school, public, government, special).
2. Maintain the Intellectual Freedom Committee page on the ILA web site in its role as a portal to and resource for information concerning intellectual freedom.
3. Continue to develop the Intellectual Freedom Speaker's Bureau. Try to have at least one speaker in each of the six regions in Idaho.
4. Continue to monitor regional and national intellectual freedom issues, and inform the Idaho library community through postings on LibIdaho.
5. Recommend a program/speaker/roundtable for the ILA annual conference.
6. Help regional conferences develop programs on Intellectual Freedom issues (in cooperation with the Regional Conference committees)
7. Submit an article for publication in the *Idaho Librarian*.
8. Report results to the ILA Secretary/Executive Board by September 1, 2006.

**Objective 2: Support Idaho's libraries and library staff on intellectual freedom issues.**
1. Host at each annual conference at least one fundraiser for intellectual freedom.
2. Update the Intellectual Freedom Handbook (posted on the ILA web site) as needed.
3. Provide, upon request, counsel to libraries and library staff facing challenges related to intellectual freedom.
4. Develop, and distribute electronically, information packets on "Banned Books Week" each year.
6. Investigate training for Intellectual Freedom Committee members on how to respond to a request for assistance during an intellectual freedom challenge.
7. Submit results to the ILA Secretary/Executive Board by September 1, 2006.
Goal 4: Provide opportunities for continuing education and communication of information for ILA members, and the Idaho library community.

Objective 1: Promote, support, and facilitate continuing education and professional development.
To further this objective, the Continuing Education Committee will
1. Promote opportunities for continuing education.
   a. Survey the membership concerning their continuing education needs every other year.
   b. Gather information from academic programs and technical training opportunities, and make this information available to the library community.
   c. Invite representatives to ILA annual and regional conferences to promote their educational programs. (In cooperation with the Annual Conference committee and Exhibits chair, and the Regional Conference committees and Exhibits chairs)
2. Coordinate with Annual and Regional Conference committees to provide continuing education at the conferences sponsored by ILA.
   a. Develop and maintain a speaker's database of individuals available to the Idaho library community.
   b. Make this speaker's database available to the conference committees.
3. Coordinate with the Idaho State Library Continuing Education Coordinator about continuing education opportunities.
   a. Communicate periodically with the ISL CE Coordinator about possible programs.
   b. Promote and support the Idaho State Library continuing education programs.
4. Maintain an awareness of library trends and issues pertinent to the Idaho library community.
   a. Read all ILA conference evaluations to identify successful programming ideas. (In cooperation with the Conference committees and ILA Vicepresident)
   b. Request input for ideas and presenters for conferences from the Idaho library community.
   c. Identify potential presenters within our local communities, and encourage them to be available to the Idaho library community.
5. Report results to the ILA Secretary/Executive Board by September 1, 2006.

Objective 2: Increase membership participation in ILA's continuing education events.
To further this objective the Executive Board will
1. Organize and conduct an annual conference that meets the continuing education and professional development needs of the membership. (In cooperation with the Annual Conference Committee and Continuing Education Committee)
2. Sponsor annual regional conferences, which provide continuing education and professional development opportunities for attendees. (In cooperation with the Regional Conference committees and the Continuing Education Committee)
Objective 3: Provide four or more informal opportunities for the membership to discuss library issues and concerns each year. To further this objective, the Executive Board, in cooperation with the appropriate committees, will
1. Organize a series of round tables or interest groups on topics of general interest at the annual conference. (Annual Conference Committee)
2. Organize a welcoming activity for new members and firsttime attendees at the annual conference. (Annual Conference Committee)
3. Continue to maintain a web site, and review it on a continuing basis. (Webmaster, committee and conference chairs)
4. Continue to publish the Idaho Librarian online. (Webmaster and Idaho Librarian editor)
5. Use the ILA web site and the LibIdaho discussion list to encourage communication, continuing education, and recruitment.

Goal 5: Support and encourage collective activities to improve library services and resources.

Objective 1: Enhance and enrich access to electronic information resources that provide information services to Idaho's libraries.
To further this objective the Executive Board will
1. Provide testimonials to the Legislature as needed to support the expansion of the Idaho State Library's LiLI services.
2. Support the Idaho State Library's LiLI Advisory Board in its statewide plan for networking by providing testimonial support and encouraging participation as appropriate.
3. Encourage members to provide letters of support for grants.

Objective 2: Foster the knowledge, skills, and abilities of Idaho library staff by providing educational opportunities on technology topics.
To further this objective the Executive Board will work with the appropriate committees to
1. Offer appropriate educational programs at annual and regional conferences. It is strongly recommended that each conference have at least one technical session. (Continuing Education Committee, Annual Conference Committee, Regional Conference committees)
2. Appoint an adhoc committee (including the Annual Conference and Exhibits committee chairs) for 2005/06 to investigate the feasibility and possible models for inviting technology vendors to provide workshops before and/or after ILA annual conferences. Final report will be due to the ILA Secretary/Executive Board by September 1, 2006. Should it be decided to implement this proposal, it would begin with the 2007 Annual Conference.

Goal 6: Model best practices for the ILA Executive Board.
To further this goal, the appropriate groups will
1. Provide an orientation for incoming officers and committee chairs at the beginning of the October Executive Board meeting preceding each annual conference. (President, VicePresident, Secretary, Treasurer)

2. Evaluate October 2005 transition activities for the Executive Board, including new officer orientation. Report due at the November 2005 Executive Board meeting.
   (Executive Board)

3. Conduct an internal review on a continuing basis:
   a. Clarify ILA's policies regarding nonprofit vendors at the ILA Annual Conference. Should they be treated and/or charged any differently than forprofit vendors? Report due by the January 2006 Executive Board meeting. (Annual Conference Exhibits Chair, Executive Board, Annual Conference Chair)
   b. Review the Bibliography Committee and the Scholarships & Awards Committee, and their respective charges, during 2005/06. Final reports due by the April 2006 Executive Board meeting. (Adhoc committee members)
   c. Review the ILA Bylaws during 2005/06. Present a draft of changes (if any) for Board approval at the April 2006 Executive Board meeting. Bylaws changes require a vote of the membership, and should be on the 2006 ballot. (Executive Board and Constitution/Bylaws Committee)
   d. Review the Legislative Committee and the Membership Committee, and their respective charges, during 2006/07. Final reports due by the April 2007 Executive Board meeting. (Adhoc committee members)
   e. Review archiving on the ILA web site during 2006/07. Create/clarify policies. Report due to the ILA Secretary/Executive Board by Sept. 1, 2007. (Executive Board, Webmaster, committee and conference chairs)
   f. Review the Idaho Book Award Committee and the Annual Conference Committee, and their respective charges, during 2007/08. Final reports due by the April 2008 Executive Board meeting. (Adhoc committee members)

4. Evaluate ILA support activities for Regional Conferences.
   a. In October of 2005, review the statewide survey on Spring Conferences, and decide if any changes should be made in light of its findings. (Executive Board, Spring Conference chairs)
   b. Evaluate the October 2005 training session for the 2006 Regional Conference chairs, and plan training for the next year for the 2007 chairs. Report due at the November 2005 Executive Board meeting. (President, Vicepresident)
   c. Evaluate (and revise, if necessary) the *ILA Regional Spring Conference Planning Handbook* on an annual basis. Revisions due annually by September 1. (Vicepresident)
   d. Put the *ILA Regional Spring Conference Planning Handbook* on the ILA web site in the "Officers only" section by October 1, 2006. (Vicepresident)

5. Review the draft revision of the *ILA Annual Conference Manual* in November 2005.
   Final revision is due at the Executive Board meeting in April 2006. Put the *Manual* on the ILA web site in the "Officers only" section by October 1, 2006. (Adhoc committee, Executive Board)
6. Update the ILA Strategic Plan on an annual basis. The plan should cover the upcoming three years, and incorporate all of the activities engaged in by the organization. Revisions should be approved annually (no later than the first October Executive Board meeting). Annual reports by officers and committee chairs (due September 1 to the ILA Secretary) should reflect progress toward meeting the goals of the plan, and budget requests (due in November) should be based on activities in the plan. (Executive Board, Committee chairs)

**Illinois Library Association**
http://www.ila.org/
The Illinois Library Association is the voice for Illinois Libraries and the millions who depend on them. It provides leadership for the development, promotion, and improvement of library services in Illinois and for the library community, in order to enhance learning and ensure access for all. Its primary goals are:

**Advocating for the Public Interest**
- Literacy and Lifelong Learning
- Access to Information
- Intellectual Freedom
- Public Policy and Legislation
- Public Awareness

**Promoting Excellence**
- Continuing Education
- Publications and Communications
- Leadership Development
- Awards
- Innovative Programs

**Managing the Present to Prepare for the Future**

In order to address these priorities, ILA will use its resources wisely and maintain a flexible structure that promotes the diverse interests and broad participation of members and units.

**Indiana Library Federation**
http://www.ilfonline.org/

**Constancy of Purpose**

**MISSION**
The mission of the Indiana Library Federation is to promote all libraries in Indiana and foster the professional growth of its members.

**VISION**
MEMBERSHIP. We are an organization of all eligible individuals and groups passionately committed to the power of libraries and libraries to improve the quality of life in Indiana communities.

COLLABORATION/PARTNERSHIPS. We effectively collaborate with all individuals and organizations to support and promote Indiana libraries.

TECHNOLOGY. We use the latest appropriate technologies to accomplish the ILF mission and goals.

PROFESSIONAL DEVELOPMENT. We provide and promote effective professional development for individuals and libraries.

PUBLIC RELATIONS/ADVOCACY. We influence policy. Citizens use, support, and fully fund all Indiana libraries. Decision makers seek out librarians as information providers.

SERVICES. We help local libraries improve their services to local residents.

VALUES

DEMOCRATIC IDEALS. All members have a voice and diversity is respected. We advocate intellectual freedom.

INTEGRITY. We speak the truth and honor our commitments.

RELATIONSHIPS. We support and encourage collegiality and collaborations.

EFFECTIVE. We focus on actions that efficiently further out mission and vision.

MEASURES

1. Members as a percentage of potential members
2. Member retention
3. Professional development: conference evaluations, attendance, follow-up survey
4. Promotion of libraries: advertising, invitations to join collaborations, Web hits, grassroots contacts

Advocacy: legislative successes, local successes

Key Success Factors

The Strategic Planning Committee identified five areas critical to ILF’s ability in the next few years to carry out its Mission, make progress toward its Vision, and stay true to its Values:

1. Get, keep, and develop members
2. Shape policy
3. Evaluate ILF organizational structure
4. Improve communications
5. Develop and manage collaborations

“...people coalesce around location, discipline, interest, and issue. The association...is the facilitator of conversation—supplying ways in which members can communicate among themselves and among other constituents—not the provider of it. The conversation continues as long as the participants wish it to.”


Charter #1: Get, Keep and Develop Members

To: Membership Committee
6/11/04

Purpose of charter: Create a standardized process(s) for recruiting and involving new members in the life and work of the Federation.

Product/Expected Results: written document(s), implementation plan(s) showing responsibilities, time line, evaluation and budget required (if any).

Implement the plan/process

Authorities:
I Can involve additional people and groups
I Can use office staff and facilities
Can look to other organizations for examples

Limitations:

- Must obtain approval from the ILF Board of Directors before launching plan
- Must involve ILF Executive Office Membership Manager
- Must involve board liaison
- Must investigate how technology can help implement the plan
- Must investigate other associations’ activities and plans
- Assure plan addresses membership in all associations

Monitoring:

- Submit written plan in electronic format to board by November 1, 2004
- Implementation plan immediately following board approval
- Send quarterly progress reports in writing in advance of board meeting

**Charter #2: Evaluate Federation Structure**

To: COES + Strategic Planning Committee
6-11-04

Purpose: Streamline organizational structure so we are more effective, responsive and cohesive.

Product/Expected Results:

- Written document showing proposed organization and decision and communication pathways (Flow chart)
- Implementation plan(s) showing responsibilities, time line, evaluation and budget required (if any).

Authority:

- To look outside the box
- Can use office staff and facilities
- Don’t hesitate to suggest major changes
- Consult an attorney and Secretary of State’s Office

Limitations:

- Look to other effective organizations and literature for ideas
- Include needs and all points of view
- Align with strategic plan and constancy of purpose
- Consider legal obligations and limitations for example: Articles of Incorporation
- Seek approval for any expenditure of funds
- Incorporate technology
- Must look at other associations’ strategic plans (some library and some others)

Monitoring:

- Submit written rough draft in electronic format to board by November 1, 2004
- Final draft to board by January 5, 2005
- Present to board at January 12, 2005 board meeting

**Charter #3: Shape Policy and Develop Advocacy Process**

TO: Ad Hoc Committee appointed by Executive Board President
6.11.04

Purpose: Shape policy and develop public relations efforts to positively affect Indiana libraries.

Product/Expected Result:

- Action plans to proactively influence library policy for schools, public, special and academic libraries
- Public relations plan to influence citizens to support libraries
- Plan to encourage decision makers to seek out librarians as information providers
- Measures for monitoring success
Charter #4: Improve Communication within the Federation

TO: Special Task Force + Association Representatives

6.11.04

(Change: in key success factor take out technology)

Purpose: To improve communications between and among ILF members, ILF leadership, the ILF office, other organizations and the public

Product/Expected Results

- Specific list of to do’s that will:
  - Clarify what ILF is and what we can realistically do
  - Improve personal interactions among ILF members, ILF leadership, the ILF office, other organizations and the public
  - Help us understand, appreciate, and respect similarities and differences among associations
  - Promote a common language within the Federation
  - Evaluate and recommend changes to effectively use electronic communication
  - Plan to measure effectiveness of implementing these “To do’s”
  - Timeline and responsibilities for implementation

Authority:
- Can use office staff and facilities
- Look at other organizational examples
- Invite others experts to participate such as legislative advocates
- To organize the task force
- Limitations: Don’t fail to…
- Incorporate technology
- Include all groups and points of view represented in the Federation
- Avoid duplicating efforts of other ongoing efforts of the Federation
- Seek approval for budgetary needs
- Seek synergies across all associations
- Must look at other associations’ strategies and plans

Monitoring:
- Submit progress report in electronic format to Strategic Planning Committee by November 1, 2004
- Submit final plans to board by February 5, 2005
- Present to board at February 12, 2005 board meeting
Charter #5: Increase Collaboration

TO: Ad Hoc Committee appointed by Executive Board President
6.11.04

Purpose of charter: To increase collaboration between ILF and other organizations with missions similar to ILF’s.

Product/Expected Results:
- A plan showing potential collaborators, areas of collaboration, methods and organization for collaboration, benefits and areas of concern that can result from collaboration

Authorities:
- Can involve additional people and groups
- Can use office staff and facilities
- Can look to other organizations for examples
- Look outside the box

Limitations: Don’t fail to...
- Must obtain approval from the ILF Board of Directors before launching plan
- Look to other effective organizations and literature for ideas
- Align with strategic plan and constancy of purpose
- Consider legal obligations and limitations
- Seek approval for expenditure of funds
- Incorporate technology
- Include all groups and points of view represented in the Federation

Monitoring:
- Submit written rough draft in electronic format to board by November 1, 2004
- Final draft to board by January 5, 2005
- Present to board at January 12, 2005 board meeting

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**Iowa Library Association**

http://www.iowalibraryassociation.org/

**IOWA LIBRARY ASSOCIATION**

**STRATEGIC PLAN**

Mission: The Iowa Library Association advocates for quality library services for all Iowans and provides leadership, education and support for members.

1. Advocate for all Iowa libraries and those who staff, support and use them
   a. Work with state and nationally elected representatives and library advocates to improve legislation affecting libraries
   b. Strengthen public relations efforts, promoting the benefits of libraries.
   c. Support core values of lifelong learning, literacy, equal access and intellectual freedom.
   d. Encourage innovation and partnerships.

2. Build membership and strengthen the Association through recruitment, education and active participation.
   a. Actively recruit new members to ensure all constituent groups and all areas of the state are well represented.
   b. Provide quality professional and educational development
   c. Create opportunities for participation by all members.

3. Ensure an effective, flexible and efficient organization.
   a. Build a flexible, responsive organization by improving policies, structure, and processes.
   b. Enhance communication among and between members, subdivisions, and the Association.
c. Use technology effectively to assist in achieving goals.
d. Provide service-oriented office management.
Adopted by the membership on October 12, 2006

**Kansas Library Trustee Association**
http://skyways.lib.ks.us/KLA/

**Strategic Plan**
(October 25, 2002; revised 2/19/03 per 1/18/03 KLTA board discussion)

**Vision statement for KLTA:** to promote the development of highly effective library service for all Kansans, in every type of library and community.

**Mission statement for KLTA 2003-2006:** The Kansas Library Trustee Association will: Become known statewide as a proactive group of Kansans who advocate for local community libraries and statewide library services.

Support local library boards by sponsoring education for library trustees about the purpose of and operations of libraries and statutory authority of the Board.

Increase awareness and visibility of KLTA in each region of Kansas.

**A. Action Goals for KLTA 2003-2006**

1. In order to “become known statewide as a proactive group of Kansans who advocate for local and state library services,” KLTA will focus advocacy efforts on one issue per year of statewide importance. Advocacy is the act of verbal support for a cause that results in gaining support of decision-makers for that cause.
   a. 2003 statewide issue: salaries of library staff members must be increased.
   b. 2004 statewide issue: may focus on promoting the value of small libraries (more details in Appendix A).
   c. 2005 statewide issue: may seek to increase the involvement of trustees in local advocacy for increased visibility, expansion, funding and the benefit of Kansas libraries (more details in Appendix B).

2. In order to “support local library boards by sponsoring education for library trustees about the purpose of and operations of libraries and statutory authority of the Board,” and to contribute to its advocacy efforts, KLTA will sponsor workshops and the development of educational materials.
   a. 2003: an advocacy workshop including the role of individuals and library organizations in the legislative process will be held in the fall of 2003.
   b. 2004: work in partnership with the State Library and Institute for Continuous Education (ICE) to sponsor 2 workshops (one in central and one in western KS) on such topics as evaluation of directors, library laws, liabilities and responsibilities, public relations.
   c. 2005: work toward the development of web-based education modules that trustees can use at their convenience and in their local location.
   d. Each year KLTA and FoKL will collaborate in planning and conducting the Trustee/Friends Day at Tri-Conference. The purpose of these meetings will be to address current topics and educational needs as well as to encourage social networking. Together with FoKL, KLTA will call attention to issues as they arise (e.g. censorship, CIPA, funding, etc.).
e. Throughout this planning period, KLTA will publicize appropriate KLA, ALTA and SLIM/ICE workshops to its members.

f. When appropriate, workshops will be followed with publications on the same topics. These may be posted on the KLTA website or made into videos or print publications.

3. In order to “increase awareness and visibility of KLTA in each region of Kansas,” KLTA will continue to recruit members, offer its educational programs throughout the state, encourage participation by more of its members and continue to work with regional library systems and the State Library.

   a. 2003: Encourage all library directors to promote KLTA as an organization for local trustees. KLTA will provide membership material to the directors.

   b. 2004: Each Board Member should commit to visit 2 small library board meetings each year and should be reimbursed for travel. The purpose of such visits is to listen to the concerns of trustees throughout the state, to make KLTA and its efforts more visible, recruit members, encourage networking, and provide resources if asked to do so.

   c. 2005: KLTA will call the attention of local trustees and city officials to issues of importance to libraries (e.g. funding, censorship, CIPA, etc.).

   d. Throughout this planning period, efforts will be made to encourage mentorship of new members by current KLTA members.

   e. Throughout this planning period, KLTA will seek partners and will be a partner in any activity that furthers its ability to meet its goals and mission.

B. Administrative Goals for the Board of KLTA 2003-2006

1. Organization of KLTA Board

   a. The KLTA Board will continue to make policy, implement plans and make connections with the appropriate statewide library organizations.

   b. Governance of KLTA is designed to efficiently promote the mission and goals of the organization through frequent communications, participation and partnerships.

      i. 2003: The Board will explore the governance relationship between KLTA and KLA and consider the possibility of KLA staff working with and for KLTA in exchange for salary support and database maintenance in 2004.

   c. The Board may reorganize itself into 4 sub-committees and invite KLTA members not on the board to be sub-committee members. Steps to consider include having two face-to-face board meetings annually attended only by Board Members who will discuss ways that the committees can work together. The Board will work to find ways to review and approve committee actions by conference calls or email communication so that committee action does not have to wait for bi-annual Board meetings.

      i. Membership Sub-Committee - promote institutional membership, accept individual membership.

      ii. Budget Sub-Committee - oversee the use of KLTA monies and seek additional funding sources.

      iii. Advocacy Sub-Committee - design and promote the annual statewide advocacy issue and activities.

      iv. Education Sub-Committee - contract or conduct workshops.

2. Policies, Procedures and Protections for KLTA will need to be re-written by 2005 because times change. A current constitution and by-laws should always be available on the website.
3. Communication with members and librarians should continue to be a constant effort of the Board.
   a. Continue the newsletter and website. While a paper newsletter delivered to KLTA members is still effective, the Board should consider posting the newsletter to the website also in an attempt to expand its distribution at little cost.
      i. The newsletter and website should promote the value of each other.
      ii. The Board should appoint someone to monitor and evaluate the content of the website and its value to the constituencies.
   b. Create an email, postcards and/or phone ACTION NOW! that would supplement the work of the KLA Legislative Committee by aiming its content directly to trustees. Brief information on pending legislation and requests for specific action would be included. Perhaps a trustee who is not on the KLTA Board could be recruited to coordinate this effort.
   c. Continue to encourage the inclusion of trustee news in library newsletters and on KANLIB-L.

4. Contract for and supervise the development of resources for trustees (see Appendix C).

5. Other things as decided by the KLTA Board because of wisdom, initiative, creativity, opportunities, gifts, need, orders from God, etc.

Appendix A

Note: In KLTA’s 1998 plan Report E was devoted to Small Libraries. This page is revised here in case the Board decides that this should be the focus of advocacy activities in 2004. It should be noted that in the KLTA Strategic Plan Action Goal A.2 (page 1) the verb “may” is used in recognition that within the next year the Board may find it more advisable to choose a different issue for advocacy.

Purpose: Although all libraries experience problems with collections, staffing, electronic equipment and budgeting, these problems are magnified in the Small Library. The majority of public libraries in Kansas would be considered Small Libraries. It is the purpose of KLTA to provide resources for these Small Libraries. Small Libraries experience problems due to the following factors:

1. Limited funding. This is due to a small tax base.
2. Limited personnel. Available salaries do not attract many qualified workers.
3. Limited volunteers. There’s a small population to draw from.

Action suggestions for KLTA in 2004:

To assist the Small Library in any way possible, including any of the following:

1. A statewide initiative to advocate for state funding for small libraries because of the contribution of libraries to community life, community education, and community development.
2. Set up a telephone/email network of small library trustees and staff who are well connected with local legislators to encourage advocacy from home.
3. Making information available to small libraries about alternative funding sources such as grants, gifts, matching funds and endowments.
4. Continuing Education funds for trustees: Although the regional library systems in KS make information available to the Small Libraries through workshops, meetings, consultant visits and printed materials, it is not always possible for the trustees to
participate. KLTA could promote participation by customizing programs to the needs of trustees, providing discounts for KLTA members, searching for funding to help with transportation costs, conducting workshops in locations that reduce travel time and developing materials that can be delivered at local libraries.

5. Board members will visit small libraries to listen to the concerns of trustees throughout the state, to make KLTA and its efforts more visible, recruit members, encourage networking and provide resources if asked to do so.

6. Praise trustees throughout the state for participation in the 2003 advocacy issue.
7. Encourage trustees throughout the state to participate in the 2004 advocacy issue.
8. Prepare trustees throughout the state for the 2005 advocacy issue.

Appendix B

Note: Material revised from the 1998 plan is appended here in case the Board decides that the Advocacy Issue for 2005 should focus on local advocacy that will increase visibility of local libraries, expansion of services and facilities where advisable and the benefits of local library services.

Action suggestions for KLTA in 2005:

1. Bring together a one-time task force to brainstorm ways Kansas libraries can increase local visibility.
2. Create and distribute a template for an annual awareness plan showing the library as a viable, vital center of the community. Trustees, librarians, and Friends of the Library should each be aware of the individual duties, responsibilities and privileges of the position in which they serve, and the importance of each in promoting pro-active library service.
3. Praise statewide local library awareness activities in the Newsletter and on the website.
4. Publicize in local and statewide media the plans and activities of local libraries.

Kentucky Library Association
http://www.kylabasn.org/

MISSION

The Mission of the Kentucky Library Association (KLA) is to provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance and ensure access to information for all.

Louisiana Library Association

http://www.llaonline.org/index.php

Since the primary objective of the Louisiana Library Association is to promote the library interests of the State of Louisiana, the following major goals have been established to assure the best possible library service:
To keep members of the profession informed at all times of developments in the library field.

To promote interest in library materials about Louisiana and to encourage their production.

To encourage and promote scholarship in the field of library science.

To recruit individuals to the library profession.

To continue to provide high quality library services, collections, and facilities, which are fully adequate to support instruction, research, self-education, and pleasure reading in order that the citizens of Louisiana may be well-informed and able to achieve full self-development.

To develop alliances with other associations with similar professional interests.

**Maine Library Association**

http://mainelibraries.org/

**Our Purpose**
The object of the Maine Library Association is to promote and enhance the value of libraries and librarianship, to foster cooperation among those who work in and for libraries, and to provide leadership in ensuring that information is accessible to all citizens via their libraries. The Council may adopt and publicize positions on issues and legislation affecting libraries.

**Maryland Library Association**

http://www.mdlib.org/

MLA Strategic Plan
2006 - 2011

**MLA Is...**
Leading advocate for all Maryland libraries (4)
Networking opportunities, both professional and social (4)
Programs, continuing education, and training (4)
Leadership opportunities (2)
It members: a cross-section of library staff who are impressive people (2)
National level reputation (linked to ALA)
Highly organized

**External Trends and Forces That MLA Needs to Consider**
24 Competition for funding; MLA has competitors
24 Customer expectations; 24/7 service expectations; globalization of library customers
16 Keeping up with technology
14 Public perception
11 Next generation of library leaders, workforce recruitment
6 Libraries as community centers
5 Partnerships

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<td>MLA will recognize its members' commitment and service</td>
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<td>Leadership Institute Committee</td>
<td>1.3</td>
<td>Leadership Institute graduates will become active in MLA</td>
<td>MLA membership will increase by 5%</td>
<td>MLA membership will increase by 10%</td>
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<td>Membership Committee</td>
<td>1.4</td>
<td>MLA membership will increase by 2% per year</td>
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<td>Membership Committee</td>
<td>1.5</td>
<td>School library/media staff membership will increase by 100%</td>
<td>MLA membership will increase by 2% per year</td>
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Page 1 of 6
Timeline by Goal
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<tr>
<th>Membership Committee</th>
<th>1.2</th>
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<th>Amount of involvement by special libraries' staff will increase</th>
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<tr>
<td>Legislative Panel</td>
<td>2.1</td>
<td>Increase member advocacy efforts by 20%</td>
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<td>MD library community will receive timely info on legislative issues</td>
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<td>2.3</td>
<td>Promote equal access to information</td>
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<tr>
<td>Marketing Committee</td>
<td>2.4</td>
<td>Promote the use of all Maryland libraries</td>
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<td>Marketing Committee</td>
<td>2.5</td>
<td>Market the profession to potential staff</td>
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<tr>
<td>Executive Director</td>
<td>2.6</td>
<td>Promote the association</td>
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<tr>
<td>PDP</td>
<td>3.1</td>
<td>All programs are offered in ways that mitigate geographic barriers</td>
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<td>Timeline by Responsibility</td>
<td>Goal</td>
<td>2007</td>
<td>2008</td>
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<tr>
<td>Assistant Conference Director, Executive Director</td>
<td>3.3</td>
<td>Explore alternative conference venues/approaches</td>
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<td>Executive Director</td>
<td>2.6</td>
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<tr>
<th>Goal</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<td>PDP</td>
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<td>Partner with other CE providers whenever possible</td>
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<td>Steering Committee</td>
<td>5.3</td>
<td>Develop at least one partnership each year to increase resources</td>
<td>Develop at least one partnership each year to increase resources</td>
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<td>Strategic Resource Development Committee</td>
<td>5.1</td>
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<td></td>
<td>Increase revenues from grants by 30%</td>
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<tr>
<td>Strategic Resource Development Committee</td>
<td>5.2</td>
<td>Increase operational revenues 5% per year</td>
<td>Increase operational revenues 5% per year</td>
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<tr>
<td>Tech Team</td>
<td>4.1</td>
<td>Technology will support enhanced marketing and membership services</td>
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<td>Tech Team</td>
<td>4.2</td>
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<td></td>
<td>Technology will support programs and meetings</td>
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<td>Tech Team</td>
<td>4.3</td>
<td>Reinvent MLA website</td>
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</table>
**MLA Strategic Plan**  
2006 - 2011

**Goal Area 1: MLA’s diverse membership receives outstanding value for committing to the organization.**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Suggested Strategies</th>
<th>Performance Measures/Who Leads?</th>
</tr>
</thead>
</table>
| 1. During the life of this plan, MLA membership will increase by 2% each year. | • Create an internal marketing plan that addresses succession planning and increased participation  
• Return value to members: recognize participation  
• Retirees group to retain retired members and mentor new ones  
• Promote networking opportunities  
• Promote leadership opportunities  
• Ensure support staff are involved  
• Promote MLA at Staff Days  
• Identify and use opportunities to recruit new members from emerging leadership groups, including library schools and LATT | • 10% increase in membership, with retention of members  
• Every division has representatives from throughout the state  
*Membership Committee  
Marketing Committee* |

| 2. During the life of this plan, MLA will recognize its members’ commitment and service to the organization. | • Awards  
• Mentoring  
• Recognition activities (both formal and informal) are a part of MLA’s culture throughout the organization | Number of awards given  
Number of mentors and mentees  
Number of recognition activities  
*Membership Committee  
Awards Committee  
Marketing Committee* |

| 3. By 2008, Leadership Institute graduates will become active in MLA. | • Promote participation in Leadership Institute  
• Educate participants in MLA activities—work with DLDS to ensure that opportunities for this are structured  
• Mentors can help make the connection  
• Build in follow-up activity for graduates  
• Graduates are given MLA membership for one year | • Each graduate accepts a position on an MLA committee or commits to a specific MLA project  
*Leadership Institute Committee  
Executive Board* |

| 4. By 2011, academic library staff membership will increase by | • Create an internal marketing plan to attract academic library staff to membership and active | 15% increase in number of academic library staff who are members of MLA |
| 5. | By 2011, school library/media staff membership will increase by 100%. | - Create an internal marketing plan to attract school library/media staff to membership and active roles in MLA.  
- Cosponsor conference programs with MEMO | - 100% increase in number of school library/media staff who are members of MLA.  
- More programs of interest to school library/media staff.  
- Establish a new division or interest group.  
*Membership Committee  
Marketing Committee  
ARL D |
| 6. | By 2011, the amount of involvement by special libraries’ staff will increase. | Create an internal marketing plan to attract staff of special libraries to membership and active roles in MLA. | - Number of MLA members who work in special libraries  
- Number of jointly-sponsored programs  
- Attendance at programs  
*Membership Committee  
Marketing Committee |
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Suggested Strategies</th>
<th>Performance Measures/Who Leads?</th>
</tr>
</thead>
</table>
| 1. **By 2009, increase MLA member advocacy efforts by 20%.**             | • Grassroots training to include regional workshops and conference workshop  
• Produce fact sheet and talking points  
• For Maryland Legislative Day, provide AM briefing and advanced publicity across the state  
• Communicate advocacy success stories and post on MLA web page  
• Include representatives from all types of libraries in Legislative Day activities. | Number of people who come to Annapolis for Legislative Day, attend legislative reception, go to DC for National Legislative Day, attend training *Legislative Panel* |
| 2. **During the life of this plan, the Maryland library community will receive timely information on legislative issues.** | • Use Maryland Association of Public Library Administrators, MLA website, Citizens for Maryland Libraries and other identified lists within and outside library community to provide information about legislative issues  
• Use push technology to provide timely info to members  
• Produce fact sheet and talking points  
• Create a 'reporter' position on the Legislative Panel, could be an intern who might also maintain web page (i.e. graduate of Leadership Institute)  
• Link to legislative contacts | Number of communications *Legislative Panel* Crab webmaster |
| 3. **During the life of this plan, MLA will continue to promote equal access to information.** | • Serve as a resource on intellectual freedom issues  
• Provide info on legal issues and information access issues in 2006-07 | Number of programs offered Attendance at programs *IFAP* |
| 4. **During the life of this plan, MLA will take advantage of opportunities to promote the use of all Maryland libraries.** | • Fund and tell library stories  
• Participate in other organizations' promotional campaigns as appropriate (sister organizations, DLD, Alzheimer's and similar projects) | Number of stories published Number of joint promotional campaigns *Marketing Committee* |
### MLA Strategic Plan
2006 - 2011

| 5. During the life of this plan, MLA will market the profession to potential staff. | • Promote the profession to young people considering careers, career changers, and other target audiences as they are identified.  
• Learn from the efforts of other associations (LA student chapter for high school students; NJ 'Ask me why I love my job' initiative). | Number of contacts and presentations made  
*Marketing Committee*

| 6. During the life of this plan, MLA will take advantage of PR opportunities to promote the Association. | • Determine the need for consulting or staff assistance for MLA office.  
• Develop relationships with local and national media. | Number of stories generated  
*Executive Director  
Staff assistance as determined* |
### MLA Strategic Plan
#### 2006 - 2011

<table>
<thead>
<tr>
<th>Goal Area 3: Expand professional development to meet the needs of all members</th>
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<tbody>
<tr>
<td><strong>Objectives</strong></td>
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<td>2. By 2007, partner with other continuing education providers whenever possible.</td>
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<td>3. By 2007, explore alternative conference venues/approaches.</td>
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</tbody>
</table>
| Director | Conference Committee
| Tech Team |
| --- | --- |
| tracks, alternate year format changes, and so on  
- Explore distance learning technologies for some conference programs |
| Goal Area 4: MLA uses technology to increase the association's value to members |
|---|---|---|
| Objectives | Suggested Strategies | Performance Measures/Who Leads? |
| **1. By 2008, MLA's technology will support its enhanced marketing and membership activities.** | - Create a Tech team  
- Charge Tech team with development and maintenance  
- Team will incorporate pilots and usability testing of technology enhancements  
- Ensure MLA office staff has the technology needed to implement required services | - Provide wiki/blog for Conference 2007 with media enhancements  
- Provide same for other programs by 2008  
*Tech Team  
Conference Committee |
| **2. By 2010, MLA's technology will support programs and meetings.** | - Partner with or purchase services from organizations (i.e. companies, community colleges) that provide videoconferencing, webcasting, etc.  
- Identify resources needed  
- Tech team (train, consult, or provide service) | - 20% of all programs will be available via distance learning by 2010  
- Technology used needs to work 95% of the time  
*Tech Team |
| **3. By 2008, reinvent MLA's website.** | - Budget for web design as appropriate  
- Ensure that the site responds to the needs of members | - Live and functional within 2 years  
*Tech Team  
Webmaster Marketing Committee |
## Mission Statement

The Massachusetts Library Association advocates for libraries, librarians, and library staff, defends intellectual freedom and provides a forum for leadership, communication, professional development and networking to keep libraries vital.

