

**ALA Executive Board
ALA Annual Conference**

TOPIC: Seven Measures Working Group Update

ACTION REQUESTED: Discussion

REQUESTED BY: Roberta Stevens, Seven Measures Working Group
Mary Ghikas, Senior Associate Executive Director, ALA

DATE: 14 January 2009

BACKGROUND:

The Fall 2007 joint meeting of the ALA Executive Board, ALA Division executive committees and senior staff focused on the application to ALA of a study done by the American Society of Association Executives (ASAE): *7 Measures of Success – What Remarkable Associations Do That Others Don't*. Following the meeting, a working group was formed, representing each of the eleven ALA Divisions and the ALA Executive Board. Based on the results of the joint meeting and on pre-meeting survey data, the Working Group chose to focus on three of the seven measures:

- Measure 3: Data-Driven Strategies
- Measure 4: Dialogue and Engagement
- Measure 6: Organizational Adaptability

Of these, Measure 3: Data-Driven Strategies was selected as the critical starting point for increasing organizational excellence. The Working Group recommended collaborative development of an association-wide “data dashboard” to provide ALA and Division Boards, as well as other ALA groups, with information critical to shaping the future direction of the Association and providing relevant services to members. That work is underway, with a survey distributed just prior to the Midwinter Meeting and a meeting at Midwinter with project consultant Paul Meyer (Tecker Consultants).

Next, the Seven Measures Working Group considered survey data and flip chart transcriptions related to Measure 4: Dialogue and Engagement. After much consideration, the Working Group recommended two basic strategies: (1) Use the 2008 Fall Joint ALA/Divisions Board meeting to probe more deeply into this area, through facilitated discussion. (2) Invest collective energy in regularly reviewing the over-arching purpose that we share – across the entire Association. Specific recommendations are attached.

At the 2008 Fall Joint ALA/Divisions Board meeting, breakout groups recommended strategies for improving dialogue and engagement, in line with criteria developed at the Joint Boards meeting. Joint Boards participants were subsequently asked to select their top five strategies from each of four clusters of strategies. The Seven Measures Working Group will now take that data and develop the next round of recommendations.

Attachment:

Update to Working Group, January 13, 2009, Mary W.Ghikas

Related Documents:

2007-2008 EBD#12.42, Spring 2008

2007-2008 EBD #12.55, Annual Conference 2008

To: Seven Measures Working Group
Mark Beatty (LITA)
Emily Bergman (LLAMA)
Paula Brehm-Heeger (YALSA)
Peggy Danhof (ALTA/ALTAFF)
Carol Desch (ASCLA)
Dina Giambi (ALCTS)
Erika Linke (ACRL)
Floyd Pentlin (AASL)
Jan W. Sanders (PLA)
Roberta Stevens (ALA Executive Board)
Neal Wyatt (RUSA)
Sue Ziegler (ALSC)

FROM: Mary W. Ghikas, ALA

RE: Update to Working Group

DATE: 13 January 2009

Working Group Changes

The Seven Measures Working Group was formed to follow-up on the Fall 2007 Joint Boards meeting (October 19, 2007). At that meeting, the discussion focused on application to *ALA of 7 Measures of Success: What Remarkable Associations Do That Others Don't*, published by ASAE & The Center for Association Leadership.

Since the Working Group was initially formed, several members have completed terms on their respective Boards. Because the strong connection with the Boards of the ALA Divisions, as well as the ALA Executive Board, is vital, new appointments have been made by the appointing officers:

Floyd Pentlin, AASL Treasurer is replacing Dennis LeLoup who completed his term as AASL Treasurer. Jan W. Sanders, PLA's Immediate Past President, is replacing Alan Harkness, who completed his term as a PLA Board member. Mark Beatty, LITA's Immediate Past President, is replacing 2007-2008 LITA Immediate Past President Bonnie Postlethwaite. Finally, Emily Bergman was reelected LLAMA Secretary and is continuing her participation on the Working Group.

