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**2017-2018 Annual Report of the Library Leadership & Management Association (LLAMA)
Pixey Anne Mosley, President**

This past year the leadership, staff, and resources of LLAMA have been focused on four primary initiatives: Implementation of the LLAMA Reorganization, Growth of Continuing Education and Professional Development for Members, Support for ALA IT Efforts, and Exploration of a New Division Model. While the first two initiatives were anticipated, the latter two came up during the year and required an agile response by the division leadership and staff.

Implementation of the LLAMA Reorganization

Significant efforts over the past year has been focused on continuing the LLAMA Reorganization started four years ago. With the adoption of the simplified bylaws and organizational structure, the next challenge is getting down into the weeds with the details of redefining committees and task forces and establishing new processes for leadership and succession planning in the Communities of Practice. This can be a difficult transition when moving from concept to reality. Much of this work has been done by encouraging the Community of Practice leaders to think creatively and engage their membership. Some have chosen to use a less formal voting election structure to identify leadership, others have implemented a team leadership model. Unfortunately, the delays in implementing the new ALA Connect has slowed this process some, but we are making good progress. I created a Reorganization Implementation Task Force of individuals who had been closely involved in the original vision, to serve as an on-call resource for those Community of Practice leaders and committee members who were struggling to reframe their organizations to the new model. Another part of this was to get the website updated to reflect the new organizational structure and provide more transparency to members on what different groups do and how to get involved.

Growth of Continuing Education and Professional Development for Members

Another multi-year initiative, this year again saw significant increases in submittals, offerings, and paid registrations for the LLAMA Webinars. We feel that making these available to members (following an embargo period) have helped keep up our membership numbers. In addition to our webinar offerings, this year we made great strides in developing more in-depth CE modeled multipart courses supporting the LLAMA Leadership Competencies. We contracted with a developer and have launched three courses. The courses run for several weeks each and cover topics of Evidence Based Decision Making, Conflict Resolution, and Change Management. Initial interest and registration numbers are looking very good.

We also saw the development and progression of the new Content Coordinating Team. This group took a little time to settle in but have completed a thorough environmental assessment of our content offerings through the various streams and identified areas of both saturation and shortage in having balanced coverage of the core leadership competencies. One deficit area, conflict resolution, is being actively addressed in the new continuing education course model, as well as a 2018 Annual Conference Preconference and the LLAMA President's program.

Support for ALA IT Efforts

Earlier in the report, I indicated how the delays in the implementation of the new ALA Connect made it more difficult to implement some of the reorganization changes. To assist ALA in moving this forward, LLAMA served as a beta test site for the new ALA Connect and supported ALA's decision to bring the LLAMA Executive Director into the ALA Technology Advisory Group. We feel that his presence at the table will only help LLAMA be able to achieve its goals for improved member communication and engagement. However, this required us to reprioritize and defer some LLAMA efforts, such as updating the website and pulling back on progress in implementing the reorganization.

Exploration of a New Division Model

The last, but in truth the most complex and time consuming, initiative that the LLAMA leadership and staff have engaged on is the exploration of a new division model that combines several of the medium sized divisions, into a single new division. The thought is that this new division would have a more simplified organizational structure that parallels the outcomes of the recently adopted LLAMA reorganization and allow for better redistribution and utilization of staff resources. This initiative began last fall through discussions between the staff, Presidents, and President-Elects of the respective divisions. While several divisions have expressed varying degrees of interest, it was decided to move the initiative forward under the framework of ALCTS, LITA, and LLAMA coming together to create a new combined division while leaving the door open for further integration from other smaller divisions in the future. We developed a working draft concept document that was shared at the 2018 Midwinter Meeting in Denver, with planned board discussions at their Monday meetings. The LLAMA Board and visiting Community of Practice leaders were supportive of the idea and the Board voted for the President and President-Elect to move forward on the possibility. The other two divisions did not do a vote but did express support to continue the exploration and brought some questions and concerns to the table.

After several discussion about next steps with the tri-division leadership team, the group has formed a Financial Working Group to assess the financial feasibility of the initiative and a Communications Working Group to help engage the membership. We are also conducting a membership survey to gather information on support for and concerns with the idea. The report from the Financial Working Group is due before Annual Conference. At the 2018 Annual Conference in New Orleans, the three divisions are planning to have a joint board meeting and take respective board votes on whether or not to proceed with the initiative, with a target milestone of the new Bylaws being approved by the membership and the request to create the new division to go to a Council vote at the 2019 Annual Conference.