## Vision Statement
MLA is the recognized authority for advocacy for libraries and library staff, intellectual freedom, and professional development and networking opportunities. MLA's success will produce the following results:

* People who have access to the information resources they need and want wherever and whenever they want them, as guaranteed by the First Amendment.
* Libraries are recognized as the first source for information and literacy resources.
* Librarians are the recognized experts at guiding people to information and reading resources.
* All Massachusetts residents understand the value and scope of library services.

**Goals**

**Goal 1** - MLA creates a positive image for the Association, libraries, librarians, and library staff.

**Goal 2** - MLA advocates successfully for funding that benefits Massachusetts libraries, librarians, and library staff.

**Goal 3** - MLA strengthens the inclusiveness, effectiveness and vitality of the organization to add value to the membership.

**Goal 4** - MLA is a leader in the state in providing education resources, and guidance to libraries, librarians, and library staff involved in protecting First Amendment rights.

**Action Plan**

**Goal 1:** MLA creates a positive image for the Association, libraries, librarians, and library staff.
Issue:
In light of the expansion and challenges of the Information Age over the recent years, MLA recognizes that throughout the Commonwealth, and within the Association itself, librarians need to be able to relate to and communicate a clear and positive image of their role in libraries as espoused by MLA both to experience the benefits and to further the influence of MLA in the library community.

Strategy:
Consistent and constant definition, promotion, and assertion of the librarian’s positive role in the creation, delivery and support of information and literacy services within Massachusetts libraries will make our Association stronger, and, in turn, attract new members not only to MLA but to the profession. Cultivating and securing a readily identifiable image of the librarian’s role will contribute to the synergy of MLA’s communications channels, advocacy efforts, professional development programs, and leadership enrichment. The ongoing work of defining, communicating and celebrating the image demands an integrated and fresh effort by the MLA Executive Board, Committees and Sections.

Goal 1/ Objective 1: Develop a Communication Plan for use by the Membership Committee to promote members’ awareness of the Association’s positive impact on the library community.
Action 1: Evaluate existing communications media such as the newsletter, membership application, and web site as formats for conveying positive images and make recommendations for improvements.
Action 2: Develop and begin implementation of an orientation tool to instruct committees and sections on integrated strategies for using MLA media formats to foster and maintain the positive role of MLA members in libraries.

Goal 1 Objective 2: Develop a public PR campaign in cooperation with MLA affiliates and partners that promotes a realistic image of today’s Massachusetts libraries and staff.
Action 1: Identify MLA affiliates and corporate partners; discuss composition of inclusive PR campaign
Action 2: Develop PR campaign, establish timetable and identify steps

Goal 1 Objective 3: Initiate an MLA Accomplishment Awards Program that focuses on the diverse influences and impacts of library programs, staff and affiliates and on the successes and interests of Massachusetts libraries.
Action 1: Draft, finalize and begin implementation of an awards program that stresses accomplishment, success, influence and/or
innovation as opposed to "position" or professional degree. Sample categories for awards include "Recognition Award to Dynamic New Members," the "Annual Library Staff Accomplishment Award," "Library of the Year Award," "MLA Author of the Year Award," etc. [The awards program plan should outline presentation schedule that takes advantage of MLA special events and conference occasions as a way to entice members and potential members to attend either key MLA functions or affiliate functions at which MLA is seeking to promote its image and influence.]

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Goal 1 Objective 4: Identify and support organizations that provide leadership opportunities for members and provide support for members to pursue those leadership opportunities.

Action 1: Identify existing and new venues for leadership training including financial and other types of sponsorship

Action 2: Use the Communication Plan to promote ways MLA members access this support

Action 3: Publicize MLA’s willingness to support leadership opportunities for its members;

Action 4: Evaluate need for a Leadership Mentor Executive Board position or Appointment and recommend duties for this position or appointment if needed.

Goal 2: MLA advocates successfully for funding that benefits Massachusetts libraries, librarians, and library staff.

Issue:
Massachusetts libraries need appropriate funding resources to maintain and develop library services in our state. MLA is the organization that can lead advocacy efforts for funds in a strategic and comprehensive manner. The Association needs to work in cooperation with affiliates to develop a focused approach.

Strategy:
MLA will coordinate efforts to develop an advocacy plan that is publicized to the Membership, affiliates and partners to gain support for legislative efforts. MLA will investigate the hiring of a lobbyist or publicist and other strategies to increase funding for libraries and salaries for librarians.

Goal 2 Objective 1: The Legislative Committee will develop an annual plan and/or agenda in cooperation with other members of the library community.
Goal 2 Objective 2: The Legislative Committee will develop a Legislative Communications Plan in cooperation with other groups, eg, MBLC, MFOL, MLTA, MSLMA.

   Action 1: Draft, finalize, and begin implementation of a plan in cooperation with representatives of targeted organization(s)
   Action 2: Identify means to ensure that messages are clear, concise, consistent, and that all members are contacted, including emerging automated methods
   Action 3: Evaluate plan success
   Action 4: Invite other organization(s) to participate in revising the plan

--

Goal 2 Objective 3: Participation of all members in legislative events and other advocacy efforts.

   Action 1: Orient and train a group of advocacy experts to serve as mentors to other librarians/trustees/friends, focusing on the current legislative agenda
   Action 2: Evaluate success
   Action 3: Provide orientation and training to a second group of mentors who pass on their skills to others, also focusing training on the current legislative agenda
   Action 4: Evaluate success and plan next steps

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Goal 2 Objective 4: Explore hiring lobbyist/publicist

   Action 1: Poll 5-10 library organizations that use lobbyists/publicists
   Action 2: Review literature on the topic
   Action 3: In consultation with MBLC representative, prepare recommendation to the MLA Executive Board
   Action 4: Implement recommendations
   Action 5: Evaluate success

--

Goal 2 Objective 5: Work on pay equity issues.

   Action 1: Poll 5-10 libraries or library organizations that have had success in this area
   Action 2: Review literature on the topic
   Action 3: Participate in ALA efforts in this area
   Action 4: Personnel Committee will explore ways to raise awareness of pay inequities and develop strategies to address them.
   Action 5: Begin implementation of strategies
   Action 6: Evaluate implementation and revise strategies to optimize effect

Goal 3: MLA strengthens the inclusiveness, effectiveness and vitality of the organization to add value to the membership.

Issue:
Over the years, with growing pressures of time and technology, the Association has not been as innovative as it needs to be to meet the needs of the membership. MLA needs to retool the Association so that it can grow and change and be recognized as a leader and integral part of the library community in Massachusetts.

**Strategy:**
A thorough review of the structure, governance and operations of the Association with appropriate actions will result in a healthier and more vital organization, with appropriate staffing, sounder fiscal management, more responsive member services and a more effective and efficient operation. This will also result in better use of volunteer time, more volunteerism and ensure the future of the organization by "growing" new leaders for the Association.

**Goal 3 Objective 1:** MLA Executive Board will develop the position of Executive Director, with an appropriate job description and full-time status. This person would bear responsibility for the day-to-day operations of the Association, and work with the Executive Board to fulfill the goals of the Association.

**Goal 3 Objective 2:** MLA will increase membership by 25% during the next five years.
Action 1: The membership committee will look at innovative methods for attracting new members and retaining current members
Action 2: Evaluate categories of membership
Action 3: Design campaigns to target different categories of members
Action 4: Develop a new members roundtable

**Goal 3 Objective 3:** MLA will identify and develop future leaders.
Action 1: Develop a mentoring program
Action 2: Institute an organizational development training for committee and section leadership
Action 3: Offer internship opportunities within the Association and its committees
Action 4: Support participation in the New England Library Leadership Symposium (NELLS) and other leadership education activities

**Goal 3 Objective 4:** The Association will hold an Annual Conference and support the efforts of sections and committees to have additional stand-alone programs as they wish.
Action 1: Explore the competitive continuing education environment in the state
Action 2: Evaluate MLA’s current program and conference offerings to determine their effectiveness in attracting members to attend
Action 3: Offer incentives to libraries, librarians, and library staff to attend the annual conference

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**Goal 3 Objective 5:** All MLA standing committees and sections will review their charges in light of this plan and create goals and objectives that fit into the concepts set forth herein.

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**Goal 3 Objective 6:** MLA will develop a financial plan for the next five years.

  Action 1: Create a Finance/Investment Committee to assist and advise the Treasurer in the oversight of the financial health of the Association

  Action 2: Identify new sources of revenue, including fundraising and grants

  Action 3: Develop a budgeting process that engages committee chairs and section heads more fully and moves the organization to a forward funding methodology

  Action 4: Develop plans for the investment of surplus funds and endowments

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**Goal 3 Objective 7:** MLA will develop a mechanism to involve its membership in regular evaluation by its membership, via annual or bi-annual member surveys or focus groups.

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**Goal 3 Objective 8:** MLA will develop a plan for affiliating partnerships with other Massachusetts library-related organizations.

  Action 1: The Executive Board will identify possible partners and explore liaisons and official relationships with them.

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**Goal 4:** MLA is a leader in the state in providing education resources, and guidance to libraries, librarians, and library staff involved in protecting First Amendment rights.

**Issue:**

In carrying out their professional responsibilities, librarians are called upon to make available information and ideas that are protected by the Constitution. Included in this broad scope may be some ideas that are offensive to some people in the community served by the library. MLA recognizes its role to inform librarians about intellectual freedom issues and to support librarians who are challenged as they make available constitutionally protected information.

**Strategy:**

MLA provides financial and informational resources to support libraries, librarians, and library staff facing challenges. MLA will help librarians understand the nature of their responsibility in regard to
constitutionally protected information and advertise the resources available to them. MLA will participate in national events and days such as Freedom of Information Day, Banned Books Week, etc.

Goal 4 Objective 1: MLA's Intellectual Freedom Committee keeps members informed on state and national legislation related to the First Amendment, patron privacy and other constitutional and intellectual freedom issues.

Action 1: The Intellectual Freedom Committee tracks legislation at both the national and state level and informs its membership concerning the possible impact of legislation and its progress.

Action 2: The Intellectual Freedom Committee plans workshops and prepares publications on subjects related to libraries, librarians, and intellectual freedom.

Goal 4 Objective 2: MLA assists librarians and libraries that are facing challenges regarding free speech issues.

Action 1: MLA's President appoints a committee to review the Moulton Fund and to establish guidelines for future use of the resources in this fund. This committee will also suggest ways that the fund can be publicized to the library community.

Action 2: If these measures are successful, future fundraising may be necessary.

Goal 4 Objective 3: MLA keeps legislators informed about First Amendment issues in proposed legislation.

Action 1: MLA presents testimony about legislation regarding First Amendment Issues at the state level and participates in ALA's national "Legislative Day".

MICHIGAN LIBRARY ASSOCIATION

http://www.mla.lib.mi.us/
The essence of strategic planning is managing uncertainty instead of becoming the unwitting victim of uncertainty. It means looking ahead and managing future risks. It involves thinking beyond day-to-day routine activities, operational processes and small scale changes to the development of a framework within which to think purposefully about the future.

It is an old saying, but true: if you don’t know where you’re going, any road will get you there. **Strategic planning is the organization’s way of choosing its destination, of charting the route it will take, and deciding on the resources it will need along the way.** This strategic plan will:

- Serve as a framework for decisions or for securing support and approvals.
- Provide a basis for more detailed planning.
- Explain the organization to others in order to inform, motivate, and involve.
- Assist benchmarking and performance monitoring.
- Stimulate change and become a building block for the next plan.

The strategic plan should not be confused with a business plan or operational plan. The strategic plan is visionary, conceptual and directionual in contrast to an operational or business plan that is short term, tactical, actionable and measurable. The strategic plan must be realistic and attainable so as to allow its leaders and managers to think strategically and act operationally.

This strategic plan was developed with the input of over 700 individuals representing all segments of the library community over a period of four months. The plan represents a common sense consensus on the future vision, roles and focus areas for action that will be pursued over the next three years.
Michigan Library Association
Strategic Plan 2006 - 2007

Guided by the belief that free access to information is the cornerstone of a free society, the Michigan Library Association, headquartered in Lansing, Michigan, has advocated for libraries on behalf of the state’s residents for over 100 years. In its long history, the MLA has defended the right to read, sought to clarify library governance issues, promoted library education, worked for free access of information to all residents, and persistently lobbied for adequate library funding. The Michigan Library Association is the oldest and largest library association in Michigan.

MISSION of the Michigan Library Association

The Michigan Library Association is a professional organization dedicated to the support of its members, to the advancement of librarianship, and to the promotion of quality library service for all Michigan citizens.

PURPOSES of the Michigan Library Association

Recognizing that other organizations in Michigan also serve the interests of Michigan libraries and librarians, the role of the Michigan Library Association (MLA) will be to focus its work on fulfilling two general purposes:

1. To serve as the primary public policy voice and advocate for the interests of libraries, librarians and indirectly, the public they serve.

2. To provide support for its members in order to continuously improve the quality of library services in Michigan.
The Shared, Practical Vision

The shared, practical vision for the Michigan Library Association was developed with participation of the members of the Executive Board, Strategic Planning Group, Chairs and Chairs-Elect of MLA Divisions.

The purpose of the vision statement is to describe the collective “hopes and dreams” of those who have a stake in the future of the organization. The practical time period for this shared vision is the next three years (2005 – 2007). The vision serves as a motivating, compelling description of the desired future and the guiding framework for organizational decision making.

By 2008, the Michigan Library Association will be a highly effective, trusted network of libraries, library employees, trustees, friends and supporters working together to support and promote the highest quality library services throughout Michigan.

Strategies and Goals

To achieve this vision, six goals have been identified forming five broad strategic directions for action:

Strategic Direction #1:
The MLA will work to secure public support for libraries and librarians that ensures the funding and policy support necessary to provide quality library services for all Michigan citizens.

Strategic Direction #2:
The MLA will achieve its full potential as a dynamic, influential professional organization providing vital information and services to its members.
Strategy: Securing Public Support

Goals:
1. Create widespread public awareness of the important role of libraries in our society by:
   - Creating a valued, recognized “benefit” for Michigan libraries
   - Implementing a statewide marketing campaign
   - Enhancing public relations efforts to convey positive “image” about libraries

2. Secure changes in public policy to assure the necessary resources and supports to provide quality library services for all of Michigan’s citizens by:
   - Developing a statewide, grassroots network of library advocates
   - Working with the Michigan Legislature and other community leaders to secure fair and equitable public funding for public libraries and other libraries that receive public funding
   - Increasing powerful systems and processes to enable member participation in advocacy efforts

Strategy: Achieving Our Full Potential

Goals:
1. Guarantee that individual and institutional membership in MLA is vital and essential to all member categories by:
   - Creating viable opportunities for participation in all regions of the state
   - Ensuring MLA leadership is reflective of the demographic makeup of the membership
   - Providing as many membership options as attractive to the various conditional groups MLA represents
   - Upgrading MLA policies, structures and processes to align with the shared vision

2. Facilitate training and education for members by:
   - Providing meaningful and networking programs to contact members and support new employees and friends of libraries
   - Developing a system for regional, and other professional learning to advance the quality and accessibility of library services
   - Implementing multiple communications methods to inform members of advocacy efforts and education opportunities
Strategy: Achieving Our Full Potential, Continued

3. Leverage all of the available resources to support libraries, and avoid duplication of effort by:
   1. Creating strategic, unifying partnerships with library-related and other organizations of strategic importance.
   2. Facilitating regular, ongoing communication with library-related organizations on issues of strategic importance.

4. Secure the human and financial resources needed to provide visible leadership and services to achieve our shared vision by:
   - Ensuring an Executive Director and staff are in place with qualifications and skills aligned to the vision and goals.
   - Restructuring the MLA Executive Board to provide expanded leadership opportunities for members and to tap member expertise vital to governing a statewide nonprofit association.
   - Securing organizational sponsors and grants to support specific goals of the Association.
   - Developing a business plan and dependable revenue streams to fund MLA operations at the level required to achieve the shared vision.

"We need to continue to keep the issue of funding and keeping libraries staffed with professionals...We need to dispel the myth that because we have the Internet we do not need libraries."

Online Survey
Action Agenda for 2005
Strategy: Achieving Our Full Potential

Action Plan for Staffing and Planning

1. Hire a Highly Qualified Executive Director

   The vision and goals of this strategic plan are clear, focused, and ambitious. It will require strategic, business leadership and a high level of business administration and management skills to successfully implement the plan. The volunteers and leaders who have provided leadership and time to the MLA cannot be expected to assume responsibility for implementing this plan without the assistance of a skilled, paid executive.

   Responsibility: Appoint Search Committee, Executive Board
   Timeline: Recommendation by April 10, Start by June 1, 2005

2. Develop Detailed Implementation Plan

   Ideally, the Executive Director will provide direction for detailed implementation plans with input from committee.

   Implementation plan will include:
   - Milestones
   - Tasks
   - Timeline
   - Responsibilities
   - Resource Requirements

   Responsibility: Executive Director, Executive Board Members
   Timeline: By July 1, 2005

3. Develop MLA Business Plans

   Once implementation plans have been finalized and resource needs are known, business plans will be developed for the organization’s operations and for each MLA unit. Business plans will provide an opportunity to align staffing with implementation priorities and to establish budget priorities along with resource development strategies.

   Responsibility: Executive Director
   Timeline: By September 19, 2005
Action Plan for Governance Restructuring

1. Institute an Elected Executive Board

There is a strong desire among members to develop a plan to institute an elected Executive Board with engaged members with a formal communications and input channel to ensure continued appropriate communication with Division Chairs. Moving to an elected Executive Board will give more opportunities for more members to have involvement in leadership positions and enable MLA to tap member expertise applicable to governing a nonprofit professional association, and will reduce the workload on members serving in dual or triple roles. A model that incorporates an elected Executive Board to a regional membership structure will address multiple issues.

Responsibility: Special Task Force for Association Restructuring
Timeline: Recommendations by July 1, 2005

2. Implement a Regional Structure for Member Participation

To address the growing need to enable participation of current and potential members in all regions of the state, a regional structure for member participation will be created. This regional structure will provide opportunities to elect leadership, for networking, education, and policy input, and to implement advocacy strategies. Additionally, the current slate of committees will be created, and if needed, restructured to align with current priority needs.

Responsibility: Special Task Force for Association Restructuring
Timeline: Recommendations by July 1, 2005

3. Develop a Set of Core Values

As a result of the strategic planning process, the Executive Board determined the essence of current set of Core Values are more appropriately represented within MLA’s stated vision, goals, and strategies. A set of principles describing MLA’s commitment to its members will help members and potential members understand the mission, values, and character of MLA.

Responsibility: Special Task Force for Association Restructuring
Timeline: Recommendations by September 1, 2005
Action Plan for Membership Development

1. Complete an Assessment of Market Potential

   The MLA Membership Committee has invested significant effort in studying issues related to membership, including the geographic distribution of members compared to the potential market (number of libraries and libraries and users related to the current user structure. For example, preliminary analysis suggests that MLA currently attracts around 23% of eligible members, with participation ranging from over 43% in zip code areas beginning with 400 to under 10% in zip code areas beginning with 420. The assessment will include an examination of:

   - Participation by location
   - Participation by category
   - Participation by demographic
   - Analysis of cost structure compared to other user associations
   - Analysis of benefits
   - Assessment of issues driving non-participation

   Responsibility: Executive Director, Membership Committee
   Timeline: By July 1, 2005

2. Develop and Implement a New Strategy to Attract and Retain Members

   A membership development strategy based on a realistic assessment of the market potential with specific targets for each membership category and the desired geographic and demographic representation will form the basis for a comprehensive member development campaign:

   Building on the accomplishments related to the strategic planning process and the implementation of regional participation and governance structures, a clear description of the benefits of MLA membership may be developed. The committee will explore potential for a member-to-member recruiting strategy.

   Responsibility: Executive Director, Membership Committee
   Timeline: By December 1, 2005
Action Plan for Partnership Development

1. Formulate a Coordinating Council of Library-Related Organizations

In the current climate of scarce resources, increasing competition for public funds, and accountability for results, the need for collaboration among organizations serving the same community base has never been greater. Michigan is fortunate to have more than one highly effective organization serving libraries, library employees, trustees, and friends.

MLA will provide leadership for and facilitate the formation of a coordinating body of library-related organizations. This body will work together to create synergy of effort for common issues and concerns, to coordinate education and training opportunities so that a complete spectrum of resources is available, to facilitate ongoing, open communication, and to address common needs as they arise.

Responsibility: Executive Board
Timeline: By June 1, 2005
Strategy: Securing Public Support

Action Plan for Public Policy Development

1. Partner with the Public Library Funding Initiative Group

The Public Library Funding Initiative Group (PLFIG) has completed extensive research and planning to address issues related to public funding for libraries. In order to best leverage the extensive investments libraries and librarians have made in PLFIG, it is appropriate at this time for MLA to focus on using this accumulated knowledge to implement a campaign to reform funding of public libraries in Michigan.

MLA will work with the leadership of PLFIG to develop a plan for MLA to assume responsibility for developing and implementing a strategy to secure public and legislative support for reform of Michigan's system for funding public libraries and needed changes to Michigan's District Library Act.

Responsibility: Executive Director, Executive Board
Timeline: September 1, 2005

2. Develop a Strategy to Achieve the MLA Agenda for Policy Change

Engage the Public Policy Committee in a process to develop goals for public policy change to support libraries and librarians, utilizing information and expertise from PLFIG and other library-related organizations.

Responsibility: Executive Board, Public Policy Committee
Timeline: December 1, 2005
Action Plan to Create Awareness

1. Create Awareness Among Internal Stakeholders

The first step to create public awareness of the important role libraries play in our society is to create legions of internal stakeholders who can articulate important messages. A primary focus of MLA communications and education for all units will be to provide information about the contributions of libraries to society and specifically throughout the state, and the issues impacting libraries' ability to fulfill their mission. Results of PLF surveys and analyses will be disseminated to all members over time in easily understood pieces. A systematic effort to create awareness and a unified message will be the first step to creating public support.

Responsibility: Executive Director
Timeline: Implementation beginning September 1, 2005

2. Launch a Formalized Library Advocacy Network

Working in concert with membership development and regional restructuring efforts, a formalized Michigan library advocacy network will be initiated. Members clearly identified advocacy as the most important function MLA needs to fulfill. In order to demonstrate this priority, organizing for grassroots advocacy will be a visible effort that is integrated in the organizational restructuring of MLA and in all communications.

Responsibility: Executive Director, Public Policy Committee
Timeline: Beginning July 2005
Participation

The members of the Michigan Library Association Executive Board and Strategic Planning Working Group wish to thank the hundreds of individuals who provided input to the strategic plan and participated in its development.

Twenty-five individuals participated in individual interviews, 577 participated in the online survey, and 181 individuals participated in focus groups hosted by members at the locations below.

1. Albion Public Library
2. Clinton-Macomb Public Library
3. Detroit Suburban Libraries, Cranmere District Library
4. Escanaba Public Library
5. Fennville Community Library
6. Harske District Library, Holton
7. Houghton Lake Public Library
8. Indian River Area Library
9. Kalamazoo Valley Community College
10. Library of Michigan, Lansing
11. MLA Annual Conference, Traverse City
12. Southwest Michigan Cooperative, Pew Paw
13. White Pine Library Cooperative, Saginaw

Michigan Library Association Executive Board and Other Participating Units

PRESIDENT, Linda Farjeon, Saginaw Valley State University
PAST PRESIDENT, Marcia Warner, Public Libraries of Saginaw
PRESIDENT-ELECT, Michael McQuade, Traverse Area District Library
TREASURER, Faye Badke, Michigan State University
SECRETARY, Sheryl Vanderwaagen, Lakeland Library Cooperative
MLA REPRESENTATIVE TO LIBRARY OF MICHIGAN BOARD, Elaine Dehn, Oakland University
MINNESOTA LIBRARY ASSOCIATION

http://www.mnlibraryassociation.org/

The Minnesota Library Association (MLA) is a statewide membership organization representing libraries, library workers, and library supporters.

MISSISSIPPI LIBRARY ASSOCIATION

http://www.misslib.org/

The mission of the Mississippi Library Association is to provide professional 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.
MISSOURI LIBRARY ASSOCIATION

http://molib.org/

The Missouri Library Association is a non-profit, educational organization operating to promote library service, the profession of librarianship, and cooperation among all types of libraries and organizations concerned with library service in the State of Missouri. Founded in 1900, MLA is proudly beginning a second century of service.

MONTANA LIBRARY ASSOCIATION

http://www.mtlib.org/

Vision Statement:

Montana Library Association – fostering libraries to benefit every Montanan.

Mission Statement:

The mission of the Montana Library Association is to develop and support the library community throughout Montana.

The Montana Library Association will:

- Work to maintain and expand library services that meet the informational, cultural, educational, and recreational needs of all Montana citizens.
- Advance the standards and ideals of the library profession.
- Support and encourage library efforts through political advocacy.
- Facilitate cooperation among all Montana libraries.
- Increase attention to intellectual freedom and social responsibility.
- Use the goals and objectives to prioritize the budget allocations.
- Establish timelines and review goals and objectives annually at the summer leadership retreat.
Lobbying – Goals and Objectives

Goal 1

Through the Government Affairs and Intellectual Freedom committees, the Montana Library Association will work to influence state and national information policies, funding and legislation.

Objective:

- MLA’s lobbyist, working in concert with the Government Affairs and Intellectual Freedom committees, will represent MLA’s legislative agenda based on membership needs.

- Legislative priorities will be set by the MLA Board

- Where appropriate, the lobbyist will support the Montana State Library’s budget and priorities.

- Continue cooperation with the school and university lobbyists

Goal 2

MLA will support a state wide Governmental Affairs Committee that meets regularly during the year to establish legislative goals and an agenda. During sessions an active and vital committee or an executive Board of the Committee will meet as needed to plot strategies and move the legislative agenda forward.

Objectives:

- Develop a network of librarians and advocates who will respond immediately to requests for help during a Session and on off years.

- Provide leadership and training to enable trustees, school boards, local officials and other library supporters to speak knowledgeably about library issues.

- Use electronic, print and telephone media as a means to inform members and other supporters about legislative issues.

Goal 3
Increase the visibility of the Governmental Affairs Committee and MLA’s legislative agenda.

Objectives:

- Publish a legislative issue of FOCUS at least once a year, more often during the Session.

- With questions developed by the Government Affairs Committee, request that librarians throughout the state interview local legislators about specific issues. Publish interviews in the FOCUS.

- Provide briefing papers to the membership so that they can contact legislators before, during, and after the Session.

Goal 4

Through the Government Affairs Committee and the Intellectual Freedom Committee, the Montana Library Association will be a champion and defender of civil liberties, intellectual freedom, and unfettered access to information for all Montanans.

Objectives:

- Laws that restrict freedom of access or confidentiality will be vigorously opposed.

- All challenges to free access will be publicized and vigorously defended against.

- Laws and actions nationally that restrict free access to information will be opposed and we will work with our congressional delegation to repeal such laws and actions.

- The Intellectual Freedom Committee and the Governmental Affairs Committee will work closely together to ensure that challenges to free access and censorship attempts are thwarted.

- The Intellectual Freedom Committee and the Governmental Affairs Committee will have at least one joint meeting per year and more often during legislative sessions.
Goal and Objectives for Continuing Education and Certification

Providing librarians, library staff and trustees with opportunities for professional development and promoting continuous, lifelong learning for all people is integral to the Montana Library Association mission.

GOAL:

MLA will be a leader in providing continuing education for librarians and library personnel. MLA will provide continuing education opportunities to enable members and their governing authorities to maintain and improve both the quality of services to users and standards of professional excellence.