Working Group Recommendation #1: Status

Reporting back to their respective Boards on March 17, 2008, the 7 Measures Working Group recommended that ALA "begin collaborative development of an association-wide data dashboard that would provide both ALA and Division Boards, as well as other ALA groups, with information critical to shaping the future direction of the Association and providing relevant services to members." (Seven Measures Update #1, attached)

The Working Group recommended that ALA work with a consultant to (1) define the critical, common/shared elements of such a dashboard, (2) survey current data collection within ALA to determine what is already being collected and could become part of the dashboard, (3) determine

what is collected outside the Association that could/should become part of the dashboard, (4) identify gaps in current information gathering, (5) recommend a strategy for effectively bringing together and maintaining resources from disparate sources in a single location, and (6) develop a strategy and budget for filling those gaps.

ALA has contracted with Paul Meyer (Tecker Associates), who has substantial experience working with ALA (including ALA Divisions) and with the broader association community. Paul Meyer worked with ALA on development of the Ahead to 2010 strategic plan and has worked with several ALA Divisions on strategic planning processes.

The initial step in this process is to come to reasonable agreement, across a diverse array of ALA groups, about what we mean when we say “data dashboard” and what we need to be able to accomplish. A survey has been sent to the executive committees of the eleven Divisions, the ALA Executive Board and chairs of the seventeen ALA Round Tables. That survey includes the following questions:

- What is your definition of an association-wide “data dashboard”?
- What are the environmental issues that are driving your need for ongoing information that is accessible and convenient?
- What information would you like included in a “data dashboard”?
- How do you envision using the information within your division, round table, etc.?
- What are the ultimate outcomes you would like to achieve within your division, round table, etc. using the “data dashboard”?
- Are there any additional ideas and/or concerns you have about the “data dashboard” project?

Survey responses are going directly to Paul Meyer, who will tabulate results.

On Saturday, January 24, 2009 (8:00-10:00am, Hyatt Regency Denver, Marble Room), Paul Meyer will meet with members of the Working Group (or their representatives), as well as representatives from ALA Round Tables and the chair of the ALA Budget Analysis & Review Committee. Paul will review the results of the survey (above) and also share information about what other associations are doing, as part of what I hope will be an active discussion.

On Tuesday, February 17, 2009, Paul Meyer will be at ALA headquarters in Chicago. At that time, he will meet with ALA’s senior managers, with the executive directors of the ALA Divisions, and with other key staff, including IT staff likely to be engaged in the ultimate implementation.

The consensus and data gathering process in Phase 1 should form a good foundation for Phase 2 implementation. Phase 2 costs will be considered as ALA and its units develop FY2010 budget proposals.

Working Group Recommendation #2: Status

On June 23, 2008, in their second update, the Seven Measures Working Group recommended that the Joint Boards (1) use the Fall 2008 ALA/Divisions Joint Meeting for a facilitated discussion of issues and solutions related to dialogue and engagement; (2) set aside time, at the beginning of all future Joint Boards meetings, to remind ourselves of our shared mission and goals; (3) find a way to engage the Round Tables; (4) focus explicitly on shared mission and goals during various orientations (including Division Leadership); and, (5) note the close connection between improving the consistent flow of information and improving dialogue and engagement.

The Convener Committee for the 2008 Fall Joint Boards meeting (Peggy Danhof and Dave Tyckoson representing the Divisions; Mario Gonzalez and Roberta Stevens representing the ALA Executive Board) agreed with the proposed focus for the Fall Joint Boards. The Convener Committee identified four objectives for the meeting: (October 23, 2009, memo from the Joint Boards Organizing Committee)

- Agree on ground rules for discussion
- Develop “criteria” for successful dialogue and engagement.
- Develop strategies for improving dialogue and engagement.
- Identify 2-3 specific next steps for collective action.

An update and survey was distributed, December 2, to all participants in the Joint Boards meeting. The survey cover memo noted that the following “criteria” had been developed at the Fall meeting:

- Timely response
- All points of view are sought & acknowledged
- Reflects collaboration
- Consistent voice that reflects consensus
- Dialogue leads to action

The survey listed proposed strategies identified by breakout groups at the Fall meeting. The proposed strategies were listed in four clusters:

- Provide a common/shared knowledge base.
- Use technology to support communications & dialogue across groups.
- Organize for responsiveness & collaboration.
- Pay attention to the culture.

Within in group, participants were asked to identify the five strategies they believed would be most effective in improving dialogue and engagement. Forty responses (from approximately 100 participants) were received by the December 15 deadline. The results are attached, both in the original survey sequenced (including additional information) and re-sequenced by rank (most frequently to least frequently selected strategy).

