

Transitional/New Division Staffing Plan

Jenny Levine (LITA director), Julie Reese (ALCTS deputy director) and Kerry Ward (LLAMA director/ALCTS interim director) have worked collaboratively to review the staffing needs of each division for the next year, and to plan for the new division launch September 1, 2020. We want to take advantage of the extra year to do the intensive transition planning that would not have been possible with a September 2019 launch.

Currently there are seven full-time staff (one shared position) between the three divisions:

ALCTS

Brooke Morris-Chott
Program Officer, Communications

Megan Dougherty
Program Officer, Continuing Education

Julie Reese
Deputy Director

Kerry Ward
Interim Director

LITA

Mark Beatty
Program Officer, Programs and Marketing
Specialist

Jenny Levine
Director

LLAMA

Fred Reuland
Program Officer, Continuing Education

Kerry Ward
Director

During the transitional year (Sept 1, 2019 – Aug 31, 2020) staff will keep their current division responsibilities, and we will slowly begin to cross train staff in preparation for their roles in the new division. During this period no staff roles will be eliminated. The goal is to align staff experience and expertise with the needs of the new division, particularly those areas identified in the Activities Report. We are fortunate in that the new staff roles mostly align with existing ones, so there should be reduced staff disruption. During this transitional period, we will also identify any skills gaps and provide staff with additional training as necessary.

Pending additional evaluation of workflows and operations, the envisioned staff roles during the transition and in the new division are:

DIVISION DIRECTOR

Transition Year Role

- Project manager for new division development and implementation, including timelines, documentation, and reporting; primary Steering Committee support.
- Business planning for the new division, including Board/leadership transition, finance, goals and assessment, ALA reporting/systems planning, and policy and procedure development.
- Coach/mentor staff in changing roles

New Division Role

- Governance, finance, and fundraising
- Strategy and Operations
- Nurture innovation and link product and service development to needs of members/prospective members

CHIEF CONNECTIONS OFFICER

Transition Year Role

- Management of LITA
- Secondary Steering Committee support
- Work with each staff member to evaluate workflow and define opportunities for efficiency and automation
- Identify best practices in each division and integrate into operational planning

New Division Role

- **Management of Advocacy and Member Engagement staff**
- Make connections between teams and projects
- Recognize patterns and trends at the division level
- Track major projects and keep teams on schedule

Membership Engagement and Marketing (1 staff)

- Shape, continuously assess, and improve the member experience, from onboarding new members to ensuring long-time members remain connected to the division
- Create and help guide members through leadership and skill-based pathways within the division
- Engage division community in ALA Connect and social media
- Market the division's content and activities

Advocacy and EDI (1 staff)

- Liaison with the ALA Washington Office, OIF, ODLOS, and other relevant ALA units
- Coordinate, implement, and track advocacy initiatives

- Coordinate, implement, and track equity, diversity and inclusion initiatives
- Manage Preservation Week activities
- Coordinate division representatives

Chief Leadership and Learning Officer

Transition Year Role

- Day-to-day management of ALCTS and LLAMA
- Secondary Steering Committee support
- Planning the integration of all current and proposed professional development projects, including staffing roles

New Division Role

- **Management of Professional Development staff**
- Create and guide members through pathways of our content and activities for continuous learning throughout their careers
- Program financial management and planning for long-term growth and sustainability

Professional Development (3 staff)

- Oversee development and delivery of all division education content, including Annual Conference program and preconferences, webinars and online courses, F2F events, awards programs, leadership development programs, and journals and publications
- Maintain and expand the current LITA Jobs Site
- Manage the division's awards, grants, and scholarships

We propose that the new division will have eight staff members, one more than the current combined staff of the three divisions. The new staff member would be the Advocacy/EDI officer. No current staff have the necessary experience to successfully move into that position, so we propose recruiting from the outside after September 1, 2020. The first two years of salary/benefits for this additional position would be paid by spending down a portion of the combined net asset balance of all three divisions. After two years, the impact of the position will be evaluated, with the intent that the position becomes permanent, and that the salary/benefits will be covered by the increased revenue generated by the new division.