OBJECTIVE 1:
Develop, offer, and coordinate continuing education programs and workshops in response to the needs of Members, based on regular needs assessment surveys and program evaluation forms.

OBJECTIVE 2:
The Professional Development Committee, in collaboration with the Montana State Library and OPI, will:
- Provide workshops for Montana state certification requirements.
- Provide workshops to enable public library staff to meet the requirements of the State Certification program.
- Provide programs in different areas of library specialization (multi-type libraries).
- Develop a clearinghouse of other educational opportunities in the region and the state.
- Continue to partner with MEA and MRA
- Take a strong stand in support of Montana school librarians
- Financially support biannual school library survey

OBJECTIVE 3:
Regularly explore alternative conference times and places in order to provide continuing education at convenient times and sites.

OBJECTIVE 4:
- Through the Professional Development Committee continue to consolidate and distribute relevant course offerings from appropriate educational sources throughout Montana and other regions.
- Collaborate with other library systems and other agencies to provide training opportunities for library staff.
- Use computer/communications technologies effectively to provide a variety of continuing education programs for members across the state.
- Develop continuity in continuing education and professional development offerings so that library staff can progress through a series of programs
OBJECTIVE 5:
Continue to provide scholarships, grants, other financial assistance to support library staff attendance at conferences and workshops.

✓ Look at incentives to subsidize conference attendance and assist local arrangements people. For example - staffing the registration desk might offset part of the registration fee.
✓ Travel grants might be tied to covering registration desk or assisting with conference duties.

OBJECTIVE 6:
Investigate schools that offer paraprofessional degrees.
In collaboration with the Sheila Cates committee support programs where the library worker who receives financial support is obligated to come back to Montana and present programs for others.

Networking
 Goal: MLA will support personal networking and mentoring opportunities for its members.

Objective 1: GATHERING - PHYSICALLY

Provide opportunities where individuals can gather physically to meet and discuss issues of mutual interest.

Possible activity: Provide unstructured time during retreats.

(Divisions and Interest Groups sponsoring retreats)

Possible activity: Schedule an event at the annual conference which provides time to greet and meet members. Plan an event/activity for new members to meet continuing members. (Conference Planning Committee, Membership Committee and Association Officers)

Objective 2: GATHERING - VIRTUALLY

Provide annually, on a day-to-day basis, an environment where individuals can meet virtually to discuss issues of mutual interest.

Possible activity: Approve a contract/agreement for a MLA sponsored e-list. (Communications Committee)
Possible activity: Approve a contract/agreement for a MLA Web page with arrangements for a Webmaster. Consider setting up a bulletin board for members. (Communications Committee)

Objective 3: MENTORING NEWCOMERS

Institute a basic mentoring program by [date].

Possible approach: Identify areas of potential trouble for new librarians. Identify individuals who would be willing to respond to questions on particular topics. (Membership Committee and Divisions)

Possible approach: Develop a "coach" program where a "seasoned pro" is paired with a new library staff. (Membership Committee and Divisions)

Objective 4: BUILDING PARTNERSHIPS

Annually undertake at least one activity which purpose would be to make non-MLA individuals and organizations aware of MLA’s mission and goals. For example foster a MLA presence at the Montana School Board Association, Montana Education Association, Montana Reading Association, etc.

Possible activity: Set up an information booth at the state-wide meeting of another group. (MLA Officers, PR & Marketing Committee)

Possible activity: Present a library-related workshop at a continuing education meeting of another group. (MLA Officers, PR & Marketing Committee)

MLA Public Relations and Marketing Proposal

PR Committee should:

Communications does focus, website, and listserv

These two committees need to report to each other.

Chair of each committee should sit as ex-officio on each others committee

GOAL
Increase the public and policymaker’s awareness of the value of libraries and the necessity of their support.

**OBJECTIVE**

Market the value of library services.

Activities:

1. Expand and revise Website for “External Message” for those who are nonmembers. (PR/Communications. Do an “audit” of MLA website. Identify info that needs to be added—history of libraries, bridging digital divide, resolutions, legislation accomplished).
2. Develop/train members that can speak to groups, associations, governing boards, in support of libraries.
3. Develop a PowerPoint presentation focusing on the value of Montana libraries (download from Website) that can be used by local libraries.
4. Develop a poster or poster template entitled “10 Good Reasons to Use Your Library.”
5. Identify the “niche”—what makes libraries better.
6. Look into medical research—using libraries stimulates brain cells.
7. Schools—better libraries, better test scores.

**OBJECTIVE**

Promote awareness.

Activities:

1. Use newspapers and PSAs to advertise for libraries. Archive articles written by members on MLA Website—Intellectual Freedom, Filtering, Banned Books Week—tons of themes—members could download and use. The first year, aim for quarterly articles to be published as columns or as guest editorials.

**OBJECTIVE**

Seek financial support.

Activities:

1. Assist the Gov. Affairs Committee to disseminate Legislative agenda.
2. Publicize Legislative Day.
3. Assist G.A. in providing training and information to encourage political participation and an understanding of the issues—how to write letters, how to speak up for each other, each must understand issues of the other entities—public, school, academic.
4. Market your library to your administrator, board, and trustees.

**OBJECTIVE**

Supply librarians with the tools/training to do PR at the local level.

Activities:

1. Workshop at conference at least every other year.
2. PR swap table.
3. On a MLA PR Committee Webpage: list a bibliography of titles available at state library, through MLN, list PR Websites, templates/examples of PR plans, and have members write articles that can be downloaded and used by all in local newspaper, suggested PSAs that can be taken to local radio stations.
5. PR and press kits—help writing PR plans.

**OBJECTIVE**

Maintain current and identify/establish new collaborative partnerships.

1. Work with the State Library on statewide PR campaign with MLA PR members on that committee.
2. PR with neighboring states-ALA, MPLA, PNLA.
3. Collaborate with Literacy Volunteers of America, HeadStart, MEA.

**GOAL**
Market the Montana Library Association as the single organization that represents the mission of libraries.

OBJECTIVE
Promote the benefits of MLA membership.
Activities:
1. Explain why MLA is more than conference—we have the Website, brochures and pamphlets for members; send this brochure to all Montana librarians that are not members of MLA (e-mail with an invitation to join).
2. Keep membership fee affordable (Board).
3. Promote recognition of members—articles to local papers for awards, election to office, etc. (PR).

OBJECTIVE
Strengthen the Association by increased and active membership.
Activities:
1. Publicize many ways to be involved (description and time involved)—and why.
2. Active recruitment at conference...especially membership dinner—get people to commit a number of volunteer hours to the organization and we will fit them in wherever?
3. Regular articles in Focus.
4. Devise activities to encourage new members - school librarians and trustee members.

OBJECTIVE
Support recruitment and membership of library trustees
   1. Actively support trustees for leadership positions
   2. provide continuing education for trustees
   3. Rewrite the MLA Handbook to make notice of trustees

OBJECTIVE
Promote careers in library and information science, publicizing the “cool” factor in becoming a librarian as well as the need for new and younger librarians.
Activities:
1. Mentoring to insure individuals stay in the profession (PD, PR, and Membership).
2. Introduce the profession to students at high school career fairs (a traveling display) (PD, PR).
3. Encourage school librarians to have information on their Websites about careers in library science (SLD, PR).
4. Design and distribute poster of a person— (“the Poster Librarian”).
5. Digitize the MLA logo and make available on the MLA Website in a variety of formats. Use on all MLA business from stationary, thank-you cards, all WebPages, pamphlets, bookmarks, posters... (PR).

OBJECTIVE
Maintain a website for internal MLA communication.
Activities: This “intranet” can foster ongoing Board communication, keeping Board members informed, allowing input and discussion, increasing awareness of current issues.

OTHER IDEAS:
1. PR for 100th anniversary. Write a historical update, need institutional memory.
2. Research cost of ad in major newspapers (Billings Gazette, Great Falls Tribune, etc.) for National Library week. Encourage libraries to find underwriters or co-sponsors for ads.
3. Library PR partners to help with PR campaign.
4. Advocacy training.
5. Sample letters to legislators on Webpage
6. Booth at the “Book Festival” in Missoula, Billings, Great Falls, etc.
7. Corporate partners.
8. Develop new fact sheets on Montana libraries that can be used by organization and at the local level.

Organization structure:
Goal
Make the internal workings of the MLA effective and efficient
Objectives:
  - Look at each committee with the idea of streamlining, combining, or redefining roles
  - Prompted by Executive Director every five years all committees will be assessed for relevance
  - Communication between committee chairs is a continual concern – foster communication between committees – for example – PR & membership; intellectual freedom & government affairs; - etc. All this should be compliant with bylaws.
  - Maintain history of the organization - each past president responsible for contributing
  - Assess strategic plan every three years – plan published on website so elected officers are held accountable for meeting goals and objectives. Final report published in Focus and on MLA website.
  - ED makes president aware of responsibilities and timelines – collecting annual reports by specific dates, budget requests.

THE MLA WEBSITE
  - PR & communications committees work together to establish policies and procedures for website content.
  - Also make recommendations to the board about website maintenance.

ACADEMIC AND SPECIAL LIBRARIES DIVISION
LONG RANGE PLAN

Preface
The officers and committees of the Academic & Special Libraries Division (ASLD) are members of the Montana Library Association (MLA) who volunteer their time, energy, and talents on behalf of the Division. The officers and committee membership change each year. It is envisioned that the officers and committees will use the by-laws and handbooks of MLA and ASLD to guide them during their tenures. The details of the ASLD Long Range Plan should serve as a guideline for additional work the officers, committees, and members should try to accomplish.

Goals and Objectives

Goal 1) To promote and foster cooperation and communication among the members of ALSD/MLA, the academic community, and other organizations with common interests.
  - The Division Chair will write a quarterly newsletter to the Division members reporting on Board actions and other MLA activities.
- The Publicity Committee will submit a feature article on an academic or special library to the Focus newsletter editor for each issue of Focus.
- Librarians joining ASLD-affiliated institutions will receive an official welcome from the Division Chair that includes information about, and an invitation to join, ASLD.
- The Conference Committee will make sure there are informal networking opportunities at the fall retreat and at MLA’s Annual Meeting.
- The Division Chair will appoint a committee to develop an exchange program for academic and special librarians, giving them the opportunity to learn by visiting or working in other libraries.
- The Publicity Committee will recognize, on the ASLD website or through Focus feature articles, models of collaboration with other library types (school, public, etc.).
- The Publicity Committee will develop a catchy ASLD slogan & put it on freebies or t-shirt.

Goal 2) To enhance the abilities of Montana’s academic and special libraries to serve the needs of their users.

- Support the MLN Cooperative Virtual Reference Project and encourage members to participate in it.
- Create a resource sharing page on the ASLD website for library activities, e.g. digitization guidelines and best practices in information literacy & electronic resources management.
- Encourage academic & special libraries to take an active part in fulfilling the lifelong learning needs of our library users.

Goal 3) To promote and speak for the interests of academic and special libraries and librarians, both in Montana governmental institutions and in the community at large.

- Support and encourage the role of legislative liaison.
- Call attention to academic & special library issues relevant to the public (e.g. through letters to the editor).
- Advise the MLA board and the Montana State Library on issues of particular impact to academic and special libraries in Montana.

Goal 4) To contribute to the professional and career development of all academic and special library personnel.

- Work with the CE Committee of MLA to make sure there is at least one program per day during the MLA annual meeting that satisfies the needs of ASLD members.
- Create a page on the ASLD website for links to online education opportunities.
- Continue to hold annual fall retreats that offer sessions of professional interest to ASLD members and promote the exchange of ideas among those in the Division.
- Promote membership and participation in MLA/ASLD.
- Provide information about, and opportunities for, research and publication both locally and nationally.
- Support and participate in recruitment and retention of outstanding individuals to the field of academic and special librarianship.
- Create a mentoring program.
- Establish a yearly grant of [$100?] to attend the ASLD retreat.
- Continue to sponsor Significant Tidings program at the MLA Annual Meeting.

Goal 5) To honor the contribution of individuals and organizations who enhance academic and special libraries in Montana.

- Plan an MLA centennial commemoration event that relates to academic and special libraries.
- Recognize the achievements of an academic or special librarian at the MLA Annual Meeting.

Goal 6) To support and protect intellectual freedom in academic and special libraries.

- Promote and support the ALA Library Bill of Rights.
- Promote and support the ALA statement on Intellectual Freedom.
- Promote and support the AAUP Principles on Academic Freedom.

**NEBRASKA LIBRARY ASSOCIATION**


**NLA's Mission**

The Nebraska Library Association supports and promotes all libraries, library media centers and library services in the state. Its foremost concerns are the professional development of its members, library advocacy, and open access to information for all citizens.

**NEVADA LIBRARY ASSOCIATION**


NLA Strategic Plan 2005-2008

**VISION STATEMENT**
NLA will invite and encourage staff working in all types of libraries and interested library supporters throughout the state to become members for the purpose of promoting libraries, increasing understanding of library issues and providing opportunities for professional development.

NLA will seek to provide a structure that is efficient and well run to promote the continuation of the organization.

NLA will raise awareness of library issues both within the library community and to legislators and other relevant parties in the general population.

**GOALS**

**NLA Membership**

**GOAL 1** - All library staff will be made aware of NLA and its activities and invited to join in order to strengthen the library community.

**OBJECTIVE 1:** NLA Divisions/Interest groups will recruit new members through periodic campaigns.

**ACTIVITY:** Identify individual members in a variety of libraries to act as membership recruiters.

**ACTIVITY:** Designate a specific time for membership recruitment.

**OBJECTIVE 2:** Library and school personnel offices or key contacts will be asked to distribute NLA membership information to all new library staff.

**ACTIVITY:** Identify the key contacts by name and/or position.

**ACTIVITY:** Develop a brochure describing the benefits of NLA membership.

**ACTIVITY:** Draft letter requesting that NLA membership information be included in their new employee orientation information and that the names of new employees be passed on to NLA for recruitment purposes.

**GOAL 2** - Existing NLA members will be motivated to actively participate and regularly informed when to renew in order to keep membership current.

**OBJECTIVE 1:** Library organizations throughout the state will value and reward NLA membership and encourage participation by their employees.

**ACTIVITY:** Ask library organizations to include NLA membership/participation on employee evaluation forms.

**ACTIVITY:** Allow employees to use work time for NLA activities, especially the performance of NLA officer roles.

**OBJECTIVE 2:** Members will receive membership renewal information annually.

**ACTIVITY:** An official renewal form will be designed and mailed to members in the last six weeks of the calendar year.

**GOAL 3** - Special members such as institutional members, library school students, retirees, trustees and other library supporters will receive information about NLA and its activities and be invited to join in order to strengthen the library community.

**OBJECTIVE 1:** Annually, potential members will be receive information about NLA and invited to join.

**ACTIVITY:** Assign responsibility for contacting potential members to an NLA officer.

**OBJECTIVE 2:** Annually prepare a letter and possibly an annual report to be mailed to all potential members.

**ACTIVITY:** NLA will offer an incentive that will make institutional membership attractive to the broad spectrum of Nevada libraries.

**NLA Organizational Structure**

**GOAL 1** - Every library employee will be made aware of the purpose of NLA organizational structure and its benefits in order to participate and/or become member of the association.

**OBJECTIVE 1:** the number of library employees joining sections / divisions will increase by 10% each year.

**ACTIVITY:** Brochures describing the functions and roles of the sections/divisions of NLA will be produced.

**ACTIVITY:** Library and school personnel offices and other key contacts will be asked to distribute NLA informational brochures to all new staff.
GOAL 2 - Every NLA district, section, and interest group will be evaluated to discern its effectiveness.
OBJECTIVE 1: By May 2006, the Planning Committee will provide to the NLA Board, the percentage of participants in each district, section, and interest group.
OBJECTIVE 2: By October 2006, the Planning Committee will recommend to the membership and board a restructuring plan.
GOAL 3 – NLA will develop the organizational capacity to provide library advocates with a wide range of resources.
OBJECTIVE 1: By 2007, NLA’s Board will develop an implementation plan for the restructuring of the organization.
OBJECTIVE 2: Annually, NLA will review the goals, objectives and implementation progress of the Strategic Plan.

NLA Marketing
GOAL 1: Libraries of all types in Nevada will receive support and assistance from NLA in developing educational campaigns in order to increase awareness of the value of libraries to their community.
OBJECTIVE 1: By September 30 of each calendar year, NLA will develop a general educational campaign for the next calendar year, which is capable of being customized to fit the individual promotional needs of all types of libraries in Nevada.
ACTIVITY: The NLA Publicity Committee will solicit input from NLA members and library directors to develop the statewide campaign. A choice of two or more possible campaigns will be presented to the NLA Board of Trustees for final selection at the Board meeting held in conjunction with the NLA Annual Meeting.
ACTIVITY: The NLA Publicity Committee will contact all library directors in Nevada with details about the campaign, and ways it can be customized to fit their individual needs.
ACTIVITY: The NLA Publicity Committee will work with the public library districts, school districts, academic libraries and special libraries in Nevada to develop a web site to highlight the facilities, resources and services of the libraries in Nevada. Press releases and other publicity efforts will bring attention to the contents of the website.
GOAL 2: State legislators will receive information from NLA regarding the issues and problems of public, school, special and academic libraries in Nevada in order to increase support for funding needs for libraries.
OBJECTIVE 1: To increase the number of legislators who support increased funding for Nevada libraries to a majority of both the Assembly and Senate.
ACTIVITY: In conjunction with the Government Affairs Committee, the NLA Publicity Committee will develop a document to be disseminated to each member of the Assembly and Senate by members of NLA who reside in their district. This document will be distributed to the members of the legislature in January prior to the regularly scheduled meeting of the Nevada legislature.
ACTIVITY: The NLA Publicity Committee will create a list of NLA members by Assembly and Senate district to be used when contacting the State Legislature on issues of importance to Nevada’s libraries.
ACTIVITY: In the year when the legislature is not scheduled to meet, the NLA Publicity Committee will schedule events in both Southern and Northern Nevada to which all members of the legislature will be invited by members of NLA who are their constituents. This event will celebrate the accomplishments of local libraries and librarians. Information will be provided to the legislators regarding the issues of concern to Nevada’s libraries.

B. Year One: Promote the Sale of the Nevada Libraries “Licensed to Read” plates
C. Year Two: Promote the Junior License to Read for Summer Reading Program
NEW HAMPSHIRE LIBRARY ASSOCIATION

http://www.nh.gov/nhla/

"MISSION: NHLA is a professional association of library personnel, trustees, and library supporters whose purpose is:

- To advance the interests of its members through advocacy on library issues and increasing public awareness of library service.
- To support the professional development of its members.
- To foster communication and encourage the exchange of ideas among its members.
- To promote participation in the association and its sections.

GOALS:

1. Political advocacy on behalf of members
   a. Plan & execute legislative function [Leg. Function ad hoc committee]
   b. Create advocacy section on NHLA Web site

2. Increase public awareness of library service
   a. Pursue PSAs through variety of channels [PR committee]
   b. Take advantage of opportunities for "free" pr, ie: NHPR & NHPTV fundraisers, etc. [PR committee]
   c. Continue to offer and publicize the new Anne Geisel Award for Excellence. [Awards committee]

3. Advance members' interests
   a. Create ad hoc committee to develop recommended standards regarding issues pertaining to librarians, library staff, etc. [Lesley]

4. Continuing education, including financial support
   a. Continue to offer spring & fall conferences, workshops, and section workshops at a discount to members and in response to member needs. [Conference committee, VP, Continuing education committee, Sections]
   b. Maintain scholarships, loans and other financial supports (CHILIS scholarships, Mini-money grants, etc.) for members. [Scholarship committee, Continuing education committee, Sections]

5. Mentoring and networking
   a. Continue to offer "Orient Express" program at spring conference [Membership committee]
   b. Create programs and opportunities to pair up "seasoned" members with new members [Membership committee]
   c. Continue to add information to and send out "New Member" packets [Membership committee]

6. Communication and participation
a. Continue to encourage (& model) use of NHLA-L by membership through use of NHLA-L to start discussions and disseminate executive board information [President, Executive board members]  
b. Continue to solicit stories for and produce the NHLA Newsletter [PR committee]  
c. Offer 3-4 social events per year to members [Rob]  
d. Use mentoring efforts to encourage participation [Mentors, Executive board members]

NEW JERSEY LIBRARY ASSOCIATION

http://www.njla.org/

Established in 1890, the NJLA is the oldest and largest library organization in New Jersey.

- advocates for the advancement of library services for the residents of New Jersey,  
- provides continuing education & networking opportunities for librarians,  
- supports the principles of intellectual freedom & promotes access to library materials for all.

New Jersey Library Association Strategic Plan

Core Values
- The New Jersey Library Association serves as the voice on library issues in New Jersey.  
- The collective vision of NJLA members effectively leads the libraries of the state to filling a vital role for residents in the 21st century.  
- Libraries and librarians see membership in NJLA as essential and vital to their success and professional growth.  
- Communities in New Jersey have a responsibility to their residents to maintain adequate libraries.  
- Libraries throughout the state are responsive to user needs and expectations.  
- Libraries promote the habit and a love of reading.  
- Libraries are key centers for lifelong learning and focal points of community life, who partner with others to assure access to print and electronic information for all residents.

MISSION STATEMENT
The New Jersey Library Association provides vision and leadership for the library community and serves as the
voice of New Jersey libraries and librarians. Through the commitment and action of our members, we: Provide a forum to address issues of importance to libraries and librarians; Serve as advocates for quality library service and access to materials for all; Support the principles of intellectual freedom; Provide members with professional growth and development opportunities; Promote the importance of libraries and librarians in the state.

**GOALS**

**Goal 1 Advocacy** NJLA, in partnership with others in the library community, will be an effective voice with funding sources, governing bodies and governmental officials on issues which impact library services.

**Goal 2 Vision and Leadership** NJLA will enable members to develop a collective vision of the future direction of libraries in the state and support them in their efforts to attain that vision.

**Goal 3 Partnerships/Alliances** Important issues and goals of the library community will be addressed through effective organizational alliances.

**Goal 4 Public Opinion and Support** The public and communities of New Jersey will strongly support their libraries.

**Goal 5 Member Service** Libraries and librarians throughout New Jersey...

**GOALS AND OBJECTIVES**

Advocacy

**Goal 1** NJLA, in partnership with others in the library community, will be an effective voice with funding sources, governing bodies and governmental officials on issues which impact library services.

**Objectives:**
1.1 Develop a yearly legislative platform that clearly communicates a vision of library services for the residents of New Jersey. (Public Policy Committee)

Activities:

• Revisit, revise and reaffirm the NJLA legislative platform each year.
• Seek, when appropriate, the introduction of legislation which supports the advancement of library service.
• Develop and disseminate position papers and fact sheets to further NJLA’s legislative initiatives.
• Use the NJLA webpage as a primary source for information regarding NJLA's legislative positions and action.
• Seek endorsement of NJLA's legislative positions from other organizations that could assist in advancing this agenda.

1.2 Monitor state and federal legislative activity regarding issues of importance to the library community. (Public Policy Committee, Intellectual Freedom Subcommittee, NJLA Director)

Activities:

• Use rapid methods of communications including electronic and fax networks to inform the library community when immediate legislative action is needed.
• Develop an action plan to deal with political issues.
• Provide assistance to libraries in developing responses to complex issues.
1.3 Advocate for increased funding for libraries. ([Public Policy Committee, Public Relations Committee]

Activities:

- Identify and pursue public/private partnerships that will result in increased funding for libraries.
- Advocate for an increase in the amount of state funding available to support library service.

1.4 Train NJLA members to be library advocates. ([Public Policy Committee, Professional Development Committee]

Activities:

- Design programs and presentations for the library community to use with their elected officials and community organizations.
- Continue the practice of hosting an annual lobbying day/legislative activity.

1.5 Increase understanding of NJLA's legislative positions through pro-active contacts with elected officials and their staffs. ([NJLA Director, Public Policy Committee]

Activities:

- Maintain a network of members who can discuss library issues with legislators and other key government officials.

Vision and Leadership

Goal 2

NJLA will enable members to develop a collective vision of the future direction of libraries in the state and support them in their efforts to attain that vision.

Objectives:

2.1 Promote the staffing of libraries with professional librarians. ([Public Policy Committee, Professional Development Committee]
2.2 Activities:
• Conduct continuing education seminars and training on NJLA’s core competencies for librarians.
• Work with trustees, administrators and commissioners to affirm the value of the professional library degree (MLS, MLIS.)

Provide representation and give input to the development and implementation of ongoing initiatives in cooperation with the State Library, the regional library cooperatives, Rutgers SCILS, VALE, EMAnj, NJLTA, the Council of NJ College and University Deans, University Librarians, and Directors, the library community and other appropriate groups. (NJLA Director, President, Committee Chairs)

Activities:
• Attend major meetings, programs and events of these bodies.
• Provide updates on NJLA activities to these groups.
• Report back to the Executive Board on the activities of these bodies.

2.3 Develop a collective vision of the future direction of libraries in the state and outline realistic strategies to achieve it. (NJLA Executive Board, Planning Subcommittee, Professional Development Committee)

Activities:
• Revisit, revise and reaffirm the NJLA Strategic Plan on an ongoing basis.
• Provide continuing education on NJLA’s core competencies for librarians.
• Continuously review and publish core competencies for librarian specialists and develop others as needed.

2.4 Identify and develop future leaders. (Professional Development Committee, Nominations and Elections Subcommittee, Leadership and Education Subcommittee)

Activities:
• Offer more continuing education programs on management
skills.

- Refine a mentoring program.
- Continue to use Karma Foundation or other grant funding to promote the NJLA leadership program to develop new leaders for the profession.

**Partnerships/Alliances**

**Goal 3** Important issues and goals of the library community will be addressed through effective organizational alliances

**Objectives:**

3.1 Develop new partnerships and strengthen existing partnerships with others in the library community and outside of it. *(NJLA Director and President)*

**Activities:**

- Encourage participation in the statewide initiatives and campaigns involving libraries and librarians, e.g. recruiting, marketing, leadership.
- Continue to provide representation at VALE, EMAnj, NJLTA, Rutgers SCLIS, the Council of NJ College and University Library Deans, University Librarians, and Directors’ meetings, as appropriate.
- Develop alliances with other library-related associations, including the Friends of the Library groups, and design programs of mutual interest and benefit.
- Explore administrative service partnerships with other library-related associations.
3.2 Coordinate the library community’s advocacy and lobbying efforts to achieve common goals. *(NJLA Director, Public Policy Committee)*

Activities:

• Include all library groups in legislative agendas, by providing information, requesting input and support.

Public Opinion and Support
The public and communities of New Jersey will strongly support their libraries.

Objectives:

4.1 Actively participate in comprehensive statewide library public relations campaigns. (President, NJLA Director, Public Relations Committee)

Activities:

• Seek opportunities in conjunction with the State Library to promote libraries and librarians with various groups.
• Participate in and give input to the New Jersey State Library’s marketing campaign.
• Seek grant resources to support, promote and implement marketing campaigns.

4.2 Enhance the image of libraries and librarians as providers of professional services vital to survival in the information age. (President, NJLA Director, Public Relations Committee)

Activities:

• Disseminate practical information on how to deal effectively with media under various conditions.
• Show legislators how money spent on library resources enhances the quality of life of the people of New Jersey.

Member Service

Libraries and librarians throughout New Jersey will find value and benefit in NJLA membership.

Objectives:
5.1 Increase membership in NJLA each year. (Member Services Committee, Finance Subcommittee)

Activities:

- Review the dues structure annually to keep it attractive to prospective and current members, students and retired librarians.
- Develop a list of member and library benefits.
Communicate the benefits of membership to librarians, library school students and libraries through effective marketing techniques such as targeted mailings to prospective members, a new membership brochure, and the NJLA website.

- Recruit specific categories of members: academic librarians, board members/friends, minorities, recent library school graduates, LTA's, etc.
- Develop additional membership benefits that come only with institutional membership.

5.2 Increase the number of members who actively participate in NJLA committees and sections. *(Professional Development Committee, Member Services Committee, Conference Subcommittee)*

Activities:
- Evaluate NJLA's current program and conference offerings to determine topics and presentation formats that will attract more members.
- Offer incentives to encourage attendance at the annual conference.
- Promote and provide opportunities for members to get involved in committee activities.
- Provide orientation and organizational development training for committee and section leadership.

5.3 Improve library salaries. *(NJLA Executive Board, Personnel Administration Subcommittee)*

Activities:
- Update and publicize a recommended entry-level salary each year.
- Use the core competencies to illustrate the level of expertise attained by professional librarians with MLS and MLIS degrees.
- Educate administrators and trustees about the need for improved salaries and benefits for library workers.

5.4 Sponsor continuing education activities of professional interest. *(All Sections, Roundtables, Committees and Subcommittees)*
Activities:

• Provide a listing of continuing education programs around the state on the NJLA calendar.
• Prepare library staffs for increased demand in new areas of service and for the initiation of new services fostered by technological advances.
• Coordinate conference planning and section, committee and roundtable program planning to ensure that there is a cohesive continuing education program offered each year.
• Coordinate continuing education activities with other groups around the state.

5.5 Continually look for new services that are beneficial to members. (Member Services Committee)

Activities:

• Review usage of current member benefits.
• Seek members’ input on suggestions for new services.

5.6 Increase communication channels to our members. (Members Services Committee, Publications Subcommittee)

Activities:

• Monitor the use of the NJLA webpage and newsletter.
• Offer an introductory program to the New Jersey Library Association at the annual conference.
• Continue an informational listserv for members.
NEW MEXICO LIBRARY ASSOCIATION

http://www.nmla.org/

NMLA's Mission Statement

The New Mexico Library Association is a non-profit organization dedicated to the support and promotion of libraries and the development of library personnel through education and the exchange of ideas to enrich the lives of all New Mexicans.

NEW YORK LIBRARY ASSOCIATION

http://www.nyla.org/

New York Library Association Mission and Goals Statement

The mission of the New York Library Association (NYLA) is to lead in the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance learning, quality of life, and equal opportunity for all New Yorkers.

In support of this mission, NYLA's goals are:

Membership:

To create and maintain a large, stable, involved membership by drawing from the full range of New York's library service and information providers and supporters;

Advocacy:

To ensure equitable access to the highest quality library and information services by speaking as the chief advocate for the people of New York;

To promote the visibility and use of libraries and the essential role of library service and information providers;

Intellectual Freedom:
To protect and promote intellectual freedom and the first amendment right of free
expression and to ensure equitable access to information;

Library Service:

To promote the timely and expert delivery of library and information services to meet the
changing needs of individuals and society;

Professional Development:

To advance the recruitment, education, professional development, and interests of library
service and information providers;

Resources:

To maintain a fiscally sound organization with an effective operating structure that is
responsive to member needs;

To invest in expert, committed staff resources sufficient to carry out NYLA's mission,
goals, and objectives effectively.

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North Carolina Library Association

http://www.nclaonline.org/

North Carolina Library Association (NCLA) - Who we are and what we
do

An affiliate of the American Library Association and the Southeastern Library
Association, the North Carolina Library Association is the only statewide organization
concerned with the total library community in North Carolina.

Our purpose is to promote libraries, library and information services, librarianship,
intellectual freedom and literacy.