Neither the process nor the time available at the Joint Boards meeting allowed for the process of ranking a broad array of proposed strategies (above) or for significant discussion of next steps. The latter, as was true in 2007, would seem, to me, to fall to the Seven Measures Working Group. For that reason, I am proposing a Working Group call in February, as soon as possible after Midwinter.

Looking at the ranked strategies, I have some observations – and questions. Members of the Working Group will also have both comments and questions.

- The 1-2 ranked strategy (Share sources & streams of information.) is the work underway to create the “data dashboard.” A closely related strategy (Develop single source of current information & tools about business of ALA.) was ranked 4-5. This would seem to confirm the Working Group’s initial advice (above) that improving the consistent flow of information was closely tied with improving dialogue and engagement.
- The 2nd 1-2 ranked strategy seems, to me, to relate to individual Board (and other) meetings. Some “collective” action would be possible, e.g., some standard training and tools related to meetings.
- There are a number of strategies were, it seems to me, “action” (at some level) is already underway or some technical capacity already exists or is being developed. In some cases, those strategies were indicated in the survey tool itself:

- Improve/build understanding & discussion about finance/budget of Association. (rank 3)
- Make all agendas ... accessible from a single place on the website, with links to documents or other appropriate background. (rank 4-5)
- Build on ALA Connect – member-driven. (rank 10-11)
- Use ALA Direct “container” or template (links) for a focused “leadership” newsletter... (rank 15-18)
- Expand use of alert/push mechanisms to rally membership around critical developments/actions. (rank 15-18)
- Have a shared discussion list for all ALA leadership. (rank 22-27)
- Use chat rooms to discuss upcoming/current issues, then post results to leadership blog. (rank 22-27)
- There are some overlapping strategies, note particularly the series of “push” recommendations in the use of technology cluster. While individually many of these recommendations did not receive high support, with some respondents favoring one and others another of several similar recommendations, collectively there may be significant support. So, the Task Force may want to look at similar recommendations and come up with next level recommendations. Examples:
 - Use podcasts, e.g., 7 minutes about an issue. (rank 39-42)
 - Use e-blasts about an issue. (rank 28-41)
 - Expand use of alert/push mechanisms to rally membership around critical developments/actions. (rank 15-18)
- Finally, there were a number of strategies that were suggestive, but where next step may well be further discussion to clarify intention, limits, impacts.

Working Group Next Steps

If you are agreeable, I would like to schedule a call in February to discuss (a) any additional feedback from your respective Boards at the upcoming Midwinter Meeting, (b) next steps on the Dialogue and Engagement, and (c) update on Data Dashboard.

Because there are new members on the Working Group and new members on all of the Boards, I am reattaching relevant past documents, just so you have them conveniently at hand should you need them. The following documents are attached:

Seven Measures Update #1

Seven Measures Update #2

Memo, October 23, 2009, from the Joint Boards Organizing Committee

Memo, December 2, 2009, from the Joint Boards Organizing Committee

Strategy survey, with results

Strategies for Dialogue and Engagement – Ranked

Please let me know if you need additional information prior to the Midwinter Meeting. I am here through Friday, January 16.

Please download and complete the following survey. When finished, please upload and mail to mghikas@ala.org, with Joint Boards Feedback in the subject line. (If you prefer, you may also fax to 312-280-5013, attn. Mary Ghikas.) Thank you.

At the Joint Boards meeting five "criteria for success" were established. These criteria describe what a strategy to improve "dialogue and engagement" would do or "feel like." Criteria have been labeled A-E.

- A Timely response
- B All points of view are sought & acknowledged
- C Reflects collaboration
- D Consistent voice that reflects consensus
- E Dialogue leads to action

Breakout groups at the Joint Boards meeting proposed strategies that might meet those "criteria for success." All strategies contributed by breakout groups have been transcribed and grouped in 4 clusters: (I) Provide a common/shared knowledge base. (II) Use technology to support communication & dialogue across groups. (III) Organize for responsiveness & collaboration. (IV) Pay attention to the culture. Additionally, group (V) includes several items that could not be appropriated grouped with one of the above clusters until additional clarification is received.

