

ALCTS/LITA/LLAMA PROJECT PLAN FOR DEVELOPING A NEW DIVISION (As of June 11)

Background/How Did We Get Here

Since the Fall of 2017, a Steering Committee comprised of the ALCTS, LITA, and LLAMA Presidents, Presidents-elect, and executive directors, has been meeting regularly to discuss challenges and opportunities for the ALA mid-sized, functional divisions. Most of these meetings have been online, one to two times a month; the three division Presidents-elect also met at the American Society of Association Executives CEO Symposium in April.

Initially the Steering Committee reviewed similarities in mission and services to members, and differences in structure and culture. The committee had particular sensitivity to the importance of member identities associated with being part of each division. After reviewing a range of models, from increased but informal collaboration, to aligning member services without merging, to shared staffing, the committee concluded that the concept most in need of further exploration was also the most radical: winding down operations of the three divisions while developing plans for a new division that provides comprehensive career support in these key areas:

- Standards – Creating an authoritative resource for best practices within the functional areas of the profession
- Operations and Buildings – Providing venues for sharing best practices supporting efficient unit operations and facilities
- Collections – Ensuring that libraries and library staff can meet user's needs
- Technology – Supporting the identification and adoption of best practices in libraries
- Leadership – Identify and develop leaders at every level

At the 2018 ALA Midwinter Meeting in February, each division Board met individually to review the concept and to discuss the pros and cons of such a reorganization. From those meetings, the divisions agreed to continue discussions and to refine the concept for further review at the 2018 Annual Conference in June.

In early March, the divisions created an ALA Connect community (<https://connect.ala.org/communities/community-home?communitykey=047c1c0e-17b9-45b6-a8f6-3c18dc0023f5&tab=groupdetails>) to provide a central place for members to learn more about the possible project and to have ongoing discussions with each other and member leaders. In addition, each division began sharing information with members via their separate communication channels.

Also in the Spring, the Steering Committee jointly appointed a Financial Working Group and a Communications Working Group. The former to determine the financial feasibility of a new division, and the latter to create a comprehensive communications plan for division members and stakeholders.

Finally, the Steering Committee developed an online survey for the members of all three divisions that asked for information on jobs, work environment, educational needs, and professional aspirations.

The continuing discussions of the Steering Committee, along with the reports of the working groups, have resulted in the following five joint board documents to be reviewed by the members and leaders of each division during the 2018 Annual Conference:

- Joint Board Document #1: Financial Working Group Report
- Joint Board Document #2: High Level Summary of Member Survey Results
- Joint Board Document #3: Project Plan for Developing a New Division
- Joint Board Document #4: Communication Working Group Key Messages
- Joint Board Document #5: Proposed Board Motions

Shared Vision for a New Division

There will be work on this section both before and during the Annual Conference.

Shared Commitments

2018 Annual Conference

Board Motion to Continue the Planning Process

Each Board will vote on the following resolutions at its Friday meeting:

Vote 1 Friday, June 22, 2018 Annual

In conjunction with (names of other divisions), the Board votes to devote the necessary staff time and resources through Fall 2018 to continued development of a potential new ALA division.

Vote 2 Friday, June 22, 2018 Annual

The Board votes that a final decision on sending the question of the proposed division to a member vote in Spring 2019 will be made at the 2019 Midwinter Meeting.

Key Messages/Talking Points for the Weekend/Member Meetings

(TBD, need final agreement by June 14)

1. Should reiterate the vision and respond to key concerns raised in the survey, i.e., Won't we lose our identity? Why is LLAMA involved? Etc.

Agenda/Desired Outcomes for Facilitated Joint Board Meeting

Monday, June 25, 1:00-3:00pm

(TBD, need final agreement by June 14)

- Acknowledging three different identities and how to (start to?) bring them together as one
- Shared understanding of the project we are going to undertake, and building ground rules for working together

2019 Midwinter Meeting

(assuming project proceeds)

January 25-29, Seattle

Friday Joint Board Meeting

- Review complete project plan: mission/vision, bylaws, goals/strategies, budget projections, product assumptions, etc.