Our Goals

• to provide a forum for discussion of library-related issues
• to promote research and publication related to library and
information science, and provide opportunities for professional
growth
to support formal and informal networks of libraries and librarians
to identify and help resolve special concerns of minorities and women in the profession

Strategies

- provides continuing education for all library personnel through workshops, programs, and conferences
- informs members of legislation which affects libraries and library personnel, with opportunities for involvement at federal and state levels
- publishes *North Carolina Libraries Online*, an award-winning journal devoted to discussion of library issues
- awards scholarships to library school students
- recognizes outstanding contributors to librarianship
- functions through active committees
- sponsors Leadership Institute

**North Dakota Library Association**
[http://www.ndla.info/](http://www.ndla.info/)

**Ohio Library Council**

Ohio Library Council

**Strategic Plan Final – 3/12/04**

**MISSION**
To serve as an advocate for public libraries and to provide opportunities for education and growth for library trustees, library Friends, library staff, and library related personnel.

**VISION**
In the first decade of the 21st century, the Ohio Library Council focuses on the strong base of diverse public libraries in Ohio and its continuing capacity to provide equitable access and serve diverse needs.

The Ohio Library Council affirms its leadership role as the voice of Ohio’s public libraries and the provider of choice for continuing professional development.

The Ohio Library Council uses its member-focused approach to provide relevant services and leading-edge information on issues important to the future of Ohio’s libraries.

**VALUES**
I. Responsiveness to Member Needs — by this we mean:
- Advocate for continued state funding
- Providing effective communication to all members
- Advocating for intellectual freedom and equity of access

II. Professionalism — by this we mean:
- Providing a full range of training and development opportunities
- Promoting high ethical standards
- Supporting lifelong learning

III. Collaboration — by this we mean:
- Providing networking opportunities
• Working cooperatively across boundaries of organizations, disciplines, and functions
• Respecting diversity of opinion
IV. Innovation — by this we mean:
• Striving to make Ohio’s public libraries the finest in the nation
• Fostering an environment of openness to new and creative ideas
• Maintaining a long-range visionary perspective

GOAL STATEMENTS
Goals for the Ohio Library Council are organized underneath its core values. This ensures that the work of the organization supports and extends the values on which it is based.

I. RESPONSIVENESS TO MEMBER NEEDS
The Ohio Library Council is committed to improving services to its members through a demonstrated awareness of membership needs and a commitment to cost effectiveness. Goal 1: Advocate for continued state funding.
• In order to continue to provide to Ohio’s citizens the highest standard of library service, increase services to children and families, and expand technology to meet increased demand, the Ohio Library Council’s top priority is to restore the Library and Local Government Support Fund (LLGSF) to 5.7% of personal income tax revenues as established in permanent law.
• Support training to equip OLC members with the skills needed to be effective advocates for libraries and library users.
• The Ohio Library Council will monitor any and all local, state and federal legislation affecting its members and institutions such as federal and state laws impacting public access to information, Public Employees Retirement System (PERS), Library Services and Technology Act (LSTA), personal income tax revenue, copyright, Intellectual Freedom and telecommunications.
Goal 2: Provide orientation and mentoring opportunities for optimum member involvement in and understanding of the Ohio Library Council as a professional association.
• Use the most effective ways to continuously market OLC services and benefits to attract and involve new and diverse members and retain current members.
Goal 3: Promote intellectual freedom.
• Publicize the role of the Intellectual Freedom Committee to OLC members and others outside the organization.
• Educate OLC members and support efforts to combat censorship in all forms.
• Educate the public, elected officials, and community leaders about issues related to intellectual freedom.
Goal 4: Provide effective channels for communication among all members.
• Monitor the environment for changes and trends that might impact OLC members.
• Inform librarians, public officials, and members of the general public about local, state, and federal issues that impact public libraries.
• Provide exclusive information and services for members only.
Goal 5: Survey membership on a regular basis on topics such as member participation, services to members, continuing education needs, communication, and conference content and format.
• Conduct periodic surveys of library staff assessing the workforce characteristics, working conditions, training and development needs, and attitudes of the library workforce.
Goal 6: Maintain financial stability and strengthen the financial resources of the OLC by diversifying OLC’s funding base and increasing its revenue earned income generation.
• Continue to investigate opportunities for non-dues revenue generation including potential partnerships with other associations.
• Maintain a reserve fund of at least fifty percent of the operating budget.
• Seek increased funding for scholarships, research grants, and conference attendance stipends.

II. PROFESSIONALISM
The Ohio Library Council is committed to serving as a fundamental resource for training and professional development for library staff, trustees, and Friends.

Goal 1: Provide continuing education and leadership training.
• Develop systematic competency-based training and development programs coordinated by the OLC, the School of Library and Information Science at Kent State University, and other education and training providers in the state.
• Provide orientation, training and development programs for public library trustees.
• Create educational events that reflect staffing capacities and realistic assessment of member demand.
• Clarify and affirm the Ohio Library Council’s statewide role in continuing education as differentiated from other education and training providers in the state.
• Publicize the OLC’s continuing education opportunities to the appropriate audiences, including to individuals outside the OLC when appropriate; collaborate with other organizations to promote CE programs that are not in conflict with those sponsored by the OLC.
• Maintain the high quality of programming at statewide conference in order to provide the membership with opportunities for education and communication and to encourage attendance by the membership and others.
• Ensure that each OLC statewide conference includes substantive programs and activities related to the future of public libraries.

Goal 2: Encourage the highest possible staff training and be a key provider of training for certification.
• Support the creation of a Library Education Committee representing the Ohio library community to review the ongoing educational needs for public libraries and librarians and make recommendations regarding education and training of public librarians and other library staff throughout the State.
• Promote the value of certification statewide.

Goal 3: Use new technologies to deliver training and professional development to all areas of the state.
• Continuously explore venues for distance learning.
• Provide training sessions on new technologies as appropriate.
• Develop and implement Internet-based and distance education instructional units consistent with accepted competencies.

Goal 4: Promote professional standards and conduct in the profession.
• Provide opportunities for OLC award recipients to be ambassadors for libraries in the year following their recognition.
• Disseminate existing and future information regarding professionalism and professional conduct to the membership.
• Institute seminars on leadership, communication, public policy, and other appropriate subjects that will assist library personnel in becoming effective leaders.
• Create a management training pool of qualified, experienced public library managers who could provide on-site training and mentoring to new managers and directors.
• Identify emerging leaders and provide them with leadership opportunities within the OLC.
III. COLLABORATION
The Ohio Library Council is committed to seeking diversity of opinion. The OLC and its members recognize that future success depends on forging partnerships and alliances with individuals and organizations that are not librarians or members of OLC.
Goal 1: Increase the visibility, prestige, and effectiveness of the organization by identifying and networking with government officials, private and public organizations, and the general public.
- Expand partnerships beyond the world of libraries and education with a goal of one agency per year.
- Provide members with opportunities to be aware of, and cooperate with, other libraries, associations and organizations with similar or allied interests.
Goal 2: Provide a leadership role in library cooperation and statewide resource sharing by working actively with other organizations that represent libraries.
- Continually investigate partnerships with Ohio library organizations to share resources, avoid duplication of effort, and maximize the strengths of each organization’s services to its members.
- Coordinate implementation of the recommendations in the Library Futures Initiative.
Goal 3: Respect the diversity of the OLC’s membership.
- Strengthen the organization by broadening opportunities for a wide diversity of qualified members to serve in leadership positions.
Goal 4: Strengthen grassroots participation in the OLC by attracting and retaining members from all types of libraries who are committed to and involved with the goals and programs of the OLC.
IV. INNOVATION
The Ohio Library Council is committed to making Ohio’s public libraries the best in the nation by fostering openness to new and creative ideas and maintaining a long-range visionary perspective.
Goal 1: Create a library futures institute or think tank that conducts practical research for the benefit of libraries and examines important issues affecting their future.
- Create a 501(c)(3) not-for-profit organization to effectively handle the business activities of the institute.
- Develop and implement a business plan to initiate the activities of the institute.
Goal 2: Develop and implement recruitment and retention strategies to ensure that Ohio’s libraries attract and keep high quality employees.
- Maintain relationships with the library school program in order to be aware of their curriculum, outreach, and recruitment programs.
- Develop retention and mentoring programs to assure that professionals remain in the profession.
- Use the OLC’s communications tools to aid in recruitment to the profession.
Goal 3: Develop and implement strategies to ensure that excellent library print, electronic, and web-based collections and services are provided to all individuals in Ohio.
- Support the creation of a statewide library card.
- Actively support the establishment of a statewide 24/7 virtual reference service.
- Take a leadership role in a statewide marketing campaign to promote library services.
- Create resources on the OLC website for information related to the marketing of libraries.
- Collaborate in the establishment of a statewide adaptive technology initiative to meet the needs of diverse clientele and underserved populations.
Goal 4: Promote research and development in all areas of library programs and services.
• Encourage and support publication about libraries, librarianship, and “interdisciplinary” publishing and programming.
• Promote writing, research, and publication on issues that impact libraries and librarians.
• Conduct periodic statewide marketing and public opinion research to determine the needs of the Ohio public and their attitudes toward public libraries.
• Create a model community benefit analysis for Ohio libraries to use in assessing the effects, impacts, and costs of library service in their respective service areas.

Goal 5: Regularly update the OLC’s strategic plan with input from membership in order to maintain Ohio’s position as a leader in public libraries nationwide.

Oklahoma Library Association
http://www.oklibs.org/
OKLAHOMA LIBRARY ASSOCIATION

Long Range Plan
2006-2007

MISSION: The purpose of the Oklahoma Library Association is to strengthen libraries, library services, and the librarianship in Oklahoma.

Goal: To strengthen Oklahoma libraries and services

Objective: To advocate effectively for Oklahoma Libraries and librarians at the local and national level

Strategy: Provide OLA membership with information about impending legislation via the OLA list and Web site

Strategy: Continue to refine an effective strategy which can quickly distribute information and legislative needs to OLA members

Responsibility: Legislative Committee, Executive Board

Strategy: Seek additional funding of $1M for statewide online database licensing that strengthens the services of all libraries in the State of Oklahoma by 2008

Responsibility: Executive Board, OLA President, Legislative Committee

Strategy: Promote Oklahoma libraries to the business community and general public by utilizing the resources of the Marketing and Communication Committee

Responsibility: Executive Board, OLA President, Marketing and Communication Committee

Strategy: Create a "Quotable Facts About Oklahoma Libraries" booklet to promote library advocacy in the State

Responsibility: Marketing and Communication Committee in consultation with OU SLIS faculty and students

Objective: To enhance the public's trust in Oklahoma Libraries

Strategy: Monitor electronic confidentiality issues and needs and report to OLA membership monthly and in the annual report

Responsibility: Intellectual Freedom Committee, Legislative Committee
Strategy: Support legislation safeguarding library use of electronic information by regular contact with legislators

Responsibility: Intellectual Freedom Committee, Legislative Committee, Government Documents Roundtable

Objective: To strengthen the local Friends of Libraries organizations

Strategy: To increase visibility and presence of FOLIO through Literary Landmark recognition and designation and through Friends grants given during 2006-2007

Responsibility: Executive Board, Long Range Planning Committee, FOLIO Board.

Goal: To strengthen librarianship in Oklahoma

Objective: To increase OLA membership and participation

Strategy: Coordinate with other State library organizations such as: OK/ACRL, special library state associations, etc. to determine if these organizations would be willing to hold their annual conference in conjunction with OLA 2007 annual conference in recognition of the Association's centennial celebration year.

Responsibility: Executive Board, Program Committee

Strategy: Develop programs for communicating with potential members and librarians in recruitment settings and at regional meetings

Responsibility: Membership Committee, OASLMS, Public Library Division, Executive Board, Marketing and Communication Committee, Career Recruitment and Retention Committee

Strategy: To develop regional representatives of OASLMS to create awareness of OLA in the school library community by May, 2006

Responsibility: OASLMS

Objective: To develop strong leaders in the library community

Strategy: Involve the graduates of the first OLA Gold leadership institute in activities, committees, divisions and roundtables throughout 2006-2007

Responsibility: Executive Board and Leadership Institute Committee

Strategy: Develop, plan, and implement a second OLA Gold leadership institute by June, 2007
Responsibility: Executive Board and Leadership Institute Committee

Objective: To improve access to library education opportunities

Strategy: Encourage and support access to accredited library education programs and school library certification programs

Responsibility: Executive Board, Library Education Division, Career Recruitment and Retention Committee, Legislative Committee

Strategy: Provide scholarship information on OLA website that includes national, regional and state resources

Responsibility: Library Education Division

Objective: To increase diversity of library professionals in Oklahoma libraries

Strategy: Focus on disseminating scholarship information to potential library school students from minority populations

Responsibility: Executive Board, Library Education Division

Goal: To improve organization and operation of OLA

Objective: To provide Oklahoma library news to OLA members

Strategy: Continue online publications, as well as print copies, of the Oklahoma Librarian.

Responsibility: OLA Board, OK Librarian Editor

Objective: To continue to look for permanent office space that can accommodate additional clerical assistance with part-time staff or volunteers

Strategy: Evaluate success of current lease after one year and pursue permanent space opportunities

Responsibility: Executive Board

Objective: To evaluate the permanence and organization of OLA online records

Strategy: Obtain ongoing computer file backup no later than June 2006, in the event of system failure

Responsibility: Executive Director, Executive Board
Objective: To prepare the Association for evolving needs

Strategy: Develop updated job description for Executive Director and develop new job description(s) for part-time clerical staff that include projected challenges in the upcoming decade

Responsibility: Executive Director, Executive Board

Strategy: Evaluate the ever-changing technical needs of the OLA website

Responsibility: Webmaster, Executive Director and Executive Board

Strategy: Adhere to guidelines for Website development and content for Divisions, Roundtables, and Committees

Responsibility: Webmaster and Executive Board

Objective: To streamline registration and form submission

Strategy: Provide online registration and form submission in secure server environment

Responsibility: Webmaster and Executive Board

Objective: To improve financial stability of OLA

Strategy: Progress within the established framework to raise OLA Endowment funds by June 30, 2007.

Responsibility: Centennial Endowment Committee, Executive Board

Objective: To create the OLA Archives

Strategy: Create and appoint an Ad Hoc Committee to work with the OLA Archivist by June 30, 2006

Responsibility: OLA Executive Board

Strategy: Gather and move all pertinent materials to OSU Library Annex by June 30, 2006

Responsibility: Ad Hoc Archives Committee, with assistance from OSU staff.

Strategy: Weed and organize material, using standard archival practices by June 30, 2008

Responsibility: Ad Hoc Archives Committee, with assistance from OSU staff.
A Call to Action for the Oregon Library Association

Vision 2010 Committee believes that the citizens of Oregon are best served if libraries remain at the center of our communities and campuses as primary providers of information services.

As described in the various scenarios of the future, we face many challenges headed into this next decade. We also face at least three major risks. The risk of inertia is perhaps the most serious threat to the future of libraries. Inertia is often described as a preference for the status quo, but it also can refer to an incremental pace that lags behind the rate of change elsewhere in our communities. The second risk is adopting a plan so inclusive that it lacks power, focus, and significance. The Vision 2010 Committee wanted to suggest a call to action that would result in substantial progress in a few key areas. And the final risk is that our libraries' valuable resources will be underutilized, and our opportunity to continue to serve the needs of our citizens will be lost. To this end, the Vision 2010 committee challenges our profession to take creative steps to maximize the use of our collections and services.

Statewide Library Card

- Sweep away regional, jurisdictional and procedural boundaries so every Oregonian has a library card that works at any publicly supported library.

Statewide Library Catalog

- Make the holdings of all Oregon libraries accessible through one catalog.
- Encourage Oregonians to place inter-library loans through the statewide catalog.
- Deliver library materials and information directly to the customer.

Statewide Access to Electronic Resources

- Secure a broad and deep menu of state–funded electronic databases that are available to all libraries and library customers in Oregon.

E–Reference Services

- Create a collaborative on–line reference service that is available 24 hours a day, 7 days a week.

Statewide High Speed Network
• Ensure that every library has easy and affordable access to a high quality, high bandwidth telecommunications network.

Serve Every Child

• Nurture the joy of reading by providing every child in Oregon with quality library services from both public and school libraries.

Strong and Diverse Workforce

• Bring the highest caliber of leadership to every Oregon library.
• Use the broadest range of skills and abilities from people with diverse educational, experiential, and cultural backgrounds.

**Vision 2010**

*A Strategic Plan for Oregon Libraries through the Year 2010*

Introduction

In 1999, an Oregon Library Association Executive Board charged a Vision 2010 committee to develop a road map for the next decade, building on the success of Vision 2000. The Vision 2010 committee developed its plan using the Public Library Association's *Planning for Results* approach. Environmental scans describing the current status and future issues in Oregon and its libraries were developed and used by the committee as the basis of their work along with input from library organizations. The scans along with this plan can be found at [http://www.olaweb.org/v2010/](http://www.olaweb.org/v2010/).

The plan includes vision statements for Oregon communities and their libraries, goals, measurable objectives, and suggested strategies for the first several years. The committee believes that strategies need to continue to be developed throughout the decade as conditions and needs change.

The plan serves as a resource for both OLA and all types of Oregon libraries. Libraries can adapt the plan to meet local needs within their city or county, their campus, their school district, or their user community. OLA can use the vision to create legislative proposals, promote collaborative projects to address statewide needs, and provide staff development opportunities to keep pace with internal and external changes.

**Vision for Oregon Communities**

The environmental scans describe where we are and what is likely to happen in the next several years. The vision statements describe where we would like to be, as a community and as a profession dedicated to meeting the information needs of the citizens.
Oregonians are educated, thoughtful, and involved members of their communities.

- Children and adults have easy access to quality educational programs at all levels.
- Employment opportunities for Oregonians are plentiful and challenging.
- All Oregonians have access to adequate housing, food, and health care.
- The quality of life is enriched by a multitude of cultural opportunities.
- Oregonians maintain a healthy natural environment.
- Oregonians of all ages have convenient access to relevant and timely information.
- Oregonians work collectively to solve problems and enhance community well being.
- Communities accept and value their diversity.
- Oregonians support and respect the free expression of ideas.
- Communities offer a sense of security and physical safety.
- Communities are economically healthy.
- Communities support the growth of small business.
- Oregonians are involved in their government, acting upon issues and ideas in an informed manner.
- Oregonians support stable and appropriate investment in public services.

Visions for Oregon Libraries

Oregon's libraries play a critical role in the Vision for Oregon by helping Oregonians become educated, thoughtful, and involved members of their communities.

- Libraries promote the joy and life long benefits of reading.
- Libraries nourish the human spirit by stimulating intellectual curiosity and personal growth.
- Libraries guarantee the impartial provision of information.
- Libraries teach Oregonians the best ways to find useful information.
- Libraries are the leading advocates for equity in access to information.
- Libraries advocate for freedom of information and the protection of individual privacy.
- Libraries present cultural programs, collect resources, and provide services that anticipate and respond to the changing needs of their communities.
- Libraries reflect the diversity of our society.
- Libraries are the heart of the community, a community meeting place and source of pride.
• Library buildings reflect the needs, values, and traditions of their communities.
• Libraries are easily accessible, as physical spaces and as online service providers.
• Libraries are leaders in promoting and using information technology.
• Libraries create, organize, and archive resources to meet current and future needs.
• Libraries collaborate with other libraries and community service providers to improve information services to all citizens.
• Libraries contribute to economic development by providing information and services to support business and industry.
• Libraries are recognized as one of the best values in government service.

**Goals and Objectives for Oregon Libraries**

The Vision 2010 Goals and Objectives reflect the key issues identified in the Environmental Scans of Oregon Communities and Oregon Libraries and the Visions for Oregon Communities and Oregon Libraries.

**Access**

**Goal**

All Oregonians have easy and convenient access to library resources and services from their local library and within the state.

**Objectives**

1. A virtual statewide catalog provides online access to all collections.
2. People of Oregon have more and easier opportunities to borrow materials from other Oregon libraries.
3. Oregon libraries collaborate to pilot innovative ways of sharing resources throughout Oregon and beyond our borders.
4. All Oregonians have access to a core collection of electronic resources.
5. Oregon libraries collaborate to improve customer service and convenience.
Staff

Goal

People working in libraries invite change, approach problems creatively, and are committed to continual learning and the development of new skills. Libraries provide all employees with the support and encouragement to reach their full potential.

Objectives

1. Library organizations seek people with attributes, skills and abilities to promote the vision and flexibility needed to thrive in 2010 and beyond.
2. Oregon libraries develop aggressive plans to address retention and recruitment issues.
3. Oregon libraries invest at least 2% of their personnel budgets in the training and development of employees.
4. Oregon libraries collaboratively develop relevant continuing education opportunities to address needs in Oregon communities.
5. The library community works collaboratively with higher education in Oregon and elsewhere to create and sustain professional programs which address the most critical staffing needs in the state.

Technology

Goal

Librarians in Oregon continuously improve services and enhance customer convenience through the appropriate application of cost-effective technology.

Objectives

1. Libraries anticipate technological change and react quickly to developments to improve customer service.
2. Libraries collaborate to develop pilot projects to develop and deliver library services based on the changing ways people use technology.
3. Libraries make a major commitment to increase services through investment in technological infrastructure and technical training.
4. Libraries collaborate to organize and preserve our cultural heritage in appropriate formats.
5. Librarians contribute to the knowledge base by digitizing unique and special collections and by linking resources to assist library users.
Value

Goal

Oregonians consider libraries an essential community service.

Objectives

1. The people of Oregon recognize libraries as key in the development of the love of reading and lifelong learning.
2. Communities and parent institutions recognize the value of libraries and are willing to fund them appropriately.
3. Oregon libraries of all types meet standards established by appropriate professional organizations.
4. School library media services are recognized by school districts as essential to student learning.
5. Every K-12 school student has access to an adequate curriculum-based library collection managed by a certified school media specialist, and is skilled at finding and using library resources.
6. Faculty and higher education administrators support stable and adequate funding for libraries.
7. Librarians play a key instructional role on college and university campuses.
8. All Oregonians are served by tax supported public libraries.
9. Public libraries and their supporters work together to form economically viable and efficient organizations capable of providing and sustaining a wide range of high quality services.

Planning and Marketing

Goal

Oregon libraries design and target services in response to community needs.

Objectives

1. All libraries have a long-range strategic plan.
2. Library staff utilize market research tools to assess, address and advertise services to specific populations.
3. Oregon libraries work together with community partners to reach out to diverse populations including non-English speaking groups and older citizens.
4. Oregon libraries maintain and use current and projected community trend information to plan for changing service needs.
5. Library staff evaluate current services and redirect resources as necessary to meet community needs.

Pennsylvania Library Association
http://www.palibraries.org/

Rhode Island Library Association
http://www.uri.edu/library/rila/rila.html

**RILA Priorities for Action**

**Mission Statement**

RILA is a professional association of Librarians, Library Staff, Trustees and library supporters whose purpose is to promote the profession of librarianship and to improve the visibility, accessibility, responsiveness and effectiveness of library and information services throughout Rhode Island.

A survey was conducted in September 2001 to gather membership input for the development of Association priorities. Survey results were used at a planning retreat in October to identify major Association priorities and supporting activities.

Several additional concerns were highlighted for attention and they have been incorporated into our planning. Association responsibility for evaluation/implementation of activities is identified in the plan.

The following **5 Areas of Emphasis** are all to receive attention simultaneously:

1. **DEVELOP AND IMPLEMENT A PUBLIC RELATIONS CAMPAIGN TO PROMOTE THE ROLE, IMPACT, AND CONTRIBUTIONS OF RHODE ISLAND LIBRARIANS AND LIBRARIES.**
   a. Educate and Promote librarians and libraries statewide, in cooperation with other library advocacy groups.
      i. Utilize ALA developed materials
      ii. Use of L-TV and PSA’s
      iii. Suggested themes
         1. “Make Informed Decisions”
         2. “Ask a Librarian”
         3. “@ Your Library”
         4. information access and privacy concerns

   **Responsibility: Public Relations Committee**
b. Support program with budget, seek grant funding
   Responsibility: Public Relations Committee and RILA Board

c. Explore potential involvement with professional public relations personnel and media groups.
   Responsibility: Public Relations Committee

d. Redesign and implement ongoing updating of RILA website
   Responsibility: Web Development Committee & RILA Board

e. Promotion activities
   i. Bookcart drill team
   ii. Librarian teams participation in “walk for...” activities
   iii. Send library related press releases, photos, and articles to legislators

   Responsibility: Public Relations Committee and RILA Board

   • RESEARCH, COORDINATE, AND ADVOCATE FOR LEGISLATIVE ACTION IN SUPPORT OF LIBRARY DEVELOPMENT IN THE STATE.
      a. Educate membership on legislation, process, and issues
         i. Regional workshops on state legislative process
         ii. A tool kit for members
         iii. Action alerts on website
         iv. Develop “talking points” for critical issues

         Responsibility: Legislative Action Committee

b. Develop comprehensive multi-year legislative program and funding priorities, to include but not be limited to:
   i. Protection of 25% funding
   ii. Statewide delivery service
   iii. Construction and capital projects
   iv. Multi-type cooperation and network development

   Responsibility: Legislative Action Committee

c. Broaden representation in legislative planning and advocacy efforts
   Responsibility: Legislative Action Committee
   COLA, RIEMA...

d. Educate legislators of the impact of current funding programs
   Responsibility: Legislative Action Committee

e. Update legislative tree
   Responsibility: Legislative Action Committee & Web Development Committee

3. ACTIVELY DEVELOP MEMBERSHIP AND COMMUNITY AWARENESS OF INTELLECTUAL FREEDOM ISSUES.
a. Monitor local and national developments
   Responsibility: Intellectual Freedom Committee and ALA Councilor

b. Provide discussion forums for members, trustees, and the general community
   Responsibility: Intellectual Freedom Committee

c. Timely updates on the website
   Responsibility: Intellectual Freedom Committee and Web Development Committee

d. Allow ALA to take lead on CIPA
   Responsibility: ALA Councilor

e. Strengthen membership awareness in Intellectual Freedom, especially in non-public sectors of our profession
   Responsibility: Intellectual Freedom Committee

f. Develop programs for annual conference and as continuing education activities
   Responsibility: Intellectual Freedom Committee and Conference Committee

4. PROMOTE THE STAFF DEVELOPMENT INTERESTS AND CONCERNS OF PRESENT AND FUTURE LIBRARY PERSONNEL.
   a. Coordinate and cooperate in the planning and presentation of continuing education activities
      i. Program calendar on RILA and OLIS websites
      ii. Develop speaker resource book
      iii. Discounts to non-RILA members from other library organizations

   Responsibility: Continuing Education Committee and Personnel Committee

   b. Increase annual conference budget for speakers and presentations
      i. Explore vendor sponsorships and exhibitors

   Responsibility: RILA Board and Conference Committee

   c. Workshop for trustees on the need and value of continuing education for staff
      Responsibility: Conference Committee

5. TAKE CARE OF MEMBERSHIP.
   a. Website enhancement
      Responsibility: RILA Board and Web Development Committee

   b. Increase use of listserv
      Responsibility: Web Development Committee and Membership Committee
c. Refocus BULLETIN as a semi-annual or 3-times per year publication of interviews and feature articles on librarians, library facilities, and programs  
   Responsibility: RILA Board and Publications Committee  
d. Budget allocations need to more closely reflect Association priorities  
   Responsibility: RILA Board and all committees  
e. Have at least one staff member in every library to act as RILA steward  
   Responsibility: Member-at-Large and Membership Committee  
f. Conduct audit on annual basis and implement recommended procedures  
   Responsibility: Treasurer  
g. Evaluate establishing a mentoring program  
   Responsibility: Continuing Education and Personnel Committee  
h. Improve Association diversity through recruitment of:  
   i. Support staff  
   ii. New professionals  
   iii. Not-for-profit organizational memberships  
   iv. URI-GSLIS students  
   Responsibility: Membership Committee and all members of the RILA Board and all committee members  

i. Work cooperatively with NELA to establish a New England Leadership Program  
   Responsibility: RILA Board and NELA Councilor  
j. Annual review of Association priorities  
   Responsibility: RILA Board and all committee chairs  

South Carolina Library Association  
http://www.scla.org/  
Statement Of Goals of the South Carolina Library Association  
The basic purpose of the South Carolina Library Association is to promote the development of quality library service freely available to all citizens of South Carolina and to provide for the needs and welfare of the members of the Association. In furtherance of this end we adopt the following goals and objectives:  
1. To work for greater public understanding and support of the principles of intellectual freedom as enunciated in the Library Bill of Rights, the School Library Bill of Rights, and the Freedom to Read Statement adopted by ALA and SCLA.  
2. To encourage a commitment by the State of South Carolina and its subsidiary governmental units to the support of superior library service as a means of raising the educational level and increasing the economic competency of its citizens.  
3. To monitor state and national legislation affecting libraries and to actively promote those measures which further the advancement of libraries and library service.  
4. To promote the professional growth of librarians and paraprofessionals through:  
   a. Quality academic programs  
   b. Conference programs and sessions on related library topics  
   c. Association-approved continuing educational activities  
   d. Informal exchange of ideas among the members  
   e. Recognition of outstanding achievement
5. To mount a vigorous and continuing program of public relations to make the South Carolina public increasingly aware of the library services available to them and of the contributions libraries make to our society.
6. To encourage cooperation among all types of libraries to facilitate the optimum utilization of South Carolina library resources.
7. To maintain close working relationships with regional and national library associations and to support their programs and policies when they agree with the goals and objectives of this Association.

South Dakota Library Association
http://www.sdlibraryassociation.org/

SDLA STRATEGIC PLAN
“Tune In, Turn On”
2005-2007

The South Dakota Library Association (SDLA) is a professional organization for librarians, library staff, and libraries. The success and activities of the Association depend solely upon committed members who believe in the importance of library issues in the state of South Dakota and beyond. The members work for library issues through their communication and support of SDLA’s goals and their assistance to library colleagues. The efforts of this community of volunteers are essential to the daily activities of library staff and libraries. By working together, SDLA can have an impact and a voice that affects the overall condition of libraries and librarians in South Dakota. The focus of this plan is getting members “tuned in” to what SDLA is doing, planning to do, and could do, as well as getting members “turned on” to active participation.