Within each group or cluster of strategies (I - IV): Please check (x or √) the 5 strategies within that cluster or group you believe would be most effective in improving dialogue and engagement.

Then what happens? Returned surveys will be tabulated. Survey results, including any additional comments, will be sent to the SevenMeasures Working Group, which will work with ALA staff to determine next steps toward improving dialogue and engagement. Thank you for your work in developing this list of strategies.

STRATEGIES BY BROAD GROUP		ADDITIONAL INFORMATION	Check top 5 in each group	Rank based on Jt. Boards Feedback
I PROVIDE A COMMON / SHARED KNOWLEDGE BASE				
I.1	Develop single source of current information & tools about business of ALA (bias for measurement & assessment).	See also I.3	23	4--5
I.2	Improve/build understanding & discussion about finance/budget of Association (FAQ & knowledge base).	BARC reviewed a revised ALA Budget Background & Guidelines document at their Fall meeting. The document provides extensive background, calendar, links or references to other (related) documents and resources. The completed document will be available on the website and BARC will use it in various orientations.	24	3
I.3	Share sources & streams of information. ("dashboard")	Paul Meyer (Tecker Assoc) has been contracted for Phase I of the project (defined by the Seven Measures Working Group) to develop a shared, association-wide "data dashboard." Phase I is focused on reaching a common understanding of what is required, reviewing examples from other organizations and defining a common "data dashboard" for ALA. Phase II will be the technical implementation.	27	1--2
I.4	Protocol for conducting organizational business (i.e., "roadmap")		14	19--21
I.5	Make all agendas -- ALA Executive Board, Council, Division Boards of Directors, RT Boards or Executive Committees, ALA/Council Committees, etc. -- accessible from a single place on the website, with links to documents or other appropriate background.	There is a placeholder in the new ALA web site information architecture for "leadership/volunteer resources." We could tag a wide range of web resources to appear here, conveniently gathered together. For instance, the various orientation documents prepared by various ALA groups might appear here. Forms and schedules needed to move forward various proposals might appear here. It would also be possible to tag agendas to appear here, even though they "live" on the individual group portion of the web site. Some standardization of metadata would be necessary to make this useable rather than frustrating.	23	4--5
I.6	Understand ALA governance & decision-making process	Is the intent of this recommendation an association-wide orientation document or series of documents on the ALA web site? A formal orientation process?	20	8--9

- I.7 Clear understanding of/respect for various roles & responsibilities of both staff & members
- I.8 Provide access to ALA mission & missions of all divisions [and round tables] in one place on web.

See question above.
See note on I.5

18
16

II USE TECHNOLOGY TO SUPPORT COMMUNICATIONS & DIALOGUE ACROSS GROUPS.

- II.1 Maximize use of technology.
- II.2 Utilize technology to increase dialogue on issues important to the profession.
- II.3 Use podcasts, e.g., 7 minutes about a challenge.
- II.4 Use e-blasts about an issue.
- II.5 Expand use of alert/push mechanisms to rally membership around critical developments/actions.
- II.6 Advance strategic thinking & action process employing new tech-based ways of community/collaboration.
- II.7 Have a shared discussion list (or other communication framework) for all ALA leadership (ALA, Division, Round Table).

See also II.2
Various ALA groups are already using podcasts.
See also II.5
See also II.7,8,9
The capacity for this currently exists. A "leadership" discussion list could be established. Blog & wiki formats are also available.

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46--49
19--21
39--42
28--31
15--18
34--36
22--27

- II.8 Build on ALA Connect - member-driven

ALA Connect will be alpha-tested with the ALA Web Advisory Committee within the next 1-2 weeks, with beta testing in December-early January. A "soft launch" (try this) is scheduled for Midwinter, with a full phase 1 launch in February. Phase 1 functionality will pull in official groups (boards, committees, etc.) from ALA internal records, along with member information. Committees will be able to communicate, share documents, chat. Additionally, members will be able to form "communities" as they choose. With log-in the ALA Connect will "personalize" for each member -- e.g. "my committees," "my communities." Phase 2 will continue to add additional functionality, focusing on person-to-person networking functionality.

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10--11

- II.9 Use [scheduled, time-limited] chat rooms to discuss upcoming/current issues -- then post results to a [leadership] blog.

