

# **LLAMA Strategic Plan 2012 – 2015**

## **OCTOBER 2011 DRAFT FOR MEMBER REVIEW and COMMENT**

### **INTRODUCTION**

Librarians in all types of libraries foster continuous individual discovery and learning and serve an essential function in a democratic society. Serving as the foremost professional organization committed to developing present and future library leaders, LLAMA provides members with knowledge, skills, resources, and tools that help members foster individual and organizational excellence in library leadership, administration, and management. LLAMA and our member leaders at all levels seek to create and develop innovative communities that foster diversity and inclusion. Developing present and future leaders in a holistic manner is part of our commitment to the enduring value of libraries in society and the people and communities we serve.

LLAMA's Strategic Plan 2012 – 2015 focuses attention on three enduring strategic themes that reflect the core purpose and mission of the division and provide a framework for meeting member needs. The themes are: 1) member engagement and value, 2) leadership development and continuous learning, and 3) organizational excellence. Each strategic theme has an enduring goal statement and key objectives

The LLAMA leadership views strategic planning as an ongoing process. With adoption of this strategic plan, the LLAMA Board will work with division-level committees and section-level leaders and committees, and collaborative partners to develop an annual operating plan. The annual operating plan will outline specific objectives, projects, and activities that will be undertaken within a specific fiscal year in support of the strategic themes and key objectives outlined here. Progress will be evaluated annually and this plan will be updated based on accomplishments, emergence of new strategic themes and member needs, opportunities for collaboration, and the environment impacting libraries around the world.

### **OUR VISION**

As the foremost organization developing present and future leaders in library and information services, LLAMA provides a welcoming community where aspiring and experienced library leaders and library supporters from all types of libraries can seek and share knowledge and skills in leadership, administration, and management in a manner that creates meaningful transformation in libraries around the world.

### **CORE VALUES**

LLAMA believes advancing leadership and management excellence is achieved by fostering the following values:

- Exemplary and innovative service to and for our members
- Leadership development and continuous learning opportunities for our members
- Sustainable and socially responsible management

## **CORE PURPOSE & MISSION**

The Library Leadership and Management Association (LLAMA) advances outstanding leadership and management practices in library and information services by encouraging and nurturing individual excellence in current and aspiring library leaders.

*[A change in mission will involve a bylaws revision and vote of the membership in the spring 2012 election.]*

## **STRATEGIC THEMES, GOAL STATEMENTS & KEY STRATEGIES**

*During the three-year strategic planning cycle, LLAMA will focus on three strategic themes and a select number of key objectives. An annual operating plan will guide the work of the division on an annual basis and will outline the specific initiatives and projects that will be the focus that year.*

### **MEMBER ENGAGEMENT & VALUE**

*GOAL STATEMENT:* LLAMA provides an environment, experiences, and opportunities for current and aspiring member leaders to participate in, contribute to, and benefit from while developing leadership and management expertise at all stages of their careers.

#### *KEY OBJECTIVES*

1. Continuously expand LLAMA activities such as programs, publications, and events and its virtual presence to meet the needs of a growing and diverse membership.
2. Seek out collaborative ventures to facilitate the development of leadership and management programs, resources, and tools that meet needs of library and information services professionals and organizations.
3. Implement innovative and effective technological and communication tools and strategies that facilitate efficient and effective communication within LLAMA, among LLAMA's leadership, and with members and enhance virtual participation for members.
4. Encourage LLAMA sections and division-level committee to establish regular environmental monitoring of trends and issues of importance to our members.
5. Foster continuous development of a robust formal mentoring program that enhances the LLAMA membership experience for aspiring library leaders.
6. Increase viability and visibility of LLAMA's award and recognition programs.
7. Advocate for libraries and library workers.

### **LEADERSHIP DEVELOPMENT & CONTINUOUS LEARNING**

*GOAL STATEMENT:* LLAMA creates, develops, and offers leadership development and continuous learning opportunities for its members and for all types of librarians, library staff, and library supporters.

#### *KEY OBJECTIVES*

1. Assess and evaluate the diverse educational needs of member librarians, library staff, and library supporters on an ongoing basis.
2. Offer a wide variety of conference programs and events and professional development offerings both solo and in collaboration and partnership with other organizations including ALA chapters to meet established member needs and create an inclusive community.

3. Foster development of high-quality and cost-effective training in multiple formats including in-person, conference, non-conference, and virtual for managers and leaders at all career stages.
4. Seek out and publicize grants and scholarships that benefit LLAMA members in their educational pursuits.
5. Leverage and master technology and communication tools to provide continuous virtual learning opportunities for our members.
6. Evaluate effectiveness of LLAMA programs and professional development and continuing education offerings in meeting member needs.
7. Expand and enhance LLAMA's publishing program as a vital component of delivering leadership and management information that is meaningful to members.

## **ORGANIZATIONAL EXCELLENCE**

*GOAL STATEMENT:* LLAMA operates in a sustainable and socially responsible manner in its management of association assets and resources in support of our members and mission.

### *KEY OBJECTIVES*

1. Market LLAMA and its services to retain current members and recruit new members.
2. Seek out collaborative alliances that enhance LLAMA's strategic initiatives and the division's ability to deliver programs and services that serve members and potential members.
3. Adapt and modify existing LLAMA's organizational structure to maximize flexibility and ensure member needs are met in a cost-effective and efficient manner.
4. Exploit technology that improves LLAMA's organizational effectiveness and strategic direction and enhances all aspects of virtual membership.
5. Expand capacity for providing continuing virtual educational offerings such as webinars that reduces demand on LLAMA staff and enables members to actively participate in the delivery of such offerings.
6. Outline a focused annual financial strategies plan that enhances LLAMA's operating revenue, endowment, and net assets.
7. Expand fundraising capacity by exploring opportunities such as annual signature fundraiser at ALA Annual Conference.