Goal 1: Promote SDLA

- Develop a public relations plan and conduct an awareness campaign – Public Relations (2005-2007) [link to plan]
- Collect feedback from new members via postcard and all members via web form – VP; Finance & Membership (2005) [link to feedback form]
- Develop promotional materials about committees and sections of SDLA – VP; Finance & Membership (2005)
- Create a student membership category – VP; Finance & Membership; Bylaws & Procedures (2006)
- Establish mentoring programs for people new to state and/or profession- Section chairs (2007)
- Publish updated membership brochure – VP; Finance & Membership (2007)

Goal 2: Support Legislative Initiatives [links to FAQs]

- Restore school librarian certification; support addition of curriculum specialists to State Library Staff – Library Issues; School Standards; School Section; SDACT (2005-2008)
- Advocate for state support of SDLN that will provide membership and benefits to all libraries in South Dakota – Library Issues; Academic/Health Section and others (2005-2006)
- Create public library districts to facilitate local funding areas that cross administrative boundaries – Library Issues; Public/Trustee Section; Certification & Accreditation (2007)
- Develop our base of support within the state legislature and Dept. of Education -- Library Issues, Executive Board (2005-2007)

**Goal 3: Enhance Continuing Education**

- Coordinate conference programming – President; Section chairs; (2005-2007) [link to program suggestion form]
- Create a Task Force to work on improving course offerings in SD – President (2005-2007)
- Hold an annual, one-day Spring Forum that focuses on one library topic (e.g. information literacy, intellectual freedom, etc.), but has broad appeal – Section chairs; President (2005-2006)
- Develop a Resource grant of $1,000 to develop local expertise that can be shared – Professional Development (2007)

**Goal 4: Improve Internal Communications**

- Advocate for committees to meet at least once a year – Committee chairs; President (2005-2007) [link to committee list]
- Distribute Legislative packets at conference – Library Issues; Public Relations; Local Arrangements (2005-2007)
- Provide Board reports to membership – President; Recording Secretary; BookMarks Editor (2005)
- Improve Board orientation efforts – Past President; Executive Secretary (2005-2006)
- Conduct Section elections prior to conference – Section chairs, Nominating (2006)

**Tennessee Library Association**

http://www.tnla.org/

Tennessee Library Association
Strategic Plan
Approved by the TLA Board February 22, 2003

**PURPOSE**

The purpose of the Tennessee Library Association is to "promote the establishment, maintenance, and support of adequate library services for all people of the state; to cooperate with public and private agencies with related interests; and to support and further professional interests of the membership of the Association." In order to accomplish these goals, TLA supports continuing education opportunities for its members, especially at its annual spring meeting. TLA works with the State Library and
Archives to develop state-wide holdings databases, coordinated networks involving all types of libraries and information centers, and effective and efficient resource sharing initiatives. The Association also initiates and supports legislation promoting library development and monitors legislation that might threaten Tennessee libraries and librarians. We hope that you will find the Tennessee Library Association to be an organization that makes a difference for you, for Tennessee librarians, for Tennessee Libraries, and for the citizens of Tennessee.

VISION

The Tennessee Library Association is the principal advocate for a vital library community in the state. Through effective leadership, TLA provides organizational support, professional development, and advocacy on behalf of libraries and their diverse users. The Association contributes to this vision through an active political presence, strategic partnering, dedication to universal information access, and a commitment to libraries as key community resources and centers of lifelong learning.

VALUES

- Inclusion
- Service
- Collaboration
- Advocacy
- Intellectual Freedom
- Lifelong Learning
- Stewardship
- Standards

MISSION

The Association will promote quality library services for all people of Tennessee through:

- Advocating the establishment, maintenance, and funding of libraries;

- Partnering with public and private organizations; and
Supporting the professional development and interests of the membership.

GOAL #1 The Association will advocate for Tennessee libraries.

Objectives:

- Develop a public relations program including cooperation with other library related campaigns, including legislative issues, Library Legislative Day, Tennessee Summer Reading, other reading programs, National Library Week, Banned Book Week, Children’s Book Week, Teen Read Week, and other relevant programs.

- Continue to support full access to information.

- Advance libraries and librarians as key resources for information, literacy, and lifelong learning. Aggressively market libraries as “the place to be” in communities throughout Tennessee.

- Advocate for effective legislation, adequate levels of funding, and local support for Tennessee libraries, via the Legislative Committee, the Library Legislative Day Subcommittee and other appropriate avenues.

- Seek additional sources of funding through corporate and philanthropic organizations.

- Uphold the principles of intellectual freedom.

- Promote preservation and stewardship of resources.

GOAL #2 The Association will support Tennessee librarians and staff.

Objectives:

- Support the professional development efforts of the Tennessee State Library and Archives (TSLA), TENNSHARE, and other library and educational organizations in the state.

- Continue to support and further professional interests of the membership through the annual conference and other programs, activities, and services, including new forms of communication and increased online courses for professional development.
- Recognize and publicize member achievements, including “Best Practices”, through professional and community avenues.

- Investigate means of providing financial support for librarians to participate in TLA supported professional development efforts, such as grants and scholarships.

- Support efforts to keep pace with changing technology.

- Promote the development of staff certification programs to enhance library services and career opportunities for paraprofessionals and others.

**GOAL #3**  The Association will develop partnerships to enhance library services.

**Objectives:**

- Collaborate with libraries, agencies, businesses, and community groups at the local, regional and national level to strengthen library service in Tennessee.

- Promote development of a statewide bibliographic database, resource-sharing programs, improvement of access and other activities that enhance the delivery of library service.

- In conjunction with other appropriate groups, continue to support and advocate for the maintenance and expansion of the Tennessee Electronic Library.

- Work with the higher education system, TSLA, and others to expand professional development opportunities.

- Partner with the University of Tennessee School of Information Sciences and other agencies to recruit new librarians and foster involvement in the association.

**Goal #4**  The Association will ensure an effective library association.

**Objectives:**

- Continue to develop an active program of membership recruitment and involvement in the Association.

- Continuously review, evaluate, and implement changes to ensure a responsive organization with sound planning, effective management, and efficient fiscal operations.
• Strengthen relationships with affiliate library groups, such as the Southern Library Network (SOLINET), the Southeastern Library Association (SELA), and the American Library Association (ALA).

• Promote professional standards and conduct.

**Annual Strategic Plan Update**

Annually, officers from each Committee, Roundtable and Section develop an Action Plan using the forms and procedures and schedule found below:

• **2006/2007 Strategic Plan Calendar**
• **TLA Strategic Planning Instructions**
• **TLA Action Plan Form**

Texas Library Association

http://www.txla.org/

ADOPTED BY TLA COUNCIL JULY 9, 2006

**2006-2009 STRATEGIC PLAN**

The Texas Library Association is a voluntary organization. Its membership is diverse: people join for a variety of reasons and come from widely different geographic and cultural areas. Although membership potentially includes everyone who uses, is interested in, or works for a library, it is made up primarily of dedicated librarians, staff, and lay people. Cohesion within the organization can come from all units focusing on primary issues for unit action, programming, use of funds, and discussion among members. The plan is reanalyzed regularly to determine the issues that members consider essential for organizational focus.

**MISSION of the Texas Library Association**

The objective of this Association shall be to promote, support, and improve library service in Texas, specifically:

A. To encourage the identification, development, and maintenance of effective library services which will meet the informational, cultural, educational, and recreational needs of the people of Texas;
B. To provide for and stimulate the professional and career development of personnel in academic, public, school, and special libraries of Texas;
C. To facilitate effective cooperation among library personnel in academic, public, school, and special libraries of Texas;
D. To advance the standards and ideals of the profession;
E. To increase attention to intellectual freedom and social responsibility as an action-oriented association;
F. To provide appropriate services to members for the benefit of the profession;
G. To work cooperatively with other associations and organizations, including local, state, national and international (Texas Mexico Relations Committee), which have similar or allied interests, provided that:
   1. The purpose of the joint activity is supportive of the emphases named above;
   2. The other association has a major role in those activities relating to libraries;
   3. The financial commitment required does not place a major burden upon the regular financial responsibilities of the Association;
   4. The activity has been approved by the Executive Board.
H. To operate exclusively for charitable, scientific, literary and educational purposes.

VISION

The Texas Library Association is committed to the highest values of the library and information science profession, quality services and educational opportunities for its members, appropriate information resources and services through the libraries in the state, and an appropriate organizational structure to facilitate the accomplishment of the goals of the Association.

VALUES

As an association, TLA values the following:

- Collaboration and partnerships
- Commitment to Professionalism, Ethical Conduct, and Integrity
- Promotion and Commitment to Freedom and Equity of Access
- Development of Leaders
- Advocacy
- Commitment to Diversity, Social Responsibility, Underserved and Special Populations
- Fostering Educational Opportunities
- Commitment to Lifelong Literacy, Learning, and Reading, including Support of Local, State, and Federal Initiatives

CONTENTS

| I. Professionalism | V. Professional Development & Continuing Education |
| II. Public Information & Advocacy | VI. Lifelong Learning |
| III. Membership & Services | VII. Organizational Resources & Structure |
| IV. Partnerships | VIII. Procedures for Updating the Strategic Plan |

I. PROFESSIONALISM

Members of the Texas Library Association (TLA) recognize that the general public, elected officials, and business, media, and community leaders need to be made aware of the specialized training and education inherent in being an information professional. As information professionals, the membership of TLA recognizes our responsibility to serve as role models and leaders within our communities. This responsibility includes the promotion of intellectual freedom, high ethical standards, and continued professional education and development. Additionally, we educate
the public on social and political forces that may affect library policies, practices, and services.

GOAL 1: Promote intellectual freedom.

OBJECTIVES:

1. Publicize the role of the Intellectual Freedom Committee to TLA members and to others outside the Association.
2. Educate members of the organization and support efforts to combat censorship in all forms.
3. Educate the public, elected officials, employers, and leaders about issues related to intellectual freedom.
4. Publicize the Texas/Proquest Award for Intellectual Freedom.

GOAL 2: Encourage and, where appropriate, coordinate the recruitment and retention of qualified individuals, especially cultural and ethnic minorities, to the profession of library and information science.

OBJECTIVES:

1. Develop a statewide program of introducing the library profession to students and professionals of all ages. Give presentations about library and information science at schools and organizations.
2. Maintain relationships with library school programs in order to be aware of their curricula, outreach, and recruitment programs.
3. Develop materials to aid in workplace recruitment.
4. Develop retention and mentoring programs to assure that professionals remain active in the profession and in the Association.
5. Continue to advertise positions available in Texas libraries.

GOAL 3: Promote pay and advancement equity.

OBJECTIVES:

1. Regularly update and publicize a recommended minimum entry-level salary for librarians with master’s degrees in library science and/or information science.
2. Provide tools and strategies to enable librarians to advocate successfully for equitable pay.

GOAL 4: Promote professional standards and conduct in the profession.

OBJECTIVES:

1. Support efforts and offer information regarding the need for appropriate professional certification of librarians as required.
2. Encourage, support, and provide ethics training and awareness of the TLA ethics statement.
3. Collect and disseminate information regarding professionalism/professional conduct to the membership.
4. Maintain active involvement in the development of standards that affect librarians (e.g., digital resources, public libraries, school libraries, etc.
5. Encourage member participation and leadership in the American Library Association and other professional organizations in the US and abroad.

GOAL 5: Promote research in all areas of library service.

OBJECTIVES:

1. Support research efforts related to library services by disseminating findings and research progress reports
through Texas Library Journal and other means.
2. Promote the collection of outcome measures for library services.

GOAL 6: Promote, strengthen, and support other library staffs.

OBJECTIVES:
1. Collect salary and classification schedules for paraprofessional/support library staffs.
2. Educate and inform all professional, paraprofessional, and support staff regarding the ethics of the profession.
3. Emphasize career and leadership opportunities, pay and advancement equity, and a diverse work force for all staffs.
4. Support initiatives that address standards and credentials of library staffs.

GOAL 7: Inform and advise Texas librarians and decision makers of federal and state mandates that affect the values of the profession.

OBJECTIVES:
1. Monitor legislation and report implications of such acts on local library policies and practices.
2. Cooperate with related library and information services organizations to ensure a consistent and reasoned message about applicable legislation is conveyed to persons interested in libraries and information services in Texas.

II. PUBLIC INFORMATION AND ADVOCACY

Advocacy, public information, and marketing efforts are related and serve to enhance the perception of libraries and librarians, emphasize their value, and thus increase support for programs and initiatives.

GOAL 1. Provide public information campaigns in Texas and provide support, advice, and education to librarians to improve their own public information activities as well.

OBJECTIVES:
1. Constantly seek to evaluate and improve TLA’s public information efforts on behalf of the libraries and librarians of Texas.
2. Collect, disseminate, and showcase best practices and highlight successful projects, including those using technology and electronic resources, in as many venues as possible including those outside typical library ones.
3. Continue efforts to promote access to electronic resources through programs and presentations to the public, elected officials, and administrators of parent organizations.
4. Teach librarians good public relations techniques and ideas through multiple and varied professional development opportunities, including but not limited to annual conference, district meetings, and publications.
5. Consult with public information professionals as necessary to improve strategies relating to image, promotion of issues, planning campaigns, and developing legislative agendas.

Goal 2. Market librarianship in Texas; and provide support, education, and advice to librarians to do their own marketing as well.
OBJECTIVES:

1. Constantly seek to evaluate and improve TLA’s marketing efforts on behalf of the libraries and librarians of Texas.
2. Promote writing, research, and publication on issues that impact libraries and librarians.
3. Encourage and support interdisciplinary publications and programs about libraries and librarianship.
4. Increase efforts to market library initiatives, publications, and programs through presentations, exhibits, etc., to other groups and organizations and beyond typical library venues.
5. Collect quantitative and qualitative information on the value and use of libraries and professional library service and disseminate to parent organizations and the public.
6. Offer marketing techniques, tips, and ideas to librarians for use at the local level through varied and multiple professional development opportunities including but not limited to annual conference, district meetings, and publications.

Goal 3. Inform librarians about local, state, and federal issues which impact libraries and library service and empower them to take meaningful actions on those issues.

OBJECTIVES:

1. Provide advocacy training to equip members with the skills to be effective advocates for libraries.
2. Encourage and support members to be effective advocates.
3. Develop and disseminate short and long term legislative goals in a proactive manner.
4. Develop action plans for legislative activities at the district and state levels.
5. Monitor and disseminate information about legislation and issues crucial to the profession so that all members will have the opportunity to understand and participate in the legislative process.
6. Position librarians as resource people to provide information and influence decision-making on policy boards, public commissions, and advisory groups.
7. Improve communication between members and elected officials at all levels.
8. Support TLA and ALA legislative activities, including “Legislative Days” with attendance stipends and encouragement of units to provide financial support for unit members.

Goal 4. Inform the public and public officials about local, state, and federal issues which impact libraries and library service, seeking their support and meaningful actions on those issues.

OBJECTIVES:

1. Provide advocacy training to equip friends, trustees, library users, and citizens with the skills to be effective advocates for libraries.
2. Promote communication among the various friends.
3. Position library allies as resource people in making on policy boards, public commissions, and advisory groups.
4. Advocate for funding and protection of historical and archival collections.

III. MEMBERSHIP AND SERVICES

TLA members work together to establish goals, identify shared needs, solve common problems, and create solutions. To be the most effective organization possible, TLA must develop strategies to recruit and retain members, encourage their active involvement, and develop services to address their ongoing and evolving needs and concerns.

GOAL 1: Strengthen the organization by attracting and retaining members who represent all types of
libraries and who are committed to, and involved with, the goals and programs of the Association.

OBJECTIVES:

1. Communicate benefits of individual and institutional memberships.
2. Emphasize the total benefits package and the value of membership in the Association.
3. Recruit members, including: all types of librarians, lay advocates, paraprofessionals/support staffs, vendors, exhibitors, volunteers, international librarians, and minorities.
4. Proactively recruit.
5. Support TLA mentoring programs.
6. Keep dues schedule attractive to encourage new members as well as to retain current members.

GOAL 2: Provide the highest quality service to Association members.

OBJECTIVES:

1. Identify and provide services that meet the needs of individual members in all learning environments and that benefit the Association.
2. Continue to investigate revenue sources for the Association.
3. Continue to provide high quality annual conferences.
4. Provide support to TLA districts.
5. Continue to enhance services and communications with members utilizing current technology.
6. Continue to improve print and electronic publications of TLA.

IV. PARTNERSHIPS

The efforts and support of many organizations and individuals strengthen the ability to best serve our communities.

GOAL 1: Develop and promote opportunities for collaboration with other associations, organizations, and entities.

OBJECTIVES:

1. Cultivate relationships with the American Library Association and other professional organizations in the US and abroad.
2. Strengthen relationships with cultural organizations such as museums, archives, humanities, and literacy.
3. Seek opportunities for collaborative relationships with foundations and organizations on issues related to library concerns.
4. Pursue collaborations with non-traditional sources.
5. Foster collaborative relationships with other organization, companies, individuals, and corporate partners to develop and promote programs for Texas libraries.

GOAL 2: Provide a leadership role in library cooperation and statewide resource sharing.

OBJECTIVES:

1. Serve as a catalyst for the implementation and integration of statewide resource sharing programs.
2. Foster growth and funding initiatives for resource sharing projects, both existing and possible.
3. Develop cooperative programs and joint projects with cultural institutions and groups in the state.
V. PROFESSIONAL DEVELOPMENT & CONTINUING EDUCATION

Through an aggressive program of continuing education, TLA supports the professional growth and development of the library community.

GOAL 1: Provide continuing education opportunities for the entire library community.

OBJECTIVES:

1. Enhance training opportunities that will assist in the growth and development of library personnel.
2. Emphasize the continuing education aspects of the Annual Conference programming and exhibits for all types of librarians.
3. Publicize continuing education opportunities sponsored outside the Association.
4. Explore new delivery systems for continuing education.
5. Collaborate with continuing education stakeholders.

GOAL 2: Develop leadership skills in the membership and utilize those skills within the Association.

OBJECTIVES:

1. Expand leadership opportunities for all members through conference programming and other means.
2. Promote leadership in the library community through TALL Texans including the provision of financial support.
3. Investigate the possibility of additional leadership institutes, including but not limited to a senior leadership institute.
4. Mentor members to assume leadership roles within TLA.

GOAL 3: Expand access to continuing education opportunities in all areas of the state through distance education programming.

OBJECTIVES:

1. Investigate and implement new media for delivery.
2. Promote and expand distance education programs using the appropriate technology.

GOAL 4: Support continuing education opportunities for those persons satisfying requirements for professional certification and/or standards.

OBJECTIVES:

1. Maintain and support position statements of professional certification.
2. Furnish necessary documentation for continuing education activities.

GOAL 5: Provide scholarships and grant opportunities.

OBJECTIVES:

1. Create scholarship and grant programs for members to participate in continuing education and leadership training.
2. Publicize and promote existing resources for scholarships and grants.
3. Promote grants for librarian exchange opportunities in Texas and abroad.

VI. LIFELONG LEARNING

The Association is committed to providing excellence in library services for all ages and special populations; to serving the people of Texas through the various stages of their lives; and to meeting their specialized needs.

Goal 1: Promote, strengthen, and support library services to children and young adults.

OBJECTIVES:

1. Encourage adequate staffing to meet the needs of children and young adults in Texas.
2. Advocate for and recognize the value of graduate level education and professional expertise for children’s and young adult librarians.
3. Seek endorsement from other children’s and young adult advocacy groups for legislative action requiring professional staffing.
4. Advocate equitable allocation of resources in school and public libraries to guarantee that children and young adults have access to current and relevant information in all formats.

GOAL 2: Promote literacy and lifelong learning for the people of Texas.

OBJECTIVES:

1. Provide opportunities for lifelong learning.
2. Collect and disseminate descriptions of literacy programs by region and by library type.
3. Encourage support of literacy programs for the English-speaking and non English-speaking populations of Texas.
4. Encourage lifelong reading through statewide initiatives.
5. Encourage voluntary participation in statewide reading programs.
6. Support efforts and programs that promote information literacy.
7. Encourage local, regional, and statewide efforts to reward, publish, and interpret historical events.

VII. ORGANIZATIONAL RESOURCES AND STRUCTURE

The vitality of the Association depends upon the active participation of a large number of members, good communication within the Association, and a sound financial condition.

GOAL 1: Maintain cohesiveness and effective channels of communication with all constituencies within TLA.

OBJECTIVES:

1. Publish summaries or condensations of the minutes of Council and Executive Board meetings.
2. Educate members on the structure and organization of TLA and how they may become involved.
3. Broaden opportunities for members from a wide array of the organization to serve in leadership positions in order to reflect the diversity of the organization.
4. Review and revise on a regular basis all unit and committee charges, as appropriate.
5. Increase participation at the district level.

GOAL 2: Maintain regular contact with members to ensure responsiveness to their needs and interests.
OBJECTIVES:

1. Provide alternative methods for soliciting member input.
2. Periodically administer formal member surveys.

GOAL 3: Maintain financial stability and strengthen the financial resources of the Association.

OBJECTIVES:

1. Maintain a financial management system that provides for long range planning and incorporates measures of financial health.
2. Implement best practices through a formalized system of updating the Association's Business and Investment Plans on a regular basis.
3. Invite contributions to the Library Endowment and Advancement Fund (LEAF).
4. Encourage increased funding for scholarships, research grants, and conference attendance stipends.

GOAL 4: Promote preservation and the value of archival evidence within TLA.

OBJECTIVES:

1. Encourage officers and unit chairs to maintain complete and accurate documentation of TLA's work and to insure that the association's record assets are appropriately transferred, appraised, and preserved.
2. Continue building TLA's archives and maintaining those records for TLA and public use utilizing the most appropriate technology.
3. Foster an awareness of TLA's history and the ongoing role libraries play in the education and development of the state's citizenry.

VIII. PROCEDURES FOR UPDATING THE STRATEGIC PLAN

1. Each Strategic Plan will cover a three-year period.
2. In year three of the current Plan, the President-elect will appoint a Planning Committee, comprised of the Executive Board and Councilors from each of the four divisions, with a chair selected from the TLA membership. The term of appointment will be from Annual Conference until such time as the new Strategic Plan is completed.
3. The process for updating the Strategic Plan should comprise evaluating the existing Plan and what has been accomplished and revising the Plan in light of this evaluation and new issues or priorities that have arisen.
4. The chair of each unit and committee will receive a copy of the current Plan from the Planning Committee chair and will be asked to submit a written evaluation of the unit's/committee's accomplishments and progress in achieving the Association's goals and objectives as set out in the Plan and to make recommendations for revision of the Plan. This will be due following Annual Assembly.
5. The Planning Committee will meet at the Annual Conference to review the existing Plan, outline a calendar of activities, and identify specific areas for review or investigation.
6. During the Annual Assembly meeting, members of the Planning Committee will attend the meetings of each unit of the Association in their capacity as Executive Board liaison or Councilor to a division. Evaluation of unit and committee accomplishments and recommendations for revision of the Plan should be requested as part of each meeting agenda.
7. The Planning Committee chair will receive the written evaluations/recommendations and develop a draft revision of the Plan to be discussed by the Committee at a meeting held in the fall. (This meeting could be held in conjunction with the Executive Board meeting usually held in early December.)
8. A revised Plan will be disseminated in the spring for comment at the membership meeting held during the Annual Conference. Written comment from the membership will also be invited. The Planning Committee
will approve the final Plan before submission to Council at Annual Assembly.

9. Once the Plan has been approved by Council, each unit will be charged with establishing strategies for that unit for accomplishing the Association's goals and objectives and a mechanism for evaluating their progress over the next three-year period. Unit chairs may appoint a committee or take responsibility for this activity themselves. It is important that each new unit chair understands this responsibility and receives from the previous chair copies of the Plan and the unit's activities as they relate to the Plan.

Under the above schedule, updated plans are reviewed and approved by the TLA Council in July 2009, July 2012, and July 2015. The next plan would follow this detailed schedule:

**MARCH 2008:** IMMEDIATELY UPON LEARNING ELECTION RESULTS, THE NEWLY-ELECTED PRESIDENT-ELECT WILL ACTIVATE THE PLANNING PROCESS BY:

1. APPOINTING A CHAIR TO FACILITATE AND LEAD THE PLANNING PROCESS;
2. NOTIFYING THE DIVISIONAL COUNCILORS AND CHAIRS THAT DIVISIONAL COUNCILORS WILL SERVE ON THE PLANNING COMMITTEE;
3. NOTIFYING THE TLA EXECUTIVE BOARD THAT THEY WILL SERVE ON THE PLANNING COMMITTEE.

**APRIL 2008:** THE PLANNING COMMITTEE WILL MEET DURING ANNUAL CONFERENCE TO:

1. REVIEW THE EXISTING PLAN;
2. OUTLINE A CALENDAR OF ACTIVITIES;
3. IDENTIFY SPECIFIC AREAS FOR REVIEW OR INVESTIGATION;
4. APPROVE THE FORM SOLICITING FEEDBACK FROM THE COMMITTEES AND UNITS.

THE PLANNING COMMITTEE TRANSMITS THE FEEDBACK FORM TO CHAIRS OF TLA UNITS AND COMMITTEES AT THE INCOMING OFFICERS BRIEFING SESSION AND ASKS THE UNITS AND COMMITTEES TO:

1. EVALUATE THE UNIT/COMMITTEE'S ACCOMPLISHMENTS AND PROGRESS IN ACHIEVING THE ASSOCIATION'S GOALS AND OBJECTIVES AS SET OUT IN THE PLAN; AND,
2. MAKE RECOMMENDATIONS FOR REVISION OF THE PLAN.

**JULY 2008:** THE PLANNING COMMITTEE MEETS AT ANNUAL ASSEMBLY AND ATTENDS THE MEETINGS OF EACH UNIT AND COMMITTEE IN THEIR CAPACITY AS EXECUTIVE BOARD LIAISON OR DIVISIONAL COUNCILOR. THEIR PURPOSE IS TO REQUEST THE UNIT/COMMITTEE TO EVALUATE PAST ACCOMPLISHMENTS AND TO RECOMMEND REVISIONS.

**EARLY FALL 2008:** PLANNING COMMITTEE CHAIR RECEIVES WRITTEN EVALUATIONS/RECOMMENDATIONS AND DEVELOPS A DRAFT REVISION FOR CONSIDERATION AT THE BOARD’S FALL MEETING.

**EARLY SPRING 2009:** A COPY OF THE REVISED STRATEGIC PLAN WILL BE DISSEMINATED TO THE MEMBERSHIP WITH AN INVITATION FOR WRITTEN COMMENT AND AN ANNOUNCEMENT THAT A PUBLIC DISCUSSION WILL OCCUR AT THE MEMBERSHIP MEETING HELD DURING ANNUAL CONFERENCE.

**CONFERENCE 2009:** THE REVISED PLAN WILL BE DISCUSSED AT THE MEMBERSHIP MEETING HELD DURING THE ANNUAL CONFERENCE.

**JUNE 2009:** THE PLANNING COMMITTEE MEETS TO REVISE THE PLAN BASED ON FEEDBACK FROM THE COMMENT CARDS, FROM DISCUSSIONS AT THE MEMBERSHIP MEETING, AND FROM UNIT/COMMITTEE RECOMMENDATIONS DURING ANNUAL CONFERENCE.

**JULY 2009:** THE PLAN IS SUBMITTED TO COUNCIL FOR REVIEW AND APPROVAL. UNITS AND COMMITTEES WILL BE CHARGED WITH ESTABLISHING STRATEGIES TO ACCOMPLISH GOALS AND OBJECTIVES AND TO EVALUATE PROGRESS OVER THE NEXT THREE YEARS.

**MARCH 2011:** THE PROCESS BEGINS AGAIN.

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**Utah Library Association**
ULA Mission Statement
The mission of the Utah Library Association is to:
- serve the professional development and educational needs of its members
- provide leadership and direction
- develop and improve library and information services in the state.
Adopted 2/10/94

The general membership – boards, committees, sections, and round tables – are encouraged to provide input and support in implementing this plan.

Advocacy
ULA will promote excellence in libraries through the following actions:
- Explore partnership opportunities with other nonprofit organizations that benefit libraries and fulfill a community need
- Maintain relationships with Utah Senators, Utah Representatives, and their staff to discuss library issues
- Raise awareness of library issues and services among State Legislators and other officials who influence public policy that impacts libraries
- Distribute information on legislative issues to Association members in a timely manner
- Investigate partnership(s) with outside entities to represent the needs of Utah’s libraries during Legislative sessions
- Establish clear guidelines for Utah’s librarians on the distinction, goals, and methods between advocacy and lobbying
- Encourage Association members to participate in legislative issues
- Support national library legislative efforts through the participation of ULA’s Federal Grassroots Representative
- Send Association representatives to Washington D.C. for the annual Library Legislative Day
- Cooperate in national and statewide library advocacy initiatives, including those set forth by the American Library Association (ALA), the Utah State Library (USL), Utah Academic Library Consortium (UALC), Utah Educational Library Media Association (UELMA), Utah Education Network (UEN), Utah Library Media Supervisors (ULMS), and the Utah Library Advocacy Network (ULAN)

Responsibilities: Legislative Committee
Supporting Documents: 2005 RFP developed for ULA lobbyist, and other documents

Intellectual Freedom
ULA will support and defend intellectual freedom issues as they relate to libraries through the following actions:
- Promote unfettered access to information, ideas, and diverse perspectives for all
- Promote respect for the privacy of library users and the uninhibited exchange of ideas and information among those users
- Promote the principles of intellectual freedom and the role of the library in a democratic culture
- Communicate relevant information regarding law and policy about intellectual freedom issues
- Serve as a resource and advocate for libraries facing intellectual freedom challenges
- Maintain and distribute the Association’s "Intellectual Freedom Manual"

Responsibilities: Intellectual Freedom Committee
Continuing Education
ULA will provide and foster opportunities for professional development and continuing education to build the skills of our membership through the following actions:
- Sponsor an annual Conference and Great Issues Forum
- Conduct a continuing education needs assessment in 2006
- Promote and maintain the Certificate of Achievement Program
- Based upon the outcome of the needs assessment, provide workshops and resources of benefit to the membership, by: developing roving, statewide continuing education classes; instituting video/Internet “mini” conferences that can be recorded and distributed statewide; offering training on current and developing uses of technology and communication systems (e.g. teleconferencing)
- Create a continuing education Web page that includes resources to statewide librarians’ proficiencies
- Partner with the Utah State Library and other agencies to match trainers with libraries and/or librarians’ special needs
- Assist librarians as they respond to statewide population growth, both in numbers and in the diversity of residents
- Increase membership awareness of the educational opportunities available to them to study library science

Responsibilities: Continuing Education Committee; Certificate of Achievement Review Board; Program Board

Membership
ULA will increase and retain membership through the following actions:
- Invite library staff, library information students, trustees, friends, institutions, organizations, and allied professionals
- Increase the value of Association membership by identifying and responding to changing member needs
- Create and provide each new member of the Association with a packet of background materials.
- Build awareness of our values and projects to encourage full participation in Association activities

Responsibilities: Vice-President/President-Elect; Executive Secretary
Supporting Documents: 2005 ULA Members Identifying Themselves by Institution; 2005 ULA Members Identifying Themselves by City

Building the Profession
ULA will strengthen the library community by forming cooperative alliances through the following actions:
- Develop and fund a high-profile public relations campaign to heighten awareness and support for libraries of all types throughout the state
- Develop and fund a public relations campaign to heighten awareness of the profession
- Foster mutual support and encourage cooperation and collaboration among Association members and partners
- Assist the Utah State Library in promoting pay-equity statewide for library staff
- Cultivate relationships with other library associations, educational programs, and with individual libraries
- Encourage collegiality and social exchange

Responsibilities: ULA Board of Directors; Public Relations Committee

Organizational Excellence
ULA will ensure organizational and financial stability and be responsive to its membership through the following actions:
Vermont Library Association

http://www.vermontlibraries.org/

VLA STRATEGIC PLAN
May 2006-May 2009

VLA MISSION
The Vermont Library Association is an educational organization committed to the development, promotion, and improvement of library and information services and librarianship in the State of Vermont with the goal of insuring equal access to information for all residents of the State.
The VLA Board has identified six strategic areas:

ADVOCACY
This strategic area concerns the efforts of VLA in the area of advocating on behalf of the libraries in the state of Vermont.

- Promote the activities and services of libraries statewide.
- Advocate for the establishment of statewide funding for libraries.
- Explore with Vermont legislators the possibility and process of strengthening the Vermont statute protecting library patron confidentiality.
- Adopt a resolution in support of health-care reform in Vermont.
- Advocate for better salaries for Vermont librarians.
- Monitor and encourage response to pending legislation that affects libraries.

EDUCATION
This strategic area addresses issues relating to the education and professional development of librarians in Vermont.