This can be done in OPAL (President Jim Rettig is currently holding a regular "salon" in OPAL.) OPAL utilizes both text chat and VOIP. Discussions may be recorded for later access. OPAL has a low barrier to access, particularly for text chat.

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22--27

- II.10 Use ALA Direct "container" or template (links) for a focused "leadership" newsletter -- to proactively push out upcoming issues, "white papers," & other discussion group to the leadership group, broadly defined.

This can be done. The AL Direct template is currently being used for a quarterly student member e-newsletter. It could be used to send a {quarterly?} leadership update to the "handbook group" (anyone on a board, committee or other official ALA entity) including current/upcoming issues, summary actions & other background.

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15--18

- II.11 More frequent, targeted surveys (e.g., using Survey Monkey)

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28--31

- II.12 Aggressively market Member Forum & encourage wide use.

This can be done. Use of Member Forum is currently very limited.

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56--57

- II.13 Virtual meeting(s) using Skype with Washington Office, ALA Chicago staff, ALTAFF.

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34--36

- II.14 Look at the tools used & how successfully they are used (or not)

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37--38

- II.15 Share information on recent decisions with ALL elected leaders.

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19--21

- II.16 Division leaders, staff, executive board, round table leaders use online community to collaborate

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39--42

- II.17 Data-mining of ALA website to find areas for collaboration.

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37--38

III ORGANIZE FOR RESPONSIVENESS & COLLABORATION

		There is substantial activity in this area: PLA and ACRL Bylaws changes; growth in number of discussion groups/interest groups/member initiative groups; ALA Connect will enable communities of practice (as well as committee work); various recommendations related to "virtual" or electronic participation are currently being considered.	20	8--9
1	III. Rethink/expand "new" structures -- e.g., member initiative groups, communities of practice			
	III. Facilitate cross-divisional collaboration.		22	
3	III. Upgrade importance of assemblies (existing structure).		2	61--62
4	III. Align ALA and Division strategic plans.	In the development of ALA Ahead of 2010, Division strategic plans were reviewed, analyzed and a "textual analysis" of those plans developed as a background for ALA's 2010 plan development.	13	22--26
5	III. Adopt a collaborative structure for program & policy implementation across the Association.		11	32--33
6	III. Develop more robust chapter communication/interaction [including AASL affiliates & other division chapters].		8	39--42
7	III. More joint division memberships.	There are some joint student memberships with chapters. See -- http://www.ala.org/ala/aboutala/offices/cro/studentchapters/jointmembership/jointmembership.cfm	5	50--55
8	III. More "trial ballooning"		6	46--49
9	III. Place for people with same/similar issue to meet (virtual or f2f)	In the "virtual" environment this can be seen as an ALA Connect role. It can also be done in OPAL.	2	61--62
10	III. Common committees meet together to strategize.	There is at least a limited history of this in ALA -- particularly among committees related to intellectual freedom or legislation. It would be possible to extend that -- either virtually or f2f.	8	39--42
11	III. Each division puts news from other divisions in newsletter.		5	50--55
12	III. Seek areas for common work.		11	32--33
13	III. Let people form groups & talk without structure.	ALA Connect, OPAL, other social networking applications (e.g., ALA group in Facebook).	6	46--49
14	III. Identify the priority goals -- strategic plan; hone in on them for outcomes & "the messages"		7	43--45
15	III. Survey members for what they really want for dialogue & engagement, otherwise we're assuming needs.		15	15--18
16	III. Build in feedback loops.		7	43--45
17	III. Hold Town Hall meetings (e-meetings, too). Clearly identify (on a grid) what every group does.	Note: The 1st/2nd sentences were transcribed as a single recommendation. Are they intended to be separate recommendations? Is a "town hall" meeting seen as something different from the ALA Membership Meeting? A "town hall" meeting can be held in OPAL -- similar to President Jim Rettig's "salon" sessions.	5	50--55
18	III. Use different means of gathering points of view.	A variety of face-to-face and virtual mechanisms are currently available.	5	50--55
19	III. Provide a forum for sharing dissenting opinions.		1	63--65
20	III. Leadership makes adaptive policies to empower newer membership to implement those policies, feel connected & participate in decision making. If not, please clarify.		1	63--65
21	III. Review organizational structure to ensure efficiency & input from members.		15	15--18
22	III. Organize ALA staff on function level to reflect the work to be done.		3	58--60
23	III. Develop teams to implement 2010 goals for achieving continuing education goals for all membership.		3	58--60

