TO: ALA Executive Board

RE: 2015 Strategic Plan

ACTION REQUESTED/INFORMATION/REPORT:

Referral to ALA Council for discussion and approval at Annual Conference

ACTION REQUESTED BY:

Keith Michael Fiels, Executive Director

DRAFT OF MOTION:

The ALA Executive Board approves the attached 2015 Strategic Plan (as amended) and forwards it to the ALA Council for discussion and approval.

DATE: April 14, 2010

BACKGROUND:

Work on the attached 2015 Strategic Plan began with a member survey conducted in the spring of 2009 and an environmental scan and preliminary evaluation of the current strategic plan, both conducted in the summer of 2009.

Using this information as a background, a group of ALA leaders from the Executive Board, divisions and round tables and ALA staff met to develop draft goals and objectives in September 2009. In October 2009, a larger group including additional division representatives and staff met to further refine the draft goals, objectives and envisioned future.

The results of this planning were shared with members in the fall of 2009, and ALA member groups – boards, committees and affiliates – were invited to comment on the plan. These comments were incorporated into a revised plan, which was then distributed to the membership at large for comments and suggestions. A total of 755 members commented on the plan, offering further comments and suggestions that were incorporated into the current document.

The next step includes discussion (and amendment if so desired by the Board), and approval for the plan to be forwarded to the membership and ALA Council for discussion and ultimate approval by Council at the 2010 Annual Conference. Implementation of the plan would begin in September, 2010.

Attachments: *American Library Association draft 2011 - 2015 Strategic Plan*

American Library Association

Draft Strategic Plan

2011-2015

April 2010

Core ideology describes an association's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** – the association's reason for being – and **core values** – essential and enduring principles that guide an association in creating its culture and making decisions. **Envisioned future** conveys a concrete yet unrealized vision for the association. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

Core Ideology

Founding Purpose
The object of the American Library Association shall be to promote library service and librarianship. (ALA Constitution, Article II)

Mission
To provide 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. (ALA Policy 1.2)

Core Organizational Values

The Association is committed to:
- Extending and expanding library services in America and around the world
- All types of libraries - academic, public, school and special
- All librarians, library staff, trustees and other individuals and groups working to improve library services
- Member service

- An open, inclusive, and collaborative environment
- Professionalism and integrity
- Excellence and innovation
- Social responsibility and the public good

Envisioned Future

Draft Big Hairy Audacious Goal (BHAG)

ALA builds a world where libraries, both physical and virtual, are central to life-long discovery and learning and where everyone is a library user.

Draft Vivid Description of the Desired Future:

ALA is recognized as leading and supporting a continuous transformation of libraries of all types in response to the changing needs, expectations, demographics, and technologies of the populations they serve. Libraries and their staff are perceived as vital to the communities they serve; connecting people and ideas to each other and to the world.

All people have wide access to knowledge, information and their cultural heritage, when and where they need and expect it. Users are the primary advocates for libraries, recognizing library services as essential to learning and to individual and societal enrichment.

Libraries are widely recognized as key players in economic development, in building strong and vibrant communities, and in sustaining a strong democracy. Libraries are also recognized as an essential component of the educational system, providing critical youth literacy services, enriching formal education, and supporting lifelong learning. They are key providers of free and permanent public access to government information and e-government services.

School libraries are considered fundamental to a student's education and school librarians are seen as indispensable instructional leaders. Academic and research libraries and librarians are indispensable in advancing learning and scholarship and preserving our cultural heritage. Public libraries are recognized as the interactive place where people find the best resources, programming, and learning opportunities and use information to solve problems and build bridges between people. The services of libraries of all types are readily accessible and welcoming to all, including persons with disabilities.

Libraries collaborate effectively with each other, with museums, archives and other information providers to increase public access to information. They offer access to local and global resources in a vast variety of print and electronic formats. Library users have access to physical libraries that serve as community learning centers, and online access to library resources 24 hours a day, and through a variety of technologies. Libraries embrace technology and are seen as trusted leaders in the information age

As a result, all types of libraries are adequately funded, librarianship is a sought after profession, librarians are leaders in the information community, information is accessible to all and all people in the United States are literate library users.

The following thinking represents strategic areas of focus for the next three to five years. The goals articulate the outcomes ALA would like to achieve and answer the question, "What will constitute future success?" The achievement of each goal will move the organization toward realization of its envisioned future. The goals are not necessarily identified in priority order.

Objectives provide direction on how ALA will accomplish its articulated goals. Objectives are considered in the 3-5 year planning horizon.

Draft Goals and Objectives

Goal Area: Advocacy, Funding and Public Policy

Goal Statement: ALA equips and leads advocates for libraries, library issues and the library profession, and plays a key role in formulating legislation, policies and standards that affect library and information services.

Objective (1): Increase ALA's role in the formulation of library-related local, state, national, and international legislation, policies and standards.

Objective (2): Increase public awareness of the value and impact of all types of libraries and the important role of librarians and other library staff.

Objective (3): Increase research and evaluation documenting the value and impact of libraries.

Objective (4): Increase resources and training for advocates seeking to secure increased funding and support for libraries of all types.

Objective (5): Lead advocacy for crucial library issues such as literacy, intellectual freedom, privacy, fair use, preservation of our cultural heritage, information literacy, equity of access, and permanent free public access to government information.

Objective (6): Increase collaboration and alliances with organizations at all levels to advance legislation and public policy issues affecting libraries, librarians and information services.

Objective (7) Use new technologies to build greater public understanding and support for libraries of all types.

Goal Area: Building the Profession

Goal Statement: ALA promotes excellence and diversity in the library field.

Objective (1): Increase the availability of and access to continuing education and career development opportunities, including certification, for librarians, library staff, trustees and library advocates

Objective (2): Ensure that library education and training reflect the core values of the profession and the needs of the communities served by libraries of all types.

Objective (3): Increase the diversity of the library workforce to reflect an increasingly diverse national and global community.

Objective (4): Increase ALA activities to assist libraries in recruiting, developing and retaining a high-quality, diverse library workforce.

Goal Area: Transforming Libraries

Goal Statement: ALA provides leadership in the transformation of libraries and library services in a dynamic and increasingly global digital information environment.

Objective (1): Increase opportunities to share best practices and "next" practices across the profession, nationally and internationally, and among all types of libraries.

Objective (2): Increase support and recognition for experimentation with innovative and transformational ideas.

Objective (3) Help libraries make use of new and emerging technologies by promoting and supporting technological experimentation and innovation.

Objective (4): Increase leadership development and training opportunities designed to support the ongoing transformation of libraries in the information age.

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Goal Area: Member Engagement

Goal Statement: ALA provides an environment in which all members, regardless of location or position, have the opportunity to participate in, contribute to, and benefit from engagement in their association.

Objective (1): Increase member and staff innovation and experimentation in the creation of new opportunities for face to face and virtual engagement.

Objective (2): Increase member engagement through technological innovation and by identifying and reducing barriers to participation.

Objective (3): Develop new models to recognize member contributions in a changing association.

Objective (4): Maintain a web presence that engages members and the public and encourages innovation and experimentation.

Goal Area: Organizational Excellence

Goal Statement: ALA operates effectively, efficiently, and creatively to accomplish its mission.

Objective (1): Develop and sustain the resources required to ensure program and service vitality.

Objective (2): Enhance the association's organizational structure to meet the changing needs of members, libraries and the users they serve

Objective (3): Assess and continuously improve products and services to better serve current members and to attract new members.

Objective (4): Strengthen support and collaboration with Chapters and Affiliates.