- Promote librarianship as a profession and courage new people to enter the field.
- Provide and promote opportunities for members wishing to pursue MLS degrees.
- Provide continuing education opportunities that will be of benefit and interest to all of our members.
- Provide mentoring opportunities for new librarians.
- Co-sponsor and organize the Vermont Library Conference with VEMA.
INTELLECTUAL FREEDOM
This strategic area has to do with promoting and protecting intellectual freedom for all Vermonters.
- Continue to train VT librarians about issues relating to intellectual freedom.
- Conduct a survey of Vermont libraries to learn about confidentiality policies and needs for education and support.
- Provide training to educate VT librarians about confidentiality (based upon survey findings).
- Explore with Vermont legislators the possibility and process of strengthening the Vermont statute protecting library patron confidentiality.

MEMBERSHIP
This strategic area addresses issues relating to the recruitment and retention of members, as well as to the services provided to members.
- Provide more opportunities for members to be active in the association.
- Provide more opportunities in the organization for Academic and Special Librarians and for Library Trustees.
- Evaluate and improve communications with and between VLA members.

PARTNERSHIPS
This strategic area addresses the need for VLA to build lasting working relationship with other organizations.
- Strengthen and establish partnership with other library organizations in the state/region and create opportunities for communication between VLA, the VT Board of Libraries, the VT Department of Libraries, the Vermont Educational Media Association, and the Association of Vermont Independent Colleges among others).
- Create alliances with other organizations that have compatible missions (such as Vermont League of Cities and Towns, Vermont Booksellers Association, Vermont Publishers Association, Vermont Newspapers Association, Vermont Humanities Council, Vermont Museum and Gallery Alliance).

STRUCTURE AND GOVERNANCE
This strategic area has to do with the work of running the organization.
- Establish a procedure for annually reviewing the VLA Strategic Plan.
- Develop and implement a better process for continually reviewing and updating association policies.
- Evaluate whether or not the current Committee and Section structure of the association best suits the needs of the association and of the membership.
- Develop a more effective means of orienting, training, and mentoring new VLA officers, committee chairs, and section presidents.
- Develop a better process for ensuring that VLA materials are appropriately archived.

Virginia Library Association
VLA Mission

The Virginia Library Association is a statewide organization whose purpose is to develop, promote, and improve library and information services and the profession of librarianship in order to advance literacy and learning and to ensure access to information in the Commonwealth of Virginia.

VLA is a non-partisan organization. It is composed of libraries, librarians, trustees, friends, and other interested individuals. Approximately 1,300 individual and institutional members represent a cross-section of educational, commercial, and professional interests. The Association offers its members:

- continuing education opportunities through meetings, workshops, and annual conferences;
- professional visibility and career enhancement through participation and leadership in regional groups, forums, sections, and committees;
- communication and contact with fellow librarians for idea sharing and problem solving in school, public, academic, and special libraries;
- support for the needs of libraries and librarians through involvement in the local and state political decision-making process;
- publications, including the VLA Newsletter and Virginia Librarian and newsletters issued by member groups, with articles about library developments around the state.

Washington Library Association

Building Partnerships:
WLA Strategic Plan 2005-2007

- Started

() Ongoing task - Continuing

✓ - Task Completed!

Goal 1: Advocate for library support and create more effective library advocates.

Strategy 1.1 Educate library staff and volunteers about their library advocacy role.
Tactic 1.1.1 Educate WLA members—through conference programs, workshops, and Alki articles—about the two types of library advocacy: specific-issue advocacy and development of long-range, broad-based support.
Assignment: Legislative Planning Committee, WALT, WLFFTA, Alki Committee.
Preconference “Getting to Yes! Advocating for your Library” planned for 2007 annual conference.

Tactic 1.1.2 Develop workshops on advocacy, marketing, etc. describing the framework for talking informally about library value and worthiness for taxpayer support. Present programs for frontline staff and supporters at the WALE conference and the WLA conference. Assignment: WALT, WLFFTA, Conference Committee.

Tactic 1.1.3 Provide instructions and information to library advocates about getting ready to make contact with legislators in September. Assignment: WLA Legislative Consultant, Legislative Planning Committee.

Tactic 1.1.4 Make use of WLA awards to acknowledge the role of library staff in advocacy.

Mission Statement:

The purpose of the Washington Library Association is to promote library services, continuing education and library advocacy on behalf of the people of Washington State.

Strategy 1.2 Develop proactive, effective methods for addressing specific library issues and for developing long-range community support.

Tactic 1.2.1 Update the guide “Building Legislative Support for Libraries: What You Can Do.” Encourage public libraries to hold visits, receptions, or “guest” story times for legislators; and provide practical suggestions to make these events successful. Assignment: Legislative Planning Committee.

Tactic 1.2.2 Gather a list of library staff and supporters with home email accounts who are willing to contact legislators “off the clock.” Develop a system of “alerts,” in which the Legislative Planning Committee sends requests to contact legislators to these home email addresses. Assignment: Legislative Planning Committee, WLFFTA, Grassroots.

Article to appear in WLFFTA and Grassroots! newsletter

Tactic 1.2.3 Increase Library Legislative Day participation by creating a mentoring program to recruit new participants and match them up with experienced library-day participants. Assignment: Library Legislative Day Committee, WLFFTA.

Tactic 1.2.4 Deleted

Tactic 1.2.5 Develop a statewide advocacy and resource site for tracking and responding effectively to intellectual freedom challenges. Assignment: Intellectual Freedom Committee, IFIG.
Tactic 1.2.6 Pay for representatives to “Lawyers for Libraries” and “Librarians/Trustees and the Law.” Ask the trustees WLA sent to present a pre-conference or conference program conveying what they learned.
Assignment: WLFFTA.

Tactic 1.2.7 Publicize legislative action and advocacy at the national level. Develop more library advocates at the national level, and increase Washington participation in Federal Library Legislative Day.
Assignment: Federal Relations Coordinator, ALA Chapter Councilor.

Washington had its largest delegation ever to ALA Library Legislative Day in May 2006 (LPC) 2005-2007 plan.doc

Strategy 1.3 Identify individuals, groups, and organizations that can help or harm libraries. Begin establishing contact with them, to distribute accurate information and to develop broad-based community support for libraries.
Tactic 1.3.1 Deleted
Tactic 1.3.2 Deleted
Tactic 1.3.3 Deleted

Strategy 1.4 Increase public awareness of the value of libraries, library staff, and volunteers.
Tactic 1.4.1 Support and utilize WSL Statewide Library Marketing Initiative.
Assignment: Communications Coordinator, Webmaster.

Goal 2: Increase opportunities for members to learn and to share knowledge and experiences.

Strategy 2.1 Create mentoring relationships and opportunities at every level of the organization.
Tactic 2.1.1 Promote mentoring through programs, workshops, and conference activities, including “Speed Mentoring” at conference social event.
Assignment: Continuing Education Coordinator, WALT, IG Coordinator.

Tactic 2.1.2 Coordinate mentoring first-time conference attendees and students at WLA conference.
Assignment: Conference Committee, IG Coordinator.

Tactic 2.1.3 Present conference program “I wish I knew then what I know now” program by recent retirees for new librarians.
Assignment: NextGenWA, Conference Committee.

NextGenWA presented the conference program under the name “The Straight Scoop”
Tactic 2.1.4 Deleted
Tactic 2.1.5 Work with PNLA to plan and facilitate the next PNLA Leadership Institute.
2005-2007 plan.doc
Assignment: PNLA Representative, Continuing Education Coordinator.

10/05 (✓) 6/06 (✓)
PNLA rep recruited Phil Heikkinen to represent Washington at PNLA leadership institute in 2007

Strategy 2.2 Identify and provide a greater number of timely and relevant continuing education opportunities for the entire Washington library community.
Tactic 2.2.1 Offer at least one distance learning workshop or tutorial to the Washington library community.
Assignment: WALT, Continuing Education Coordinator.

2/06 (✓)
Tactic 2.2.2 Develop and encourage use of web resources for trainers (e.g. facilities database, up-to-date events calendar, trainer database).
Assignment: WALT, Continuing Education Coordinator, Webmaster.

6/06 (✓)
Tactic 2.2.3 At least one IG will develop programming with WLMA, WACRL, CLAMS, and other regional library organizations.
Assignment: IG Coordinator, Continuing Education Coordinator.

6/06 (✓)
Intellectual Freedom Committee talked w/ coalition against censorship and WLMA re: IF database
Tactic 2.2.4 Make conference session materials and stand-alone workshop materials available to a wider audience by posting them on the WLA website.
Assignment: IGs, Conference Committee, Webmaster.

2/06 (✓)
Tactic 2.2.5 Encourage IGs to create internal structures to sustain training and development, by revising the WLA continuing education workshop manual. Clearly convey the application process, paperwork requirements, etc., to IGs.
Assignment: IG Coordinator, Continuing Education Coordinator.

4/06 (✓)
Revised “Workshop on Workshops” manual ready for conference ‘06
Tactic 2.2.6 Participate in the development of a statewide training plan, including programs, workshops, web tutorials, etc., offered by WLA, WSL, and others.
Assignment: Continuing Education Coordinator, Washington State Library Liaison, Continuing Education Council.

4/06 (✓)
April ’06: Statewide LibraryMarketing Initiative Committee reports workshops planned on “Stories That Stick” and “Getting To Yes” in addition to continuing progress on marketing training for libraries statewide.
Tactic 2.2.7 Conduct a survey about continuing education needs every two years. Explore ways to conduct survey online.
2005-2007 plan.doc
Assignment: Continuing Education Coordinator, Webmaster.

(✓)
Strategy 2.3 Provide arenas for like-minded members to share knowledge and experiences.
Tactic 2.3.1 Continue to promote IGs—on the website, in programs, and through listservs and blogs—as the means by which like-minded members may easily share knowledge and experience.
Goal 3: Build a stronger, more valuable, and broad-based organization.

Strategy 3.1 Develop leaders for WLA and libraries.
Tactic 3.1.1 Publicize WLA members’ accomplishments through awards and recognition.
Assignment: Awards Committee, Alki Committee, IG chairs.

Tactic 3.1.2 Investigate a WLA partnership with the iSchool for a directed field work project that will benefit WLA.
Assignment: Continuing Education Coordinator.

Tactic 3.1.3 Develop a process for outgoing board members, IG chairs, and committee chairs to mentor their successors.
Assignment: WLA Board, Nominations Committee, IG Coordinator, committee chairs.

Tactic 3.1.4 Continue to develop and train IG leaders at conferences and training sessions throughout the year, with an emphasis on responsible peer leadership and on following consistent practices for conference proposals, etc.
Assignment: IG Coordinator, Continuing Education Coordinator.

Strategy 3.2 Increase personal memberships from all types of library staff and types of libraries.
Tactic 3.2.1 Welcome new members individually. Explore technological possibilities for this.
In 2006: IGs will welcome their new members individually (after they receive their lists).
Assignment: Member Services Committee, IGs (with IG Coordinator’s help in getting started), Webmaster.

Tactic 3.2.2 Create a “why-join” section on our website. Address these questions: Why should I join WLA? What’s in it for me? What will WLA expect from me?
Assignment: Communications Coordinator, Member Services Committee, Webmaster.

MSC will work with new Webmaster; consider combining with 3.4.5
Tactic 3.2.3 Deleted
Strategy 3.3 Streamline WLA policies and procedures to increase effectiveness and encourage sustainability.
Tactic 3.3.1 Consider implementation of recommendations of Task Force to Review WLA’s Structure and Coverage of Essential Functions.
Assignment: TF on Structure/Coverage of Essential Functions, WLA Board.

Strategy 3.4 Increase visibility and value of WLA in the library community.
Tactic 3.4.1 Determine WLA website objectives, clarify website policy, and expand use of website.
Assignment: Communications Coordinator, Webmaster.

Tactic 3.4.2 Showcase projects in libraries across the state.
Assignment: Communications Coordinator, Alki Committee.

March ’06: ALKI has an upcoming issue planned featuring small and rural libraries, and another on online projects.
Tactic 3.4.3 Present an Alki article about WLA’s new website, outlining services and content.
Assignment: Alki Committee.

See the March ’06 issue, page 8!

Tactic 3.4.4 Market and promote WLA services to the Washington library community.
Assignment: Communications Coordinator, Member Services Committee.

Tactic 3.4.5 Include a “Member Spotlight” on the website each month (individual members describes their WLA experience), starting spring 2006 (recruit for this at Annual Conference 2006 with a conference form). Include a library student, a WALE member, and other representatives of various WLA constituencies.
Assignment: Member Services Committee, Communications Coordinator, Webmaster.

MSC reports that they are highlighting members on Web pages and in Alki

Strategy 3.5 Build regular communication networks beyond WLA membership.
Tactic 3.5.1 Have a continuing presence at other library conferences in this state and others; attend at least two non-WLA conferences per year (e.g. WLMA, OLA, NW ILL group). Promote exchanges between IGs, committee chairs, and board members. Send official greetings.
Assignment: WLA Board, IG Coordinator with IGs, Member Services Committee, Communications Coordinator.

Member Services Committee is developing a subcommittee on academic membership and academic library associations CAYAS at Washington Homeschool Convention
Tactic 3.5.2 Purchase a smaller, more portable WLA display.
Assignment: Communications Coordinator, Member Services Committee.

Tactic 3.5.3 Deleted
Tactic 3.5.4 Plan joint events and workshops with Idaho Library Association, Oregon Library Association, WLMA, CLAMS, WA-ACRL, and others. Encourage participation in REFORMA, and ask REFORMA to participate in WLA.
Assignment: WLA Board, Continuing Education Coordinator, IG Coordinator with IGs.
Tactic 3.5.6 To promote diversity in WLA and the library profession, identify and reach out to tribal libraries and to other library-related organizations of other Washington ethnic groups. Assignment: Member Services Committee, ALA Councilor (to compile a list of possible organizations).

West Virginia Library Association
http://wvla.org/

Wisconsin Library Association
http://www.wla.lib.wi.us/

WISCONSIN LIBRARY ASSOCIATION
STRATEGIC PLAN - 2006

Leaders
Educators
and Advocates
@ your library
TERMS IN WLA’S STRATEGIC PLANNING

MISSION:

Description of overall purpose of WLA; communicates services that WLA uniquely provides.

VISION:

Vivid and compelling description of the society at some time in the future, usually the point at which the organization has implemented all strategies in the plan. A vision for Wisconsin when WLA has been spectacularly successful in its strategies.

CRITICAL ISSUE:

Key areas needing strategic attention to achieve vision/mission. Important challenges WLA must face often in the forms of organizational weaknesses, pending threats and attractive opportunities.

GOAL:

Goals are end-states WLA wants to pursue; goals are often restatements of critical issues as the desired direction in which to move, without the expectation of complete fulfillment.

OBJECTIVE:

Specific, measurable, attainable, results-oriented, time-bound targets for approaching goals.
INTRODUCTION

In 2003, the Long Range Planning Committee hosted the Association-wide Strategic Planning and Revitalization Conference (SPARC) in Appleton. The conference brought together nearly 40 Association officers and special representatives, leaders from WLA's Divisions, Round Tables, Sections, and Committees, and representatives from the WLA Foundation and the DPI's Division for Libraries, Technology and Community Learning.

The committee felt that a change in the planning process would be important in order to foster interest in the plan and to take the association to the next level of planning – a focus on concrete strategies that would move the association toward its goals. Therefore, instead of a traditional analysis of the environment, review of the mission, vision and goals, the committee decided to explore how storytelling might be used to expand upon and enliven WLA’s plan.

The committee hired Dr. Marsha Rossiter, Assistant Vice Chancellor, UW-Oshkosh, to lead the discussion at SPARC. Participants were asked to share their stories about WLA in two ways. One group of participants was asked to tell two stories about their experiences with WLA. They were given the choice of telling their best experience, their worst experience, or their first experience with the association. Many of the stories centered on experiences at the WLA conference and a consistent theme was the supportive nature of colleagues within the association. The other participants were asked to draw a picture of what WLA represents to them. Themes expressed included the supportive atmosphere within WLA and the strength of the organization resulting from the work of individual members working together.

Although the Long Range Planning Committee felt that SPARC was a starting point in using stories for WLA planning, one concrete result was the committee’s revision of the association’s mission to add the idea of collegial support as an important component. The committee has encouraged association leaders to continue to gather stories within their units for use in advocacy and continued planning. In early 2004, the committee gathered changes in unit goals, objectives, and activities to revise the plan for approval by the WLA Board.

NOTE: WLA staff updated committee & unit goals and objectives based on information submitted with 2006 budget requests. The Strategic Planning and Revitalization Conference will be held again in March 2006.
MISSION

WLA brings together and supports people from all types of libraries to advocate and work for the improvement and development of library and information services for all of Wisconsin.

VISION

The people of Wisconsin will have ready access to a broad range of reading, viewing and listening materials and programs that

stimulate their thinking,

enhance their knowledge of themselves and the diversity of the world around them,

develop their abilities to obtain, evaluate and use information,

advance their literacy skills,

inform their participation as citizens in a diverse (or global) society,

strengthen their contribution to the economy, and

improve the quality of their leisure time.

In short, they will have the information they need to succeed at school, at work, and in their personal lives.

GOALS

1. Legislation and Funding: The people of Wisconsin shall adequately fund their libraries and will benefit from legislation passed strengthening library and information services.

2. Public Information: Wisconsin residents acknowledge libraries as vital community and information resource centers that provide services relevant to their changing needs.

3. Leadership and Professional Growth: Library and information staff shall find pertinent opportunities for leadership development and professional growth.

4. Open Access: The people of Wisconsin shall have the broadest possible access to information resources and materials.

5. Qualified and Diverse Library Staff: The people of Wisconsin will be served by well-qualified library and information services staff from diverse backgrounds.
**GOAL 1: Legislation & Funding**

The people of Wisconsin shall adequately fund their libraries and will benefit from legislation passed strengthening library and information services.

**WLA OBJECTIVE 1.1: TO INCREASE WLA MEMBERSHIP PARTICIPATION IN THE LEGISLATIVE PROCESS**

Measured by:

- The increase in Library Legislative Day attendance from year to year.
- Number of visits annually to LD&L home page.
- Percent of WLA unit newsletters with library legislation articles within the year.

**Unit Objectives/Activities:**

AWSL 1. Participate in drafting the WLA Legislative Agenda. Activity: Maintain AWSL representation on LD&L.

AWSL 2. Identify members who will respond to LD&L's calls for legislative action.

WAAL 1. To increase annual attendance of WAAL members at Legislative Day.

WAAL 2. To increase articles on legislative activity or funding in the WAAL newsletter or on our web site.

WAAL 3. To utilize the WAAL Designated Contacts List to make non-WLA members aware of legislative issues affecting academic libraries in Wisconsin, and encourage them to join WLA and support its legislative agenda.

WAPL Seek programs on legislative information and advocacy topics to include at WLA and WAPL Conferences.

WLTA Educate membership of the need for library advocacy.

CSRT Support WLA efforts for library legislation by informing/reminding CSRT members of current legislation which is pending, and encouraging them to support WLA's ideas.
GIRT  Monitor developments and encourage action in legislation and funding that promote and affect government information programs at the state and federal levels, such as the Wisconsin Document Depository Program and the Federal Depository Library Program.

IFRT  Monitor state and federal legislation issues related to intellectual freedom. Activity: Write letters, provide testimony, and advise the WLA board on policy matters when appropriate.

SRRT 1. Develop a process for taking and/or recommending action on social issues that impact Wisconsin librarianship and WLA.
SRRT 2. Support national and state initiatives on information infrastructure policy that promote access through libraries for people of all income levels.

TSS 1. Gather and disseminate information on the affect of legislation on the non-public services represented by the Technical Services Section.

TSS 2. Provide information on the impact of legislation on technical services to WLA for inclusion in legislative agenda.

LD&L 1. Draft annual Federal Legislative Agenda (Federal Legislative Advocate).
LD&L 2. Forward ALA Legislative Action Alerts to state library electronic group lists (Federal Legislative Advocate).
LD&L 3. Coordinate a delegation to attend the annual National Library Legislative Day (Federal Legislative Advocate).

**WLA OBJECTIVE 1.2:** TO INCREASE OPPORTUNITIES FOR LEGISLATIVE ALLIANCES BETWEEN WLA AND PARTNER ORGANIZATIONS

Measured by:

- Number of collaborating organizations for Library Legislative Day each year.
- The number of collaborating organizations in the development of WLA's legislative agenda.

**Unit Objectives/Activities:**

**WLTA 1.** To strengthen and expand WLTA’s relationship with FOWL.
**WLTA 2.** Explore extent to which goals and objectives of FOWL and WLTA are complementary and seek greater representation in Library Legislative Day and similar advocacy efforts by members of each group.

**IFRT** Create structure to formalize partnerships with other organizations interested in the protection of First Amendment rights.

**WLA OBJECTIVE 1.3:** TO ATTAIN WLA’S LEGISLATIVE AGENDA

Measured by:

- 100% passage of WLA's agenda.
- Number of different organizations contacted about WLA’s legislative
agenda.

Unit Objectives/Activities:
WLTA To inform trustees and library “friends” about WLA legislative agenda and encourage its support.

IFRT To develop a strategy for keeping our Round Table up-to-date about WLA’s legislative agenda and working to support it.

TSS To contribute to the delivery of a unified message to legislators on the importance of complete library services.

LD&L 1. Monitor the status of congressional library legislation (FRC).
LD&L 2. Maintain contact with congressional offices regarding library, fair-use, and intellectual freedom legislative initiatives (FRC).
LD&L 3. WLA will explore and utilize strategic political alliances with other Wisconsin organizations in order to promote its state and federal legislative agendas.
LD&L 4. Coordinate with the WLA President, Executive Director, Legislative Advocates and LD&L Chair the communication of WLA’s legislative positions, priorities and responses.

**WLA OBJECTIVE 1.4:** TO INCREASE CITIZEN PARTICIPATION IN LIBRARY ADVOCACY

Measured by:

- The number of citizen participants in WLA’s Library Legislative Day.
- Number of State Senate districts with at least one citizen advocate.

**Unit Objectives Activities:**

WAPL To increase participation by trustees and library “friends” in library lobbying efforts.

WLTA

**WLA OBJECTIVE 1.5:** TO INCREASE MEMBERS’ SKILLS IN OBTAINING NEEDED FUNDING AND SUPPORT

Measured by:

- Number of new resources or programs on topics that increase members’ skills in obtaining funding.
- Percent of respondents who agree or strongly agree that membership in WLA has increased their skills in obtaining needed library financial resources.
Unit Objectives/Activities:

AWSL  Sponsor program on library advocacy for special libraries.

WAAL  To notify WAAL members at critical times in the lobbying process of pending legislation to contact their legislators, and provide sample letters, as appropriate.

Activity: WAAL will continue to provide this information through e-mails to membership and to the Designated Contacts List.

WLTA  Locate program resources on library funding issues available through ALA and other professional organizations and publicize to members.

LD&L  WLA shall develop a list of best practices for local funding support.

**GOAL 2: PUBLIC INFORMATION**

Wisconsin residents acknowledge libraries as vital community and information resource centers that provide services relevant to their changing needs.

**WLA OBJECTIVE 2.1:** TO INCREASE THE DISSEMINATION OF POSITIVE LIBRARY MESSAGES TO WISCONSIN RESIDENTS

Measured by:

- Number of media contacts with WLA or its units.

Unit Objectives/Activities:

AWSL  Sponsor or co-sponsor a program pertaining to special libraries as vital corporate community centers.
Activity: Solicit state and local business media to profile special libraries in Wisconsin.
- Solicit membership who would be willing to be profiled in local business magazines, e.g., *Wisconsin Corporate Report* and *In Business*.
- Main letter promoting special libraries to 100 businesses.
WLTA  Encourage local library/legislative advocacy workshops by publicizing successful programs.

IFRT  To develop a strategy for increasing public awareness of the vital role libraries play in the free exchange of information and in protecting the public’s first amendment rights.

TSS  To explore ways in which library technical services can delineate what they contribute to the library enterprise, first in their own libraries, and then to the larger community of library users.

WIGLHR  Increase dissemination of positive messages about the importance of genealogy and local history to Wisconsin residents.  
Activity: Collaborate with WI Historical Records Advisory Board to plan and promote cooperative ventures.

**WLA OBJECTIVE 2.2: TO INCREASE MEMBERS’ SKILLS IN COMMUNICATING POSITIVE MESSAGES ABOUT LIBRARIES.**

Measured by:

- Number and list of new resources or programs on topics that assist library staff in promotion.
- Percent of respondents who agree or strongly agree that membership in WLA has increased their skills in communicating positive messages about libraries.

**Unit Objectives/Activities:**

AWSL  Use the AWSL newsletter, website and listserv to exchange ideas on how members can promote library services.  
Activity. Investigate disseminating the AWSL newsletter electronically.

WAAL  To increase awareness of members’ need to promote use of academic libraries by the general public.  
Activity. WAAL and the WAAL Chair will contribute articles to the WAAL newsletter to promote this topic.
WLTA  1.  To encourage library trustees and friends to promote libraries’ roles in community.
WLTA  2.  Publicize details of successful library advocacy programs and initiatives through unit newsletters and other media.

CSRT  Through programming, the newsletter, and the CSRT website, encourage members to be alert to the fact that circulation staff have the ability to encourage or discourage use of the library through policies and procedures in regards to customer service.

IFRT  To develop a method of recognizing individuals of note within the Wisconsin library community who have made contributions in the area of intellectual freedom, including awarding the WLA/SIRS Award.

MATS  To provide ideas via the MATS newsletter and website for MATS members to use to promote the technology/media services they make available to their communities.
Activity 1. Collect ideas from members and post on website and/or newsletter.

TSS  Through programming, begin to encourage members to enunciate, both within their libraries and to the larger library community, the contributions of technical services to the library enterprise.

SSS  Acknowledge support staff during National Library Week.
SSS Activity: Send note and gift to SSS members.

WIGLHR  Increase WIGLHR members’ skills in presenting the library as a source of genealogy and local history information.
Activity 1: Offer programs which conference attendees can adapt for use in their own libraries.

**WLA OBJECTIVE 2.3:**  TO INCREASE PUBLIC RECOGNITION OF THE CONTRIBUTIONS OF INDIVIDUALS AND ORGANIZATIONS IN PROMOTING LIBRARY SERVICE

Measured by:

- Number of news releases that appear in media outlets and that increase public recognition of the contributions of individuals and organizations in promoting library service.
Unit Objectives/Activities:

WLTA  Actively encourage and/or solicit nominees for annual Trustee of the Year Award and other trustee honors, awards and acknowledgments.

GIRT  Continue the Wisconsin Distinguished Document Award Program to give recognition to individuals or state agencies that have contributed to the quality of state or local government literature.
Activity: Hold awards ceremony at Government Information Day and submit winner and honorable mentions to GODORT notable documents award. Add web site criteria.

IFRT  To develop a method of recognizing individuals of note within the Wisconsin library community who have made contributions in the area of intellectual freedom.

OSRT  Re-establish the annual Outreach Services Round Table Service Award for individuals and/or libraries.

SSS  Present a Support Staff Scholarship Award.

TSS  Solicit recommendations for outstanding service awards in the fields of cataloging, serials, and acquisitions.

YSS  Promote, select, and present Burr/Worzalla Award, honor books and Notable Author.

A&HC  Promote, select and present association awards.

READ  Complete literary awards program.
Activities: Select Banta Award recipient and Outstanding Authors.
Select additions to Notable Wisconsin Authors list.
Prepare annual list of publications by Wisconsin authors.
Direct Discover Wisconsin Authors Week and help with the Wisconsin Festival for the Book.

WLA OBJECTIVE 2.4: TO INCREASE LIBRARY USE IN WISCONSIN

Measured by:
- For public and academic libraries.
  1. Total state circulation
2. Total state attendance (gate count).
3. Total program attendance
4. Use of BadgerLink (Other virtual library use should be considered as measures become standardized.)

**Unit Objectives/Activities:**

**READ**  Will produce and disseminate, annually, five subject bibliographies that promote reading.

**TSS**  Programming that showcases the possibilities for technical services staff to contribute to their libraries’ usefulness.
GOAL #3: LEADERSHIP & PROFESSIONAL GROWTH

Library and information staff shall find pertinent opportunities for leadership development and professional growth.

WLA OBJECTIVE 3.1: TO INCREASE ATTENDANCE AT CURRENT WLA PROGRAMS & CONFERENCES

Measured by:

- Attendance at WLA Conference and at WAAL and WAPL divisional conferences.
- Percentage of units holding at least one program at the WLA Conference.
- The number of programs sponsored by units in addition to conferences.

Unit Objectives/Activities:

AWSL   To offer programs of interest to special librarians at WLA annual conference.
       Activity: Participate in Conference planning and sponsor or co-sponsor at least 2 programs and one special library tour.

WAAL   To gain feedback from WAAL members and conference attendees as to programming needs by conducting a membership survey at least every three years.
       Activity 3: WAAL will survey conference attendees at the annual WAAL conference.

WAPL   Fund scholarships for WAPL members to the WLA, WAPL, and PLA conferences as project funds allow.

WLTA  1. To increase trustee attendance at conferences.
       WLTA  2. Continue to sponsor informative and educational programs and presentations at WLA and WAPL annual conferences.

GIRT  1. Sponsor an all-day workshop focusing on topics of interest to government information specialists once a year.
       GIRT  2. Sponsor at least one program at each WLA annual conference that would be of interest to government information specialists and others in the Wisconsin library community.
IFRT  Sponsor programs related to intellectual freedom, at least two programs per year, at annual conferences. (Ongoing.)

RSRT  To increase the level of RSRT programming by developing programs for the WAAL, WAPL, & WLA annual conferences and other WLA continuing education forums.

LRRT  To maintain the level of LRRT programming for the WAAL & WLA annual conferences.

MATS  To sponsor programs on technology-related topics and to promote these programs in the MATS newsletter, email list, and on the MATS website.

Activity 1. Participate in planning of annual WAAL, WAPL, and WLA Conferences and offer sessions at each.

OSRT  Continue participation in conference programming for WAPL and WLA.

SSS  Participate in the WLA Store.

TSS  Sponsor at least one program of interest to the technical services community at each WLA, WAAL, and WAPL conference.

WIGLHR Increase attendance at WIGLHR sponsored events. Activity: Present WIGLHR programs at WLA, WAAL, and WAPL.

WISLR Increase members’ attendance at WLA Fall Conference by sponsoring scholarship annually.

YSS 1. Offer YSS sponsored financial assistance to attendees of WLA or unit conferences. Activity: Sponsor one scholarship for one YSS member to attend WAPL Conference, and one scholarship for one YSS member to attend WLA Conference.

YSS 2. Sponsor at least four programs at WLA and WAPL each year of interest to youth services librarians and those interested in serving youth. One program at each conference will deal specifically with issues relating to young adults.
Activity: Provide YSS exhibit booth at WLA Conference.
READ 1. Will publish 2 newsletters, annually, to promote its conference programs and reading.

READ 2. Will plan and coordinate one program at both the WAPL and WAAL Spring conferences and several programs at the WLA Fall conference, including Banta Award recipient presentation.

RASS To increase the number of conference programs put on by RASS members and sponsored by RASS at WLA, WAAL and WAPL.

SSS 1. Continue the Spring One-Day Training Conference for Support Staff.
SSS 2. To continue sponsoring programs at WLA Fall conference, WAAL and WAPL conferences.

WLA OBJECTIVE 3.2: TO INCREASE MEMBERSHIP INVOLVEMENT

Measured by:
- Percent of elections that have more than one nominee.
- The division representation on committees and task forces.