IV PAY ATTENTION TO THE CULTURE

- IV. Reward collaboration.
- IV. Provide information needed to succeed.
- IV. Establish/help make the CEO the "broker of ideas."
- IV. Design meetings for action & interaction, not reporting.
- IV. Provide incentives & recognition to units that combine resources, talents & infrastructure to provide high quality programs to memberships.
- IV. Provide arbitration and/or reprimands when different versions exist.
- IV. Provide more information on why a decision has been made.
- IV. Share information out & get broadest possible feedback.
- IV. Boards need to encourage collaboration at staff level.
- IV. Collaborative programming would be rewarded at Annual Conference.
- IV. Marketing department needs to enable speaking with one voice.
- IV. Staff needs opportunities to share ideas / motivation for working together.
- IV. Divisions would know they can do their best work by being part of ALA and vice versa.
- IV. Advocacy across board.
- IV. There is value in diversity of opinion.
- IV. Recognize & celebrate collaboration within the organization.
- IV. Arbitrate & acknowledge disruptive behavior & work towards consensus.

19	10--11
13	22--27
4	56--57
27	1--2
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1	63--65
12	28--31
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7	43--45
13	22--27
12	28--31
5	50--55
6	46--69
16	13--14
3	58--60

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V HELP PLEASE

- V. Come back & talk about forum to explain/correct ALA policies/procedures.
- V. Strategy -- keep the EDL for this group -- cross division dinners
- V. Improved services for library workers
- V. Free ourselves from the Calendar for Actions & Discussion
- V. All initiatives begin with a question: who's doing it/how has expertise?

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Strategies for Dialogue and Engagement – Ranked

The Fall 2008 Joint Boards Meeting considered how the Association could improve “dialogue and engagement” within the association. Early in the discussion, five “criteria for success” were established. These criteria describe what a strategy to improve “dialogue and engagement” would do or “feel like.”

- Timely response
- All points of view are sought & acknowledged
- Reflects collaboration
- Consistent voice that reflects consensus
- Dialogue leads to action

Breakout groups at the Joint Boards meeting then proposed strategies that might meet these “criteria for success.” All strategies proposed were transcribed and grouped (Ghikas) into 4 clusters: (I) Provide a common/shared knowledge base. (II) Use technology to support communication & dialogue across groups. (III) Organize for responsiveness & collaboration. (IV) Pay attention to the culture. Additionally, a small 5th cluster included strategies that could not be appropriately grouped into one of 4 above, pending further clarification.

All participants in the Joint Boards meeting, both members and staff, were asked to review the list of strategies and indicate the five strategies within each cluster (I-IV) they thought would be most effective in improving dialogue and engagement. Forty responses (from approximately 100 Joint Boards participants) were received on or before the 12/15/08 deadline.

- 1-2 Share sources & streams of information (“dashboard”). (I)
- 1-2 Design meetings for action & interaction, not reporting. (IV)
- 3 Improve/build understanding & discussion about finance/budget of Association. (FAQ and knowledge base) (I)
- 4-5 Develop single source of current information & tools about business of ALA (bias for measurement & assessment). (I)
- 4-5 Make all agendas – ALA Executive Board, Council, Division Boards of Directors, RT Boards or Executive Committees, ALA/Council Committees, etc. – accessible from a single place on the website, with links to documents or other appropriate background. (I)
- 6 Facilitate cross-divisional collaboration. (III)
- 7 Provide incentives & recognition to units that combine resources, talents & infrastructure to provide high quality programs to memberships. (IV)
- 8-9 Understand ALA governance & decision-making process. (I)
- 8-9 Rethink/expand “new” structures – e.g., member initiative groups, communities of practice. (III)
- 10-11 Build on ALA Connect – member-driven. (II)
- 10-11 Reward collaboration. (IV)
- 12 Clear understanding of/respect for various roles & responsibilities of both staff & members. (I)