Friday Separate Board Meetings

- Individual Board reviews/questions/key messages

ALA/Division Meetings throughout the Weekend

- Individual division meetings (need talking points)
- Joint town hall with virtual participation (need presentation)
- ALA Board meeting presentation (need formal report)

Monday Individual Board Meetings

The following (sample) motions will be voted on by all three Boards at their respective meetings:

Vote 1 Monday, January 28, 2019 Midwinter

The Board votes to approve the mission and bylaws of a proposed ALA Division [name] and to place two questions on the spring 2019 ballot for member vote:

1. Y/N To dissolve (current division)
2. Y/N To approve the mission and bylaws of the [name]

Vote 2 Monday, January 28, 2019 Midwinter

Pending an affirmative vote on both ballot questions by the members of ALCTS, LITA, and LLAMA, the Board votes to submit to the ALA Council at the 2019 Annual Conference two resolutions for approval:

1. Dissolution of (current division)
2. Approval of the [name] division

2019 Spring Election

(March)

Member votes

2019 Annual Conference

(assuming project proceeds)

June 20-25, Washington DC

- Other than Council resolutions, TBD

Overall Project Plan

(as of June 11)

Pre-Annual 2018

- Finish three Board documents
- Agenda/Outcomes for joint meeting
- Final wording for resolution
- Key messages/talking points
- Guidance for Communications Working Group

Annual 2018

(June 22-25, New Orleans)

- Friday: All three Boards adopt the agreed upon resolution
- Monday: Facilitated joint meeting

Late Summer Through October 12, 2018

Develop Project Plan

- Key Strategies
- Draft Board/Committee/Team Structure
- Draft Mission/Bylaws
- Begin Work on Spreadsheet of Decisions that Need to Be Made and When

Develop Communication Plan

- Key Messages
- Channels
- Timeline
- Gathering member input/responding to questions
- Who is responsible for implementation?

October 15-26, 2018

Project Pause

- Formal review by division leadership, ALA, test assumptions/timeline
- Joint online division Board meeting?
- Project update for ALA Fall BARC/Executive Board meetings

October 29-December 14, 2018

Refine Project Plan

- Initial/mid/long term project objectives
- Description of deliverables
- ALA and new division team roles and responsibilities. What are the constraints? Do we have the right mix of skills for success?
- Stakeholders' roles and responsibilities
- Systems analysis - what do we absolutely need for project success? What do we have or can get? Are there gaps?
- Define success - what does completion look like and what are the specific measures
- What service outcomes are mandatory, i.e., online CE cohesion/excellence, what are wishes, i.e., a national conference
- How do we define and evaluate the risks? Project risks? Organizational risks? External risks
- Define the critical paths
- Marketing plans for new memberships, CE, etc.
- Plan for online resources

Communication Plan Implementation

- Ongoing member communication/feedback loop
- Online town hall?
- Continuing adjustments as necessary
- Who is the lead on this?

January 7-18, 2019

- Project refinement and approval by division leadership for Midwinter presentation
- Agree on shared Midwinter commitments
- Online joint Board meeting?

2019 Midwinter Meeting

January 25-29, Seattle

- Friday: joint meeting
- Monday: all three Boards adopt the agreed upon resolution, placing the question of the new division on the spring ballot

February-Election open and beyond

- Intense member communication
- Planning for how we will spend our time in the neutral zone (Bridges book)

Spring 2019 Election

- Member ballot questions as approved by the Boards
- Uncontested elections for officers/sections of all three divisions

Election Results

- Key milestone: based on member vote of all three divisions, project terminates or proceeds

Pre-Annual 2019

(assuming project proceeds)

- Transitioning planning continues (ALA processes, budgets, etc.)
- Marketing materials
- Website/Connect development
- Documents for division Boards, ALA Board
- Resolutions for Council
- Recruit project champions
- Key messages/talking points
- More

2019 Annual Conference

June 20-25, Washington DC

- Key milestone: Council votes
- Final individual Board meetings

Post-Annual 2019

(assuming project proceeds)

- Intense member communication
- Marketing of new division
- Transitioning planning continues
- Team building

September 1, 2019

- Key milestone: New division launch

September 2019 - August 2020

Neutral Zone

- Spend year winding down previous division committees and integrating new ones
- Acknowledging and working through member/volunteer/staff feeling of loss, uncertainty, frustration, ambiguity
- Demonstrate value with short-term wins, adding credibility and momentum to new division

September 1, 2020

- Key milestone: First year of wholly aligned member groups, products, processes, budget, marketing, etc.
- Drink a giant Manhattan