Unit Objectives/Activities:

AWSL 1. Seek nominations for AWSL officers from AWSL membership-at-large through notification in the spring newsletter and email.

Activity 1. Publish job descriptions and testimonials from previous officers.

AWSL 2. Publish 3 newsletters per year.

AWSL 3. Include AWSL representation on WLA committees and task forces.

WAAL To increase active participation of WAAL members from 65% in 2000 to 75% by 2006.

WLTA 1. Publish quarterly newsletter.
WLTA 2. Pursue additional trustee involvement in pertinent WLA committees and activities.

CSRT Through CSRT web site, the newsletter, and the annual meeting, encourage the communication between circulation staff of all Wisconsin libraries.

RSRT To increase membership to the level at which the RSRT can become a section. Activity: Communicate to current and potential members the advantages of membership in a professional organization through our newsletter, email, web page, and listserv.
MATS To encourage communication and participation through promotion of MATS activities/projects via the MATS website, email list, and newsletter.

SSS Publish a newsletter 3 times per year.

TSS 1. To increase the percentage of TSS members who have participated in a WLA-sponsored event.
TSS 2. Continue recruitment of new members and retention of existing members.

WIGLHR Increase WIGLHR membership involvement.
Activity 1: Publish WIGLHR “Stuffed Fish” newsletter four times per year.
Activity 2: Have two nominees for each elective office.

WISLR 1. Print and distribute WISLR brochure.
WISLR 2. Increase members’ involvement by holding 2 business meetings per year (at WAPL and WLA conferences) and 4 board meetings per year (at WAPL, WLA and 2 others).
WISLR 3. Publish 2 newsletters per year.

YSS 1. Publish a newsletter four times a year and distribute by mail and through on various WLA email discussion lists that will reach YSS members, as well as WLA general membership.
YSS 2. Recruit youth services librarians to serve on committees and on the YSS board of directors.
YSS 3. To include the YSS Board of Directors, as well as the general YSS membership in development of annual Long Range Planning process by scheduling an annual brainstorming session.
YSS 4. Create a packet on WLA/YSS for new youth services librarians across the state that can be distributed by library directors and system specialists.

GIRT Increase member involvement through publishing a newsletter twice a year (Feb. and Aug.) and expanding the content on the GIRT Website.

**WLA OBJECTIVE 3.3: TO RETAIN CURRENT MEMBERS AND INCREASE THE NUMBER OF NEW MEMBERS**

Measured by:

- Number of WLA members.
- The number of non-renewals each year expressed as a percent of the total membership.

**Unit Objectives/Activities:**

AWSL Promote the benefits of AWSL membership through additional content on the website.
WAAL 1. To retain current members and increase the number of new members.

WAAL 2. To maintain Board awareness of member needs by conducting a membership survey at least every 3 years.

WLTA To promote trustee membership in WLTA by improving communication with trustees and making local contacts.

GIRT Increase membership by hosting a booth at the WLA Annual Conference.

IFRT To identify methods of contacting staff entering library work in order to interest them in intellectual freedom issues in general and WLA IFRT in particular.

RSRT To increase membership to the level at which the RSRT can become a section.

Activity: Communicate to current and potential members the advantages of membership in a professional organization through our newsletter, email, webpage and listserv.

LRRT Communicate to current and potential information professionals the advantages of membership in a professional organization, including the potential to collaborate on research projects.

MATS To increase MATS membership through higher visibility at state conferences.

Activity: Continue the MATS Webbies at the WLA Conference (awarding best websites), participate in the WAAL Conference and other special events.

SRRT Increase membership by at least 5 members each year.

SSS Continue recruitment and retention of new and old members.

TSS Maintain the currency of the section’s website.

WIGLHR 1. Revise membership brochure, print and distribute 500 copies at the 2006 WLA Conference.

WIGLHR 2. Increase the understanding of the importance of genealogy and local history to Wisconsin residents.

Activity: Collaborate with the Wisconsin Historical Records Advisory Board by meeting together annually to plan and promote Archives Week and other cooperative activities.

YSS 1. Create a packet on WLA/YSS for new youth services librarians across the state that can be distributed by library directors and system specialists.

YSS 2. Contact members who discontinue YSS and encourage membership.
WLA OBJECTIVE 3.4: TO PROVIDE INCREASED OPTIONS FOR PROFESSIONAL DEVELOPMENT

Measured by:

- The number of new opportunities for professional development
- Percent of respondents who agree or strongly agree that membership in WLA has increased their options for professional development.

Unit Objectives/Activities:

AWSL 1. Conduct a membership survey every 3 years to get member input on staff development needs.

AWSL 2. To collaborate with other library professional organizations in offering staff development.
   Activity 1. Investigate collaborating with the Special Libraries Association-Wisconsin Chapter to co-sponsor a program for special librarians.

WAAL 1. To increase delivery options for professional growth opportunities from conferences and the WAAL web site.
   Activity: Host a pre-conference at the 2006 WAAL Conference.

WAAL 2. To increase coordinated mentoring relationships for new members.

WAAL 3. To increase opportunities for leadership development through programs and/or conferences on an annual basis.

WAPL 1. Provide scholarships for the Public Library Association Conference.
WAPL 2. Publish the Communiqué newsletter four times annually.
WAPL 3. Host WAPL Spring Conference.

WLTA 1. To provide partial funding for educational opportunity within the unit. Develop a fundraising committee within the unit to meet this need.
WLTA 2. Supplement conference presentations with trustee training through web site, newsletter and other media.

CIRC Sponsor at least one topical program at fall and spring conferences.

GIRT 1. Sponsor government information programs at the spring conferences of WAAL and WAPL.
GIRT 2. Sponsor an email listserv (Gov-Info) devoted to the discussion of government information topics in Wisconsin.
GIRT 3. Publish on the GIRT website an online directory of Wisconsin state and federal depository libraries.
RSRT 1. Improve resource sharing service to Wisconsin residents by assessing the needs of ILL staff and providing professional support through the sharing of information and applications of new technological innovations.

RSRT 2. To improve communication among the membership by making better use of email in which to share what’s new and provide frequent updates.

LRRT 1. Emphasize the implications of practical research for resolving problems and reaching administrative decisions.

LRRT 2. Provide instruction and consultation to those interested in conducting research studies.

LRRT 3. Promote and maintain a database of Wisconsin librarians’ research interests to facilitate professional collaboration.

LRRT 4. Promote the need for practical and theoretical research in the workplace to potential information professionals.

MATS 1. To promote available educational opportunities related to technology and media via the MATS website, email list, and newsletter.
   Activity 1: Find resources, such as online classes, offering affordable instruction on timely issues related to technology. Post the information on the MATS website.
   Activity 2: Locate a speaker to sponsor or co-sponsor for the WLA 2006 Conference.

MATS 2. To contribute a regular “Tech Tips from MATS” column to the WLA newsletter at least three times per year.

RASS To provide a forum for library staff to network and exchange ideas regarding reference services, either as part of conference programming or electronically.

READ Will produce and disseminate, annually, five subject bibliographies that promote reading.

TSS Add current information to the TSS web page regarding conferences and professional development opportunities for technical services membership.

WIGLHR Provide increased opportunities for WIGLHR members to learn about genealogy and local history reference as part of their professional development and continuing education.
   Activity: Provide financial support for the Wisconsin Historical Records Advisory Board Archival Mentoring Program in the form of grants for travel costs or archival supplies.

WISLR 1. Sponsor or cosponsor programs at WAPL Spring Conference or WLA Fall Conference.

WISLR 2. Continue to produce and sell the censorship video.


WISLR 4. Sell WISLR wallets at WLA Store.
YSS 1. Disseminate information about education opportunities through the YSS Press newsletter and on the WLA/YSS web site.

YSS 2. Develop a proactive relationship with the Division for Libraries, Technology and Community Learning, Youth/Special Needs consultant with an emphasis on creating statewide continuing education opportunities for all library staff serving children and families.

YSS 3. To continue a mentoring program at WAPL and WLA conferences for new youth services librarian attendees.

YSS 4. To maintain the YSS electronic discussion list yss@titan.wils.wisc.edu and encourage youth services librarians to participate and share ideas.

YSS 5. To maintain the YSS website, http://www.wla.lib.wi.us/yss.html, to ensure accurate and timely information.

YSS 6. Encourage members to broaden their knowledge of the library field by offering a scholarship to members to attend the ALA Conference.

YSS Activity: Sponsor one scholarship to ALA.

**GOAL #4: OPEN ACCESS**

The people of Wisconsin shall have the broadest possible access to information resources and materials.

**WLA OBJECTIVE 4.1: TO PROMOTE AND SUPPORT FREE INQUIRY**

Measured by:

- The number of members in the Intellectual Freedom Network.
- Number of new resources or programs that support access to information and free inquiry.

**Unit Objectives/Activities:**

WLTA Promote awareness of the role of libraries in representing all points of view and importance of free and open access for everyone.

GIRT Assure that all Wisconsin residents have equal access to federal government information through the development of a state plan for federal government information in Wisconsin.

IFRT 1. Maintain an Internet resource guide for intellectual freedom issues on the WLA web.

IFRT 2. Continue to publish at least 2 issues per year of the unit's newsletter. Seek input from membership on creating electronic version of the newsletter.

IFRT 3. Contribute information of intellectual freedom issues to unit newsletters.

IFRT 4. Maintain communications with the IF Committee to support libraries and library staff facing challenges to materials.

YSS 1. Support the efforts of the Intellectual Freedom Round Table by distributing information through the YSS Press newsletter or through cooperative programming efforts.
YSS 2. Support the CCBC Intellectual Freedom Services by sponsoring their presence at the WLA Fall conference and supporting their contract with the State.

YSS 3. Promote Banned Books Week to members through YSS Press newsletter and the YSS listserv.

**WLA OBJECTIVE 4.2: TO INCREASE LIBRARY STAFF’S KNOWLEDGE ABOUT, AND ABILITY TO TAP, INFORMATION RESOURCES**

Measured by:

- Number of new programs and resources about information resources.
- Percent of respondents who agree or strongly agree that membership in WLA has increased their ability to tap information resources.

**Unit Objectives/Activities:**

**AWSL**
To promote the availability of special collections through Special Library Tours at the annual conference.

**WAAL 1.** To increase awareness of library services to communities and other campuses by including information in the WAAL newsletter and to the WAAL Designated Contacts List, as well as adding to the link information already contained on the WAAL web site.

**WAAL 2.** To increase WAAL members’ awareness of information literacy standards by sponsoring/presenting programs each year.

**WAAL 3.** To increase the ability of WAAL members to train clientele in information literacy by sponsoring or presenting programs each year.

**CSRT**
Through programming, the newsletter, and the CSRT web site, encourage the communications of library policies and procedures to ensure that all circulation staff in Wisconsin are aware of services such as Interlibrary Loan and the fact that library materials can be returned at other libraries throughout the state in a prompt and efficient manner.

**MATS 1.** Contribute a regular “Tech Tips” article to the WLA Newsletter.

**MATS 2.** To provide links to media and technology information sources on the MATS website.

**OSRT 1.** Publish 2 OSRT electronic newsletters annually.

**OSRT 2.** Encourage OSRT members to create and share new ideas and activities as well as unit information through the OSRT mailing list, the OSRT web page and the newsletters.

**READ**
Will publish 2 newsletters annually to promote its conference programs and reading.

**WIGLHR** Increase knowledge of library staff about genealogy and local history resources. Activity: Present information in programs and the newsletter which will help librarians work effectively with genealogy and local history patrons, including bibliographies, research tips, and success stories.
WLA OBJECTIVE 4.3: TO INCREASE THE STATE'S ROLE IN PROMOTING OPEN ACCESS THROUGH TECHNOLOGY AND FUNDING

Measured by:

- The number of public libraries that offer public Internet access.
- Whether BadgerLink continues to be publicly funded at the 2003-05 level of resources

Unit Objectives/Activities:

WLTA 1. Encourage library trustees to participate in system level activities.
WLTA 2. Support state-wide resource sharing by encouraging adequate funding for evaluation/implementation of technology solutions.

MATS To promote the use and support of BadgerLink.
Activity: Post current training opportunities and BadgerLink news on the MATS website.

TSS Increase efforts to make integrated library systems interoperable to facilitate data access and sharing across geographic and social barriers.

GOAL 5: QUALIFIED AND DIVERSE LIBRARY STAFF

THE PEOPLE OF WISCONSIN WILL BE SERVED BY WELL-QUALIFIED LIBRARY AND INFORMATION SERVICES STAFF FROM DIVERSE BACKGROUNDS.

WLA OBJECTIVE 5.1: TO INCREASE THE NUMBER OF PEOPLE EDUCATED FOR LIBRARY WORK IN WISCONSIN

Measured by:

- The amount of money available for library education scholarships.
- Number of students enrolled in library school master’s programs at UW-Madison SLIS and UW-Milwaukee SOIS.

Unit Objectives/Activities:

AWSL Promote the benefits of hosting library practicum students.
Activity 1. Work with faculty at SLIS to promote library practicum experiences at special libraries.

WAAL To increase member awareness of recruitment strategies through pertinent conference programs at least once every 3 years.
CSRT Through programming, the newsletter and the CSRT web site, encourage dialogue between circulation staff at libraries throughout the state in regards to recruitment and training issues.

TSS To increase the opportunities for support staff at every level, from library pages to experienced paraprofessionals, to widen and develop their job skills and experience.

YSS Encourage individual libraries to give paid time to youth services librarians to attend WLA continuing education programs.

**WLA OBJECTIVE 5.2: TO INCREASE THE DIVERSITY OF THE WISCONSIN LIBRARY WORKFORCE**

Measured by:

- The amount of money available in WLA/WLAF for minority library education.
- Number of minority students enrolled in master’s programs at UW-Madison and UW-Milwaukee SOIS.

**Unit Objectives/Activities:**

LUERT Work on advancing library instruction to a diverse group of libraries.

**WLA OBJECTIVE 5.3: TO INCREASE KNOWLEDGE OF CAREER OPPORTUNITIES IN WISCONSIN LIBRARIES**

Measured by:

- The number of programs or resources about library career opportunities
- Percent of members who agree or strongly agree that membership in WLA has increased their knowledge of career opportunities in Wisconsin libraries.

**Unit Objectives/Activities:**

AWSL Participate in career fairs, colloquium and other special events at Wisconsin schools of library and information science.

WAAL To disseminate information about the UW-Madison and UW-Milwaukee library and information science schools’ upcoming programming and career forums on the WAAL Designated Contact List for forwarding to paraprofessional student co-workers.

WAPL WAPL will produce salary surveys reflecting current pay levels for professional and paraprofessional jobs in Wisconsin public libraries.

TSS To promote awareness of the technical services specialties within librarianship as a career of choice.
ACRONYMS AND DEFINITIONS

ALA    American Library Association
AWSL  Association of Wisconsin Special Librarians
CCBC  Cooperative Children’s Book Center
COO   Committee on Organization
CSRT  Circulation Services Round Table
DLTCL Division for Libraries, Technology and Community Learning
GIRT  Government Information Round Table
IFRT  Intellectual Freedom Round Table
FC    Finance Committee
FOWL  Friends of Wisconsin Libraries
LD&L  Library Development and Legislation Committee
LRRT  Library Research Round Table
LUERT Library User Education Round Table
MATS  Media and Technology Section
OSRT  Outreach Services Round Table
PLA   Public Libraries Association
PSA   Public Service Announcement
RASS  Reference and Adult Services Section
READ Readers Section
RSRT  Resource Sharing Round Table
SLA   Special Libraries Association
SLIS  School of Library Information and Studies (UW-Madison)
SOIS  School of Information Studies (UW-Milwaukee)
SPARC Strategic Planning and Revitalization Conference
SRLAAW System and Resource Library Administrators Association of Wisconsin
SRRT  Social Responsibilities Round Table
SSS   Support Staff Section
TSS   Technical Services Section
WAAL  Wisconsin Association of Academic Librarians
WAPL  Wisconsin Association of Public Libraries
WEMA  Wisconsin Educational Media Association
WIGLHR Wisconsin Genealogy and Local History Round Table
WISLR Wisconsin Small Libraries Round Table
WLA   Wisconsin Library Association
WLTA  Wisconsin Library Trustees Association
YSS   Youth Services Section

**Wyoming Library Association**


It is the vision of the Wyoming Library Association that: The educational, cultural, and economic conditions of the State will be advanced through greater use of
libraries and an enhanced awareness of the vital role libraries fulfill in society.

It is the mission of the Wyoming Library Association: To provide leadership and to serve as a collective voice and advocate for advancement of Wyoming libraries, to educate the library community and users about contemporary library services, issues and technology, to provide members with a network for interaction on professional and social levels, and to promote the profession of librarianship and participation of Wyoming libraries in regional, national and global library arenas.

Purposes of the Association: To promote library service in Wyoming; To promote the profession of librarianship in Wyoming; To promote the continued improvement of Wyoming libraries; To support Wyoming librarians in their professional roles; To promote the participation of Wyoming librarians and libraries in regional, national and global library arenas.

The Wyoming Library Association subscribes to these tenets: Equitable Access to Information in Various Formats with the Highest Priority Being Free Services; Intellectual Freedom; Information Literacy Skills; Value of Literacy; Life-long Enjoyment of Learning; Resource Sharing; Patron Privacy; Intellectual Property Rights; Libraries Are Valuable Community Forums.

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Focal Issue:
There exists an opportunity for the Wyoming Library Association to increase services to its membership.

Vision:
W.L.A. has selected three years out as our planning horizon. It is our desired future to have a vital, high-energy organization providing maximum services to our membership by fall, 2006.

Mission & Values:
Guiding our vision is our mission to champion intellectual freedom and democratic ideals, while increasing accessibility of information and human resources to our membership. Core values we hold are mutual, professional support, professional development, networking and advocacy for library science and value to society.

[Note: more intensive formal work is recommended to update the vision, mission and values statements currently in place. Until that time, the current statements are in alignment with the abbreviated statements contained herein].

Steps to Achieving Vision:
Three Strategic Initiatives were identified:

1. Marketing
   This initiative is owned by the Communications Committee; Chair: Troy.

2. Alignment with State Library
   This initiative is owned by the Liaison Committee; Chair: Carey.

3. Succession Planning (Leadership Development)
   This initiative is owned by the Mentoring Committee; Chair: Chris.

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Game Plan, Year by Year:

2004: The marketing initiative will assume primary urgency, with a goal of service expansion beyond conference. The need for an additional committee was identified, the “Barriers” Committee. Erin is identified as the chairperson, and will be collaborating with the awards/grants committees. Additionally, work will begin on initiatives 2 & 3, Alignment with State Library and Succession/Leadership Development Planning.

2005: Marketing and Branding efforts will be completed and products will be ready to launch, with policies and procedures in place to implement Succession/Leadership Development Planning.

2006: Implementation of the three primary initiatives (measurable outcomes).
1. Every member participates in an educational opportunity.
2. W.L.A. Brand is clearly established, with high energy seen throughout the membership: “We Rock”/”Jazzed” Customer.
3. New leaders are “ripe”; ready, enthusiastic, and have association knowledge/skills.
4. There is more incorporation of technology in the conferences.
5. The Executive Board Meetings will be more problem solving in nature vs. reporting function.
6. More members; more money.

[Note: it is recommended that more work be done to identify needed resources for each initiative – this can be done within committees, and take a high priority for reporting at the first quarterly meeting 2004.]

W.L.A. Issues for Future Discussion:
1. Membership fees/participation costs
2. Communication plan with membership
3. Information accuracy (on website)
4. Orientation of new members
5. Membership growth potential, numbers  
6. Leadership program plan

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**Appendices:** Back-up Data  
A. Preliminary Goals of the Workshop (established in advance)  
B. Environmental Scan  
C. Association S.W.O.T. Analysis  
D. Strategic Planning Process Evaluation

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**Appendix A: Preliminary Goals (established in advance)**  
1. Determine planning structures for future WLA strategic planning processes.  
2. Develop commitment to the WLA strategic planning process.  
3. Define professional standards and community representation presence of WLA.  
4. Define roles in achieving WLA vision.  
5. Establish clearly defined goals of WLA strategic and operational plans.  
6. Develop a list of WLA issues for future definition.

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**Appendix B: Environmental Scan**  
Social, Political/Legislative, Economic, Technological, Industry Trends, Other  

### I. Social Issues
- Aging population  
- More diversity  
- Educational trends  
- Worldwide communication  
- Changing family dynamics

### II. Political/Legislative
- Funding  
- Legal issues (CIPA, USA P.A.T.R.I.O.T. Act)  
- National/global politics  
- Intellectual property ($)  
Intellectual freedom  
Copyright/DMCA/etc.  
- Certification of school librarians, department of education

### III. Economic
- No major changes in tax structure  
- LSTA changes congress to congress
Interest rate variations
Continued economic health
Operating funds: What’s enough? Goals? Where should it go?

IV. Technological
- Publishing
- Continuous change
- Legal issues
- Integrated library systems
- Generation issues

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V. Industry Trends
- Number of people attending library science school
- Trends away from public service oriented jobs
- New library buildings all over
- Distance education
- Technology

VI. Other
- New buildings ($ and technology)
- Telecom infrastructure
- Information seeking behavior
Access information without going into a library
Publishing on demand
- Fundamental values of librarians remain the same, including children’s programming

Appendix C: Association S.W.O.T. Analysis

Internal Strengths
1) Networking
2) Competent leaders
3) Conference/committed membership

Internal Weaknesses
1) Communication and marketing
2) Lack of people in leadership roles
3) Inability to prove value
4) Geographical distances

External Opportunities
1) Educational services outside of conference
2) Better marketing
3) Increased communication

External Threats
1) Apathy
2) Government control
3) Public misunderstanding mission
4) Federal legislation

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**Appendix D: Strategic Planning Process Evaluation**

14 participants provided feedback on 5 questions designed to solicit information on the value of this strategic planning session. A 5-point Likert-type scale was used, aggregating responses:

- 5 – strongly agree
- 4 – agree
- 3 – no opinion
- 2 – disagree
- 1 – strongly disagree

Following is a summary of statement rankings and additional comments.

**Survey Item #1:** “The stated goals were met.” Response value was 3.86

**Survey Item #2:** “I learned something new.” Response value was 3.79

**Survey Item #3:** “This process was valuable.” Response value was 4.36

**Survey Item #4:** “We are more prepared to go forward.” Response value was 4.5

**Survey Item #5:** “It was fun.” Response value was 3.64

**Other comments offered:**
- I wasn’t sure where we were going – but it all fell into place – you are great!
- It was more fun than I expected.
- Evening was hard – an outline of where we were going might have helped.
- It really feels as if we moved forward in this process. Thanks!
- I would have liked more equal participation. Sometimes conversations were dominated by the input of 2 or 3 people. Facilitator needs to prompt participation from all. Some are more shy than others. Facilitator could type comments into a laptop w/ projector instead of flip charts. Then the files could be emailed to us. Great job! Thanks.

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**IFLA – International Federation of Library Associations and Institutions**

http://www.ifla.org/

IFLA STRATEGIC PLAN 2006-2009

**INTRODUCTION**

The International Federation of Library Associations and Institutions (IFLA), founded in 1927, is the leading international body representing the interests of library and information services and their users. It is the global voice of the library and information profession.

IFLA pursues its priorities within the framework of the three pillars:
Society – Libraries and information services serve society by preserving memory; feeding development; enabling education and research; supporting international understanding; improving information access, sharing, and use; and supporting community well being.

Profession – As the global voice for libraries and information services and the profession, IFLA has always been vitally concerned with improving methods, technical means and standards as well as increasing the awareness of new theories, developments, and best practices in library and information work.

Members – As a membership organisation, IFLA serves the interests of its members and draws both its mandate and global reach from them.

This plan establishes the priorities of the IFLA Governing Board for the period 2006-2009 and is intended to guide both its work and that of IFLA’s divisions, sections and other activities. It will be reviewed annually by the Governing Board and presented to Council.

Vision

Libraries and information services are essential to the effective operation of the inclusive Information Society. IFLA and libraries and information services share the common vision of an Information Society for all, as adopted by the World Summit on the Information Society in Geneva in November 2003. That vision promotes an inclusive society in which everyone will be able to find, create, access, use and share information and knowledge.

To enable access to information by all peoples, the International Federation of Library Associations and Institutions is committed to the fundamental human rights to know, learn and communicate without restriction. It opposes censorship and supports balance and fairness in intellectual property regulation. IFLA is also vitally concerned to promote multilingual content, cultural diversity and the special needs of Indigenous peoples, minorities and those with disabilities.

IFLA, working with its members, the profession and other partners, will advance the position of libraries and information services and their capacity to contribute to the development of individuals and communities through access to information and culture.

(Adapted from Alexandria Manifesto on Libraries, the Information Society in Action, IFLA, 11 November 2005).

Mission

IFLA is an independent, international, non-governmental, not-for-profit organization. Its aims are to:

- Promote high standards of provision and delivery of library and information services
- Encourage widespread understanding of the value of good library and information services
- Represent the interests of our members throughout the world.

(From IFLA Statutes)

Core Values

In pursuing these aims, IFLA embraces the following core values:

1.
The endorsement of the principles of freedom of access to information, ideas and works of imagination and freedom of expression embodied in Article 19 of the Universal Declaration of Human Rights.

2. The belief that people, communities and organizations need universal and equitable access to information, ideas and works of imagination for their social, educational, cultural, democratic and economic well-being.

3. The conviction that delivery of high quality library and information services helps guarantee that access.

4. The commitment to enable all members of the Federation to engage in, and benefit from, its activities without regard to citizenship, disability, ethnic origin, gender, geographical location, language, political philosophy, race or religion.

(From IFLA Statutes)

STRATEGIC DIRECTIONS

Profession Pillar

IFLA will assist libraries and information services to fulfil their purposes and shape responses to the needs of clients in a rapidly changing information environment.

1. IFLA will take the lead in collaborative efforts to establish **guidelines and standards** for the organization of information for access across international boundaries and over social, cultural, and economic barriers.

   **Strategic Actions**
   
   a. Develop guidelines and best practices through its professional groups to provide guidance to libraries and promote cooperation.
   
   b. Enable users to find, identify, select, and obtain information through internationally agreed standards and guidelines (metadata, resource control, document supply, etc.).
   
   c. Support an integrated approach to the management of digital resources.
   
   d. Promote resource sharing to assist library users to access and receive needed resources from beyond their own library.
   
   e. Promote cooperation, resource sharing, and seamless access among libraries, museums, and archives.
   
   f. Develop and disseminate guidelines for teaching various aspects of library work, both in the academic courses and in lifelong professional programs.

2. IFLA will promote the development of **quality library and information services** in all parts of the world.

   **Strategic Actions**
   
   a. Develop and deliver programs and activities of IFLA professional groups.
   
   b. Work with colleagues and local library stakeholders in developing countries to assist in capacity building for the library profession, library institutions, and library and information services through the Action for Development through Libraries Programme (ALP).
   
   c. Support IFLA professional groups in the development and delivery of quality programs and activities.

3. IFLA will produce **professional publications** to assist libraries and information services in improving their governance, management, and services.
Strategic Actions

4. IFLA will work to strengthen library associations, especially in developing countries.

Strategic Actions

a. Develop and roll out the GLAD (Global Library Association Development) Programme.
b. Develop and deliver workshops and other training events to train and equip office-bearers of national library associations for the democratic, effective and efficient governance of their associations.
c. Develop a set of guidelines for associations on how to identify potential membership target groups, increase and sustain members (especially young professionals).

5. IFLA will assist libraries and information services to avoid and recover from destruction resulting from natural disasters, neglect, and conflict.

Strategic Actions

a. Publish guidelines for disaster prevention and recovery (Preservation and Conservation, PAC).
b. Promote the protection of cultural heritage especially in times of conflict (International Committee of the Blue Shield (ICBS) and others).
c. Facilitate provision of advice or assistance following disasters.

Society Pillar

IFLA, working with libraries and information services, will assist people throughout the world to create and participate in an equitable information/knowledge society and to exercise their rights of freedom of access to information and freedom of expression in their daily lives.

6. IFLA will develop and conduct an effective advocacy programme, in cooperation with National Library Associations in support of libraries, librarians, and library users worldwide.

Strategic Actions

a. Create an advocacy capability at IFLA/HQ and develop an advocacy campaign focusing on the following themes:
   - Freedom of access to information and freedom of expression and its implementation through library and information services.
   - Equity in the area of copyright; information flow among rich and poor nations; and intellectual property.
   - Inclusion in the areas of information access in an information society and building information/knowledge societies.
b. Strengthen IFLA’s advocacy capacity through consolidation and the building of partnerships.

7. IFLA will materially affect international policies and practices in key areas relating to libraries and information services.
Strategic Actions
a Influence international copyright law and intellectual property law so that library users have access to information under principles of fair use (CLM).
b Promote the need to respect the rights to information and freedom of expression (FAIFE).
c Advance the protection of and access to information and cultural resources throughout the world (FAIFE, ALP, PAC, World Digital Library).
d Defend and promote linguistic and cultural diversity.
e Promote implementation of the recommendations from the World Summit on the Information Society (WSIS)
f Implement Libraries on the Agenda campaign

Members Pillar

IFLA will be well managed and will provide services to members through efficient communication, exemplary programs, and learning opportunities that increase their ability to provide quality service to their clientele, increasing their involvement in IFLA.

8. IFLA will communicate with its professional groups as well as with current and potential members systematically and effectively

Strategic Actions
a Establish an electronic newsletter directed to officers and members.
b Improve communication with, and services to officers, including orientation for new officers and a discussion list for officers.
c Provide a multi-lingual service to its members – where feasible and appropriate – through documents, website, conference programming and staffing.

9. IFLA will provide forums and other opportunities for networking to assist the professional development of current and potential members.

Strategic Actions
a Organize an annual World Library and Information Congress that is efficiently managed, financially beneficial to IFLA, sustainable, and reasonably priced for members
b Deliver exemplary continuing education programs and other events that allow attendees to gain knowledge about their field and about international librarianship
c Promote other IFLA-branded conferences and meetings that allow members to present and exchange information and expertise

10. IFLA will manage the organisation effectively and will manage IFLA/HQ and other offices efficiently to meet the needs of current and potential members.

Strategic Actions
a Increase capacity of all IFLA offices to support the Strategic Directions and Actions.
b Recruit and retain staff with professional competencies.
c Implement assertive management of services for members and corporate partners, and recruitment of new members including electronic renewals.
d Initiate a systematic and continuous process of monitoring the needs and wishes of our membership, by
undertaking a membership survey, and following this up by continuous monitoring in subsequent years.
e. Following the initial survey, develop an integrated communication strategy and plan that reaches out to IFLA’s “indirect” members (the members of Library Association members and the staff of institutional members).
f. Develop a toolkit for IFLA divisions, sections, and discussion groups that helps to identify potential membership markets, retain current members, and recruit new members.

11. IFLA will **develop and diversify its financial support** through increased membership and fund raising to support current and increased services to members.

*Strategic Actions*

a. Allocate and manage IFLA’s finances effectively and efficiently to enable achievement of its goals  
b. Recruit and retain members.  
c. Recruit and retain corporate partners.  
d. Develop diverse, broad based and stable sources of funding, other than membership.

12. IFLA will **align its structure** to support the strategic directions of the organization.

*Strategic Actions*

a. Review IFLA professional groups, taking a life-cycle approach, streamlining IFLA, to ensure that they remain relevant and effective.  
b. Review and revise IFLA statutes.