- 13-14 Provide access to ALA mission & missions of all divisions [and round tables] in one place on web. (I)
- 13-14 Recognize & celebrate collaboration within the organization. (IV)
- 15-18 Expand use of alert/push mechanisms to rally membership around critical developments/actions. (II)
- 15-18 Use ALA Direct “container” or template (links) for a focused “leadership” newsletter – to proactively push out upcoming issues, “white papers,” & other discussion materials to the leadership group, broadly defined. (II)
- 15-18 Review organizational structure to ensure efficiency & input from members. (III)
- 15-18 Survey members for what they really want for dialogue & engagement, otherwise we’re assuming needs. (IV)
- 19-21 Protocol for conducting organizational business (i.e., “roadmap”). (I)
- 19-21 Utilize technology to increase dialogue on issues important to the profession. (II)
- 19-21 Share information on recent decisions with ALL elected leaders. (II)
- 22-27 Have a shared discussion list (or other communications framework) for all ALA leadership (ALA, Division, Round Table). (II)
- 22-27 Use [scheduled, time-limited] chat rooms to discuss upcoming/current issues – then post results to a [leadership] blog. (II)
- 22-27 Align ALA and Division strategic plans. (III)
- 22-27 Provide information needed to succeed. (IV)
- 22-27 Boards need to encourage collaboration at staff level. (IV)
- 22-27 Staff needs opportunities to share ideas/motivation for working together. (IV)
- 28-31 Use e-blasts about an issue. (II)
- 28-31 More frequent, targeted surveys (e.g., using Survey Monkey). (II)
- 28-31 Provide more information on why a decision has been made. (IV)
- 28-31 Divisions would know they can do their best work by being part of ALA and vice versa. (IV)
- 32-33 Adopt a collaborative structure for program & policy implementation across the Association. (III)
- 32-33 Seek areas for common work. (III)
- 34-36 Advance strategic thinking & action process employing new tech-based ways of community/collaboration. (II)
- 34-36 Virtual meeting(s) using Skype with Washington Office, ALA Chicago staff, ALTAFF. (II)
- 34-36 Share information & get broadest possible feedback. (IV)
- 37-38 Look at the tools used & how successfully they are used (or not). (II)
- 37-38 Data-mining of ALA website to find areas for collaboration. (II)
- 39-42 Use podcasts, e.g., 7 minutes about a challenge. (II)
- 39-42 Division leaders, staff, executive board, round table leaders use online community to collaborate. (II)
- 39-42 Develop more robust chapter communication/interaction [including AASL affiliates & other division chapters]. (III)
- 39-42 Common committees meet together to strategize. (III)
- 43-45 Identify the priority goals – strategic plan; hone in on them for outcomes & “the messages.” (III)
- 43-45 Build in feedback loops. (III)

- 43-45 Marketing department needs to enable speaking with one voice. (IV)
- 46-49 Maximize use of technology. (II)
- 46-49 More “trial ballooning.” (III)
- 46-49 Let people form groups & talk without structure. (III)
- 46-49 There is value in diversity of opinion. (IV)
- 50-55 More joint division memberships. (III)
- 50-55 Each division puts news from other divisions in newsletter. (III)
- 50-55 Hold Town Hall meetings (e-meetings, too). Clearly identify (on a grid) what every group does. (III)
- 50-55 Use different means of gatherings points of view. (III)
- 50-55 Collaborative programming would be rewarded at Annual Conference. (IV)
- 50-55 Advocacy across board. (IV)
- 56-57 Aggressively market Member Forum & encourage wide use. (II)
- 56-57 Establish/help make the CEO the “broker of ideas.” (IV)
- 58-60 Organize ALA staff on function level to reflect the work to be done. (III)
- 58-60 Develop teams to implement 2010 goals for achieving continuing education goals for all membership. (III)
- 58-60 Arbitrate & acknowledge disruptive behavior & work towards consensus. (IV)
- 61-62 Upgrade importance of assemblies (existing structure). (III)
- 61-62 Place for people with same/similar issue to meet (virtual or f2f). (III)
- 63-65 Provide a forum for sharing dissenting opinions. (III)
- 63-65 Leadership makes adaptive policies to empower newer membership to implement those policies, feel connected & participate in decision making. (III)
- 63-65 Provide arbitration and/or reprimands when different versions exist. (IV)