

# W.L.A. Executive Board - Strategic Planning Session Summary

Submitted by C. Paine, Facilitator, High-Impact Consulting  
November, 2003

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## **Focal Issue:**

There exists an opportunity for the Wyoming Library Association to increase services to its membership.

## **Vision:**

W.L.A. has selected three years out as our planning horizon. It is our desired future to have a vital, high-energy organization providing maximum services to our membership by fall, 2006.

## **Mission & Values:**

Guiding our vision is our mission to champion intellectual freedom and democratic ideals, while increasing accessibility of information and human resources to our membership. Core values we hold are mutual, professional support, professional development, networking and advocacy for library science and value to society.

*[Note: more intensive formal work is recommended to update the vision, mission and values statements currently in place. Until that time, the current statements are in alignment with the abbreviated statements contained herein].*

## **Steps to Achieving Vision:**

### **Three Strategic Initiatives were identified:**

#### **1. Marketing**

This initiative is owned by the Communications Committee; Chair: Troy.

#### **2. Alignment with State Library**

This initiative is owned by the Liaison Committee; Chair: Carey.

#### **3. Succession Planning (Leadership Development)**

This initiative is owned by the Mentoring Committee; Chair: Chris.

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## Game Plan, Year by Year:

**2004:** The marketing initiative will assume primary urgency, with a goal of service expansion beyond conference. The need for an additional committee was identified, the “Barriers” Committee. Erin is identified as the chairperson, and will be collaborating with the awards/grants committees. Additionally, work will begin on initiatives 2 & 3, Alignment with State Library and Succession/Leadership Development Planning.

**2005:** Marketing and Branding efforts will be completed and products will be ready to launch, with policies and procedures in place to implement Succession/Leadership Development Planning.

**2006:** Implementation of the three primary initiatives (measurable outcomes).

1. Every member participates in an educational opportunity.
2. W.L.A. Brand is clearly established, with high energy seen throughout the membership: “We Rock”/”Jazzed” Customer.
3. New leaders are “ripe”; ready, enthusiastic, and have association knowledge/skills.
4. There is more incorporation of technology in the conferences.
5. The Executive Board Meetings will be more problem solving in nature vs. reporting function.
6. More members; more money.

*[Note: it is recommended that more work be done to identify needed resources for each initiative – this can be done within committees, and take a high priority for reporting at the first quarterly meeting 2004.]*

## W.L.A. Issues for Future Discussion:

1. Membership fees/participation costs
2. Communication plan with membership
3. Information accuracy (on website)
4. Orientation of new members
5. Membership growth potential, numbers
6. Leadership program plan

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## Appendices: Back-up Data

- A. Preliminary Goals of the Workshop (established in advance)
- B. Environmental Scan
- C. Association S.W.O.T. Analysis
- D. Strategic Planning Process Evaluation

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## **Appendix A: Preliminary Goals (established in advance)**

1. Determine planning structures for future WLA strategic planning processes.
2. Develop commitment to the WLA strategic planning process.
3. Define professional standards and community representation presence of WLA.
4. Define roles in achieving WLA vision.
5. Establish clearly defined goals of WLA strategic and operational plans.
6. Develop a list of WLA issues for future definition.

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## Appendix B: Environmental Scan

Social, Political/Legislative, Economic, Technological, Industry Trends, Other

### I. Social Issues

- Aging population
- More diversity
- Educational trends
- Worldwide communication
- Changing family dynamics

### II. Political/Legislative

- Funding
- Legal issues (CIPA, USA P.A.T.R.I.O.T. Act)
- National/global politics
- Intellectual property (\$)
  - Intellectual freedom
  - Copyright/DMCA/etc.
- Certification of school librarians, department of education

### III. Economic

- No major changes in tax structure
- LSTA changes congress to congress
- Interest rate variations
- Continued economic health
  - Operating funds: What's enough? Goals? Where should it go?

### IV. Technological

- Publishing
- Continuous change
- Legal issues
- Integrated library systems
- Generation issues

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## V. Industry Trends

- Number of people attending library science school
- Trends away from public service oriented jobs
- New library buildings all over
- Distance education
- Technology

## VI. Other

- New buildings (\$ and technology)
- Telecom infrastructure
- Information seeking behavior
  - Access information without going into a library
  - Publishing on demand
- Fundamental values of librarians remain the same, including children's programming

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## **Appendix C: Association S.W.O.T. Analysis**

### **Internal Strengths**

- 1) Networking
- 2) Competent leaders
- 3) Conference/committed membership

### **Internal Weaknesses**

- 1) Communication and marketing
- 2) Lack of people in leadership roles
- 3) Inability to prove value
- 4) Geographical distances

### **External Opportunities**

- 1) Educational services outside of conference
- 2) Better marketing
- 3) Increased communication

### **External Threats**

- 1) Apathy
- 2) Government control
- 3) Public misunderstanding mission
- 4) Federal legislation



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## Appendix D: Strategic Planning Process Evaluation

14 participants provided feedback on 5 questions designed to solicit information on the value of this strategic planning session. A 5-point Likert-type scale was used, aggregating responses:

- 5 – strongly agree
- 4 – agree
- 3 – no opinion
- 2 – disagree
- 1 – strongly disagree

Following is a summary of statement rankings and additional comments.

<b>Survey Item #1:</b>	“The stated goals were met.”	Response value was 3.86
<b>Survey Item #2:</b>	“I learned something new.”	Response value was 3.79
<b>Survey Item #3:</b>	“This process was valuable.”	Response value was 4.36
<b>Survey Item #4:</b>	“We are more prepared to go forward.”	Response value was 4.5
<b>Survey Item #5:</b>	“It was fun.”	Response value was 3.64

### Other comments offered:

- I wasn’t sure where we were going – but it all fell into place – you are great!
- It was more fun than I expected.
- Evening was hard – an outline of where we were going might have helped.
- It really feels as if we moved forward in this process. Thanks!
- I would have liked more equal participation. Sometimes conversations were dominated by the input of 2 or 3 people. Facilitator needs to prompt participation from all. Some are more shy than others. Facilitator could type comments into a laptop w/ projector instead of flip charts. Then the files could be emailed to us. Great job! Thanks.

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