Approved by the Governing Board of IFLA, December 2006

**Mountain Plains Library Association**

[http://www.mpla.us/](http://www.mpla.us/)

**MPLA Long Range Plan 2004-2009**

**Vision Statement**

MPLA members gain new knowledge, support and expertise through involvement in a dynamic association that fosters networking, learning, and leadership.

**Mission Statement**

The mission of MPLA is to further the professional and or individual development of its members and to promote quality library and information service in the MPLA states.

**Goals, Objectives, Activities**

**Goal I - MPLA will address the continuing education needs of members.**

**Objective A** – MPLA will continuously assess the continuing education needs of its members.

**Activities:**

1. The Continuing Education Committee will develop a standardized form for distribution at conferences to solicit future needs and topics of interest. (July 2005)
2. The Continuing Education Committee will develop a statistically valid CE needs assessment instrument. (October 2006)

3. The Continuing Education Committee will establish a needs assessment calendar that addresses the regular preparation for assessment, assessment administration, analysis of collected data, and distribution of results. (July 2006)

4. The Chair of the Continuing Education Committee will implement the assessment calendar. (January 2007)

**Objective B** – MPLA will create a Continuing Education Clearinghouse.

Activities:

1. The Continuing Education Committee Chair will designate one member of the Committee to coordinate identification of potential CE programs (whether in-person, web-based, or other format) open to enrollment by MPLA members, including formal library education (e.g. certificate or MLS) programs. (Within 2 months of appointment as chair)

2. The Webmaster will maintain a Website clearinghouse on the MPLA site with links to Continuing Education programs identified per I.B.1. (Ongoing)

3. The Continuing Education Committee member designated per I. B.1 will work with the Webmaster to have links to identified programs posted to the CE web page clearinghouse. (Ongoing)

4. The Continuing Education Committee will submit a CE feature article for inclusion in each issue of the *MPLA Newsletter*. (Ongoing)

**Objective C** – MPLA will be an advocate for needed CE programs by developing outsourced or consortial arrangements.

Activities:

1. The Continuing Education Committee will identify existing CE programs that can meet identified needs of MPLA members. (Within 4 months of completion of the analysis phase of the assessment calendar implemented per I.A.4)

2. The Continuing Education Committee will prioritize the top three CE needs that are not addressed by existing programs. (Within 2 months of completing I.C.1)

3. The Continuing Education Committee will write, for Board approval, one or more RFPs to secure MPLA member discounts for existing programs and/or for the development of new programs to meet identified need. (Within 1 year of completion of the analysis phase of the assessment calendar implemented per I.A.4)

4. The Board, or the Finance Committee upon instruction from the Board, will issue the RFP(s) written per I.C.3 and negotiate contract(s). (Ongoing)

**Objective D** – MPLA will promote Professional Development Grants and State Association Preconference Grants.

Activities:
1. The Professional Development Grants Committee chair will include notice of Professional Development Grants availability in each issue of the _MPLA Newsletter_ and with each ballot mailing. (Ongoing)

2. The Professional Development Grants Committee chair will publish Professional Development Grants application due dates and committee meeting dates in each issue of the _MPLA Newsletter_ and on the MPLA Website. (Ongoing)

3. The respective MPLA Committee chairs will notify State Representatives of MPLA State Association Preconference Grant and MPLA Professional Development Grant opportunities and application deadlines at least twice yearly. (Ongoing)

4. State Representatives will attend the first or second meeting of their state association’s conference planning committee to acquaint planning committee members with the availability of and application procedures and deadlines for MPLA State Association Preconference Grants. (Ongoing annually)

5. Using information provided by State Representatives, the Continuing Education Committee Chair will inform state association conference planning and state association CE committee chairs of State Association Preconference Grants availability and application procedures and deadlines. (Ongoing annually)

6. The respective MPLA committee chairs will submit a list of MPLA State Association Preconference and MPLA Professional Development Grant recipients to the MPLA Webmaster, _MPLA Newsletter_ editor, and to the editors of the appropriate state association newsletters for publication. (Upon grant application approval)

**Objective E** – MPLA will promote career development educational opportunities within the region.

**Activities:**

1. The Continuing Education Committee will identify the essential elements of a career development component that should be incorporated into a library education program. (October 2005)

2. State Representatives will encourage heads of library education programs serving their states (both MLS and non-MLS), to formally incorporate a career development component (as identified in I.E.1) into their programs. (Initial contact by April 2006; annual contact as needed)

3. The Continuing Education Committee will define, and submit for Board approval, appropriate career experience fields to be added to the MemberClicks directory profile. (July 2005)

4. The Continuing Education Committee will work with the Webmaster to add approved career experience fields to the MemberClicks directory profile. (December 2005)

5. The Continuing Education Committee will utilize multiple communication channels to encourage members to add career experience information to their MemberClicks profile. (Throughout 2006)

6. The Continuing Education Committee will utilize multiple communication channels to advertise the usefulness of the career experience information available in MemberClicks profiles. (Throughout 2007)
7. The Continuing Education Committee will work with the Webmaster to create an “Ask a Career Question” option on MPLA Website where submitted questions would be automatically forwarded (anonymously or not at the discretion of the submitter) to MPLA-L for response. (March 2005)

**Objective F** – MPLA will offer mid-career continuing education opportunities.

**Activity:**

1. MPLA will offer additional continuing education institutes for library staff including paraprofessionals. (Ongoing)

**Goal II - MPLA will actively seek new members, work to retain members, and increase the number of institutional members.**

**Objective A** – The Membership Committee will develop a comprehensive membership development plan with strategies to identify and recruit new members, and to recognize, involve, and retain continuing members. The plan will set goals for increasing the number of members, provide for evaluation of the process, and consider associated costs and impact on income. (December 2005. Note: activities below may be incorporated in the membership development plan)

**Activities:**

1. The Membership Committee will identify and review “Best Practices” of other organizations and professions with respect to recruiting and retaining members for possible use in MPLA. (December 2005)

2. The Membership Committee will create a manual of operations listing activities and events that should be done every year, by whom, and a schedule for them to provide more information when transitions occur, to make activities more routine, and to help State Representatives and others involved in membership activities to know their duties. (December 2006)

3. Membership Committee will work with Finance and Management Committee to examine dues structure and make recommendations, if appropriate, for changes, including discounts, incentives, use of membership categories for dues instead of salaries, and financial implications of changes in dues and various discounts or give-aways. (December 2005)

**Objective B** – MPLA will actively recruit new members.

**Activities:**

1. The Membership Committee will develop a program for recruitment at library schools and other library educational programs and training programs in the MPLA region. (December 2006)

2. State Representatives will make a presentation annually at each library school, if there is one in their state, about MPLA, the benefits of membership, and report about this activity in their reports to the board. (Annually)

3. The Executive Secretary will provide a copy of the *MPLA Newsletter* for the library at each library school and library training program in the MPLA region. (January 2005)
4. Membership Committee will develop specific strategies for recruiting non-MLS members. (July 2006)

5. The incoming president will provide guidelines for the Board Choice Awards at orientation for the new board at conference, and 100% of the MPLA board will name an individual from their state to be given the Board Choice Award. (Annually)

6. The Membership Committee will work with the Professional Grants Committee and the Finance and Management Committee to initiate a program for new members to apply for competitive awards of $100 to assist with the cost of attending the conference in the year they join MPLA. (December 2006)

7. The Executive Secretary will automatically enroll new members to New Members Roundtable. New members will be informed and have an opportunity to opt out. (Ongoing, to begin immediately)

8. The Membership Committee, New Members Roundtable, and the Officers of MPLA will host an event for new members at every conference. (Annually)

9. The New Members Roundtable will review the information sent to new members and identify or design additional materials as needed for a standard “New Member Packet” that will go to all new members. Packet may be electronic. (examples to consider: hand out on using MemberClicks, letter from the president, email welcome from the appropriate State Representative, information about next conference, vendor discount coupons, conference schedule.) (July 2005)

10. State Representatives will conduct a drawing at their state conference to select 10 people to receive a free one-year membership. The Executive Secretary will send each person a new member packet and forward the names to the New Members Roundtable for follow up. New members will be informed and have an opportunity to opt out. (Annually)

Objective C – MPLA will actively recruit institutional members.

Activities:
1. The Membership Committee will identify incentives for institutional members (discounts on conference registration, for example). (December 2005)
2. The Membership Committee will create a list of appropriate, high-potential institutional members and plan a strategy for contacting them about joining. (December 2005)
3. The Membership Committee will target new groups, such as vendors, for membership and propose new member categories if needed. (December 2006)

Objective D – MPLA will actively work to retain members.

Activities:
1. Members of the board will follow up Board Choice memberships, contacting those they have named to encourage conference attendance, membership renewal, and making them aware of the other benefits of membership. (Annually)
2. The Executive Secretary will collect and provide data to the Board annually on costs of the program in conference registrations and reduced dues, and the number of renewals from the award group since its inception. The Board will use the information to evaluate the effectiveness of the Board Choice Awards for increasing membership. (Annually, at summer board meeting each year)
3. New Members Roundtable will take responsibility for follow up on free memberships from drawings at state conferences, and will publish news of winners in the MPLA Newsletter and on Website as well as contact the individuals with a personal invitation to attend the conference the year the membership is awarded. (Annually)

4. The Executive Secretary will collect data on the retention and renewals of those who win free memberships at state conference drawings and report this to the board. (Annually, at summer board meeting each year)

5. The Executive Secretary will provide a report of those who have been continuous MPLA members for 10, 15 and 20 years every year and provide that information to the MPLA Newsletter Editor and the Webmaster for publicity and inclusion on Website. (January 2005)

6. The Executive Secretary will prepare reports of members who have not renewed from each state and send them to the State Representatives, who will contact the individuals to encourage renewal or to collect data on reasons for not renewing. The information on reasons for not renewing will be forwarded to the executive secretary and the Chair of the Membership Committee. (Annually)

Goal III – MPLA will take a leadership role in the MPLA region.

Objective A – MPLA will support state committees and libraries facing intellectual freedom challenges.

Activities:

1. The Intellectual Freedom Committee will provide information to individual libraries as requested. (Ongoing)
   - The Intellectual Freedom Committee will develop a concise “Intellectual Freedom Toolkit” on the MPLA Website. (October 2005)
   - The Intellectual Freedom Committee will identify case studies and individuals to contact. (October 2005)

2. The Intellectual Freedom Committee will furnish a current list of regional intellectual freedom speakers to state intellectual freedom committees and other appropriate groups. The list will be posted on the MPLA Website with an e-mail link to state contacts. (October 2005)

3. The Intellectual Freedom Committee will develop a 1-hour “canned” presentation on Intellectual Freedom for use with trustees and staff. (October 2006)

4. The Intellectual Freedom Committee will highlight and disseminate information about freedom of information and censorship activities in the MPLA region. (Ongoing)

5. The Intellectual Freedom Committee will work with the MPLA Webmaster to maintain links to the ALA Intellectual Freedom Committee site and to key intellectual freedom documents on the web. (Ongoing)

6. State Representatives will report at every Board meeting about freedom of information activities in their states. State Representatives will share with their state boards and associations unique activities of other MPLA member states. (Ongoing)

7. The Intellectual Freedom Committee will assist with planning and will promote an intellectual freedom program at each joint conference. (Ongoing)

8. The Intellectual Freedom Committee will use the MPLA online list to continuously inform the membership of current intellectual freedom issues. (Ongoing)
9. The Intellectual Freedom Committee will contact State Representatives and member association intellectual freedom committees each year to encourage nominations for the MPLA Intellectual Freedom Award. (Ongoing)

**Objective B** – MPLA will recognize and promote leadership and excellence within the MPLA region through its annual awards.

Activities:
1. The Awards Committee, the *MPLA Newsletter* Editor, and the MPLA leadership, in seeking award nominations, will emphasize giving all awards on a timely basis. (Ongoing)
2. The Awards Committee, with help from the Public Relations and Membership committees and State Representatives, will widely disseminate publicity for award winners. (Annually following the annual conference)
3. The Awards Committee and the Board will evaluate and review existing awards, qualifications, and requirements. (Every three years beginning in 2005)
4. A task force with members from the Awards Committee, Public Relations Committee, and each of the Sections will study and report to the Board on developing ways to recognize “Unsung Heroes” (those that are otherwise not going to get recognized such as “Excellence in Small Libraries” for less than 5,000 population). (October 2005)

**Objective C** – MPLA will promote librarianship and libraries as a component of life-long learning or quality of life issues.

Activities:
1. The Public Relations/Membership Committee will study the feasibility of providing a quarterly news release on the MPLA Website promoting library services as important activities in communities for use by local library personnel with local media and make a recommendation to the Board. (July 2005)
2. The Public Relations/Membership Committee will work with the MPLA Conference Liaison and state organizations in planning joint conferences to see that contacts are made with appropriate media, community leaders, government officials, and others to promote the role of libraries as a vital community resource. (Ongoing)
3. State Representatives will report at every Board meeting about recent library promotion activities in their states. (Ongoing)
4. The *MPLA Newsletter* Editor will solicit stories about “best practices” in libraries serving their library communities. (Ongoing)
5. The Board will establish a Public Relations Committee, separate from the Membership Committee. (October 2005)
6. The Public Relations Committee will create an external marketing plan. (July 2006)
7. The Public Relations Committee will proactively solicit and gather stories about the positive difference that libraries and librarians in MPLA states have made and are making, and will both disseminate these through the Website and the *MPLA Newsletter* and collect them for publication as a book of “Stories.” (At least one story per state per year)

**Objective D** – MPLA will continue to develop the Leadership Institute.
Activities:
1. The MPLA Leadership Institute Committee will organize, and conduct an annual Leadership Training Institute. (Annually)
2. The Leadership Institute Committee will seek sources of financial support to secure the future of the Institute and reduce the costs to the Association. (Ongoing)
3. The Leadership Institute Committee will develop and seek to implement a funding strategy and will identify and explore options where needed. (July 2005)
4. The Leadership Institute Committee, with input from the Continuing Education Committee and the Membership Committee, will evaluate target audiences (support staff, professionals whose MLS is more than 10 years old, library media specialists, etc.) in the MPLA region and will develop plans for institutes that would address the needs of these groups. (Spring 2007)
5. The Leadership Institute Committee will sponsor sub-regional events (2-3 states) for MPLA members without the MLS. These events could be held on weekends in large urban systems (such as Salt Lake City, UT, or Johnson County, KS) with facilitators provided by the library system and state association. (Fall 2007)
6. The Leadership Institute Committee will recruit a corporate sponsor to provide travel and housing expenses for the sub-regional events. (Fall 2007)

Goal IV – MPLA will be administered efficiently and effectively with a structure that facilitates meeting its goals.

Objective A - The MPLA Board will employ and annually evaluate the following paid staff: Executive Secretary, Webmaster, and MPLA Newsletter Editor. (Ongoing)

Objective B – The Vice-President/President-Elect will update and the board will receive and approve MPLA’s Long Range Plan annually. (Ongoing)

Objective C – The MPLA President will organize a session to review goals and revise the Long Range Plan every 5 years. (2009)

Objective D – The Bylaws and Procedures Committee will review the Manual of Procedure annually and submit recommendations for revision to the Board. (Ongoing)

Objective E – The MPLA Vice-President or designee will review and update the Conference Manual of Procedure every three years. (Ongoing)

Objective F – The MPLA President will establish a Task Force to examine the structure and functions of the MPLA Board, Sections and Committees. (November 2004)

Activities:
1. The Task Force will survey the membership on their suggestions for new Sections or changes in current Sections. Included in the survey will be a question on the possibility of charging dues to belong to the Section with the understanding that the dues may be used by the Section to help pay for conference expenses for the Section. (March 2005)

2. The Task Force will recommend changes in the number of Sections, the focus of the Sections, the activities of the Sections and the dues structure of the Section to the Board. (July 2005)

3. The Task Force will review the committee and officer structure of MPLA to determine if changes need to be made in the duties or activities of the committees and officers. Included in this review will be assessing the possibility of adding a 2nd Vice President in charge of membership and assessing the possibility of adding committee chairs as voting members of the Board. The Task Force will make recommendations to the Board. (July 2005)

Objective G – MPLA committees will have clear, understandable tasks that further the mission of the organization.

Activities:

1. Each committee will review their charges and procedures in the MPLA Manual of Procedures and make recommendations to the Bylaws and Procedures Committee for any needed changes to their charge or procedures based on the Long Range Plan. (September 2006, and reviewed annually)

2. Each committee will develop a manual of procedures which includes the committee charge, tasks, timetables, member duties, and Frequently Asked Questions about the committee and submit to the Finance and Management Committee for review. (September 2006)

3. The President, Vice-President and Executive Secretary will meet with committee chairs to outline the tasks of the committee for the coming year and to answer any questions the chairs may have. (Ongoing)

Objective H – MPLA Sections will have clear, understandable tasks that further the mission of the organization.

Activities:

1. Each Section will review their charges and procedures in the MPLA Manual of Procedures and make recommendations for any needed changes to their charge or procedures based on the Long Range Plan. These recommendations will be submitted to the Bylaws and Procedures Committee. (September 2006 and reviewed annually)

2. Each Section will develop an easy to use guide to the activities of Section that can be added to annually. The guide will include the Section charge, tasks, timetables, governance, and Frequently Asked Questions about the Section. This guide will be submitted to the Finance and Management Committee for review. (September 2005 and reviewed annually)

Objective I – MPLA will utilize electronic balloting for elections.

Activities:

1. The Electronic Communications Committee will investigate the options for online voting and submit recommendations to the Finance and Management Committee. (January 2005)
2. The Finance and Management Committee will review the options and recommendations and submit a recommendation and timetable to the Board. (July 2005)

**Objective J** – The MPLA Board and Sections will explore partnerships with other organizations for conference program planning and other educational opportunities.

**Activities:**

1. The President and Vice-President of MPLA will annually seek opportunities for partnerships with organizations beyond state chapters for conference program planning beginning in 2005. Partnerships which will be sought are those with professional organizations that serve diverse populations, organizations that provide information and training for paraprofessionals, schools of librarianship and information management, and other groups that promote excellence in public service. (Ongoing)

2. Sections will work with state sections with similar missions as well as other professional and community organizations for conference program planning. (Ongoing)

3. The Continuing Education and Professional Development Grants Committees will seek information from other professional organizations that may lead to MPLA’s involvement in sponsoring educational opportunities in member states. (Ongoing)

**Objective K** – The MPLA Finance and Management Committee will have and approve all activities that impact MPLA income and expenses. (Ongoing)

**Activities:**

1. The MPLA Finance and Management Committee will look at the long range conference schedule and plan the sequence of conferences for optimal income and year-to-year transition. (July 2005)

**Goal V** – MPLA will increase its visibility to membership and potential members at the state, regional and national levels.

**Objective A** – MPLA will work cooperatively with state associations to publicize MPLA.

**Activities:**

1. State Representatives and Webmaster will encourage all state associations to provide MPLA information areas on their websites with links to the *MPLA Newsletter*, Jobline, etc. (July 2005)

2. The Public Relations Committee will regularly report and write stories and press releases on MPLA activities and in concert with the *MPLA Newsletter* Editor will develop a reporting mechanism to ensure MPLA news is disseminated more effectively and efficiently to the states. (July 2005)

3. MPLA will explore offering continuing education-type programming at state conferences. State Representatives and CE Committee will partner with state associations in conference program planning, even if not a joint conference with MPLA). (July 2005)

4. MPLA will provide more programs at joint conferences for library staff, including for non-MLS staff. (Ongoing)

5. MPLA in cooperation with one or more states will plan and conduct an annual conference within the guidelines of the MPLA *Manual of Procedure*. (Ongoing)
6. MPLA Sections will contribute relevant continuing education programs to joint conferences. (Ongoing)

7. The Continuing Education and Leadership Institute Committees will coordinate with Sections and with the appropriate State Representative to insure that one or more offerings at each joint conference are geared specifically to non-MLS library staff members. (Ongoing)

8. MPLA will present or sponsor a program, event or activity at every state conference every year that promotes membership and creates more awareness of the organization. (State Representatives, Public Relations Committee, Membership Committee, Deadline: (December 2005)

9. The MPLA President will attend at least 2 conferences of member state associations every year and make a presentation on MPLA, its activities and benefits. The state conferences which the MPLA President attends should rotate every year, so that all member state conferences are attended over a 6 year period. (Ongoing)

10. State Representatives will work with their state associations’ webmasters to publicize the availability of the MPLA Conference Handouts Archive as a potential recruitment tool (preview of MPLA Conferences). (July 2005)

11. MPLA State Representatives will regularly contribute news items and articles about MPLA and its activities to their state association newsletters, online lists, and websites. (Ongoing)

12. MPLA State Representatives will contribute news items and articles about their states and their activities to the *MPLA Newsletter* for each issue. (Ongoing)

13. MPLA will have a booth in the registration area at every state conference each year. The State Representative should conduct a drawing for the 10 free memberships as long as they are authorized by the Board. The availability of the drawing should be announced at a major meeting early in the conference with the drawing to take place at a keynote session (or other visible meeting such as the awards banquet, etc.) near the end of the conference. (Ongoing)

**Objective B** – MPLA will increase its national and regional visibility.

Activities:

1. The Public Relations Committee will create a catchy slogan using creative enticement. (December 2005)

2. The *MPLA Newsletter* Editor and/or Public Relations Committee Chair will prepare and send MPLA press releases (events such as conferences, awards, notable events, officer elections, State Representatives, etc., from libraries and MPLA members) to regional and national publications, and should be posted on the MPLA Website as well. (December 2005)

3. The *MPLA Newsletter* Editor and Public Relations Committee will create an “action list” of possible topics for press releases. (July 2005)

4. The Executive Secretary, Public Relations Committee, and Finance Committee will investigate the feasibility of sponsoring an MPLA advertisement, paid or as a reciprocal ad, in national or state newsletters. (December 2005)

5. The Leadership Institute Coordinator will work with State Representatives and their respective conference planning committees to suggest program presentations featuring MPLA Leadership Institute attendees at state conferences. (December 2005)

6. Photographs of MPLA activities will be posted on the MPLA Website. (Ongoing)
Objective C – MPLA will strive to improve communication with membership.

Activities:

1. The Webmaster will send electronic notification to membership when Board minutes and state reports are posted on the MPLA Website, using creative wording and/or design in the messages. (July 2005)

2. The MPLA Board members will strengthen communication with membership via the *MPLA Newsletter* and Website, including activity reports from sections and committees. (Ongoing)

3. MPLA will issue 2 shorter e-newsletters during the year on special topics or themes to be identified by the Public Relations Committee which will collaborate with the *MPLA Newsletter* Editor to develop the content and format and distribute electronically to all members. (December 2005)

4. The Webmaster will post summaries of all State Representative reports from Board meetings on the MPLA Website within ten working days of each meeting. The MPLA Secretary will secure reports from those who have not already submitted them electronically. (Ongoing)

5. The MPLA Secretary will compile all minutes from Board meetings and the Webmaster will post on the MPLA Website within ten working days of each meeting. (Ongoing)

6. The *MPLA Newsletter* Editor will consider publishing Board meeting minutes in the *MPLA Newsletter* and the MPLA Secretary will be responsible for seeing that the minutes are sent out to board and membership via electronic list and MemberClicks. (December 2005)

7. The *MPLA Newsletter* will be published a minimum of 6 times a year. (Ongoing)

8. The MPLA Website including the MPLA Jobline will be updated as needed by the MPLA Webmaster. (Ongoing)

Goal VI – MPLA will facilitate communication utilizing appropriate technology to bridge distances among members.

Objective A - The Electronic Communications Committee will monitor online meeting software developments and evaluate products for possible use in MPLA, considering cost, usefulness for MPLA, and unique situations of members, such as firewalls, etc.

Activities:

1. The Chair of the Electronic Communications Committee will establish a subgroup from among its members to specialize in meeting software: the ECC Online Meeting Subgroup. The Chair will monitor and report on its work. (March 2005)

2. The ECC Online Meeting Subgroup will identify and review products available for online meetings. (Ongoing)

3. The ECC Online Meeting Subgroup will develop and maintain a list of possible products along with comments and evaluations from vendor demos or trials that have been done previously or that they may arrange. (August 2005)

4. The ECC Online Meeting subgroup will report on findings and any recommendations to the Board at least once a year. (Starting in December 2005)

Objective B - The Electronic Communications Committee will promote the functionality of MemberClicks for accomplishing the work of the association.
Activities:

1. The Chair of the Electronic Communications Committee will establish a subgroup from among the members of the committee to develop expertise with MemberClicks and promote its use: the ECC MemberClicks Subgroup. The Chair will monitor and report on its work. (March 2005)

2. The ECC MemberClicks Subgroup or its designee will provide orientation to MemberClicks including the discussion groups, group email and other features for each incoming board at orientation. (Annually)

3. The ECC MemberClicks Subgroup will provide articles for the MPLA Newsletter on FAQs and ways to use MemberClicks. (At least twice a year)

4. The ECC MemberClicks Subgroup will review, update and revise as needed instructional handouts on MemberClicks provided to new members and that are available on the MPLA Website. (Ongoing)

5. The ECC MemberClicks Subgroup will evaluate the usefulness of MemberClicks as a tool for MPLA and report to the Board. (Every other year, to begin in 2005)

Objective C – The Electronic Communications Committee will promote the use of discussion lists for communication among members and exploration of professional issues.

Activities:

1. The Chair of the Electronic Communications Committee will establish from among the members of the committee a subgroup on discussion lists: ECC Discussion Lists Subgroup. The Communications Committee chair will monitor and report on its work. (March 2005)

2. The ECC Discussion Lists Subgroup will consider and recommend ways to promote use of the MPLA lists and the discussion feature on MemberClicks for exploring professional issues. (December 2005)

3. The ECC Discussion Lists Subgroup will develop policies to govern the use of MPLA’s discussion lists. (July 2005)

Objective D - MPLA will utilize the MPLA Website for dissemination of information, management functions, and association news.

Activities:

1. The Webmaster will post MPLA announcements, conference promotional information, news, photos and MPLA activities to the Website. (Ongoing)

2. The Webmaster will post all reports made to the Board on the Website. (Ongoing)

Objective E - MPLA will further utilize electronic features of MemberClicks for its administrative operations.

Activities:

1. The Electronic Communications Committee and the Executive Secretary will investigate using MemberClicks for electronic balloting and bring a proposal to the Board. (Summer 2005)
2. The Executive Secretary will send all members renewal notifications by email through MemberClicks and follow up by mail as needed. (January 2005)

3. The Executive Secretary will prepare a report on cost, feasibility and recommendation to the board on using MemberClicks for online payment for dues. (July 2005)

**Objective F** - The Electronic Communications Committee will investigate and recommend policies and procedures for the use of the MPLA Website and the MemberClicks product.

Activities:

1. The Electronic Communications Committee will recommend a policy on limiting access to selected services to members only (i.e. the Jobline). (December 2005)

2. The Electronic Communications Committee will develop guidelines for users of lists and online directories. (December 2005)

3. The Electronic Communications Committee will develop and provide training tools for committee chairs and others who seek to conduct meetings through discussion lists and other online means, to include setting agendas, monitoring discussion and participation, bringing items to a consensus or a vote, drawing conclusions, and assigning tasks to members in a virtual environment. (December 2005)
# STRATEGIC PLAN

## 2002 – 2005

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Goals &amp; Activities</th>
<th>Responsible Working Party Section/Committee</th>
<th>Target Dates</th>
</tr>
</thead>
</table>
| 1. Actively recruit new members and promote and encourage their full participation in the activities of the Association | 1. Develop and disseminate promotional literature for the Association.  
- Develop a fact sheet  
- Prepare and circulate packages detailing information on the Association and the benefits to be derived from membership.  
- Create Profile of the membership | Public Relations, Membership  
Membership & Conditions of Service; Public Relations  
Membership; Advocacy  
Public Relations, Education & Training /Schools section | November 2002  
June & November 2002  
April 2002  
Ongoing  
June 2002  
March 2002 & On  
August 2002 |
<p>| 2. Increase membership by 10% annually | | DLIS | |
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<tr>
<th>Strategic Objectives</th>
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<tr>
<td>2. Retain members by developing a meaningful partnership with them, encouraging interaction and networking. Responsibility of membership</td>
<td>1. Network with members</td>
<td>Public Relations, Membership and conditions of service</td>
<td>Ongoing</td>
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<tr>
<td></td>
<td>- Organise social events; for example, luncheons, tours, President's Dinner, Birthday Club.</td>
<td>President, Norma Nkpodo</td>
<td>Ongoing</td>
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<td>- Ensure the active contribution/involvement of retired members.</td>
<td>Awards Committee, Public Relations</td>
<td>Ongoing</td>
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<td></td>
<td>- Great bank of volunteer expertise</td>
<td>Information Technology; Membership</td>
<td>September 2002</td>
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<td></td>
<td>- LIAJA designed cards for birthdays, condolences and congratulations</td>
<td>Public Relations, Membership, Advocacy</td>
<td>January 2002</td>
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<td></td>
<td>2. Reward the contribution and achievement of members.</td>
<td>Education &amp; Training</td>
<td>April 2002</td>
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<td>- Advertise a portfolio of awards in recognition of outstanding achievement.</td>
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<td>May 2002</td>
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<td>Ongoing</td>
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<td>3. Collaborate with other information Providers, Associations and allied professions.</td>
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<td>March 2002</td>
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<td>Strategic Objectives</td>
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<td>3. Widen the Association’s sphere of influence within and outside of the profession.</td>
<td>1. Advocate on national and international issues relevant to the profession</td>
<td>Advocacy and Professor Durrant</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1) Have a Column in the</td>
<td>Establish Committee to include Chairmen of Sections and other interested persons to</td>
<td>Schools Section</td>
<td>June 2002</td>
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<tr>
<td>Librarian of the year</td>
<td>Promote Librarian of the year award</td>
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<td></td>
<td>Stage annual awards function.</td>
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<td>3. Develop, maintain and make accessible a membership database.</td>
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<td>4. Negotiate for discounts, concessions, and other benefits from business houses facilities.</td>
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<td>Create lists of concessions and benefits</td>
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<td>5. Maintain professional development of members.</td>
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<td>Create opportunities for members to participate in exchange and other development programmes.</td>
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<td>Distribute information</td>
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<td>Promote travel grant.</td>
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<td>Develop mentorship programme for new professionals.</td>
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<td></td>
<td>Develop a Research Agenda on areas of interest to LIAJA/LIAJA-executive</td>
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Professor Durrant will explore and develop policy statements. A) Submit Position Statements on White Papers and other issues.

<table>
<thead>
<tr>
<th>2. Develop and revise Standards as well as guidelines for libraries and Information Services.</th>
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<tbody>
<tr>
<td>● Revise Standards for School Libraries.</td>
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<td>● Revise standards for Special Libraries.</td>
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<tr>
<td>● Establish standards for Consultancies.</td>
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<td>Maintain list of Consultants</td>
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<td>● Conduct a national survey of salaries and conditions of service in the profession.</td>
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3. Create awareness among policymakers and administrators in the public and private sectors.

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<tr>
<td>● Bring standards to the attention of relevant policymakers.</td>
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<tr>
<td>● Lobby for public and private sector employers to attach appropriate value to library and information work.</td>
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<tr>
<td>● Sensitize the Jamaica Teacher’s Association, Computer Society of Jamaica,</td>
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<tr>
<td>Strategic Objectives</td>
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<td>4. Develop and promote a positive image of the Profession and the Association</td>
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<td>3. Improve communication with the Association.</td>
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<tr>
<td>- Develop a bulletin board/conferencing facility.</td>
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<td>- Conduct training workshops for Executive members.</td>
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