NYLA Mission Statement:

NYLA leads, educates, and advocates for the advancement of the New York library community.

NYLA will advance this mission, in partnership and collaboration with public, school, academic and special libraries; library systems and staff; library trustees, and friends.

NYLA is committed to these Guiding Principles, which form the basis for the organization’s Strategic Plan.

1. NYLA advocates for the New York Library community.
2. NYLA advances excellence in New York libraries.
3. NYLA enhances member engagement.

The Strategic Plan for 2017-2020 addresses each of the Guiding Principles in turn, providing further clarification for each principle and listing specific goals and action steps. This plan is intended to guide the actions of the New York Library Association (NYLA) through 2020.

Member and non-member input was solicited using a variety of means including:

- Discussion of each principle at NYLA Council meetings
- Discussion of each principle at Section board meetings
- Six focus groups held around the state (Buffalo, Rochester, Ithaca, Poughkeepsie, New York City, and North Country)

Prepared by: Elaine Lasda-Bergman, Counselor at Large; Rebecca Lubin, Counselor at Large; Jill Leinung, incoming Counselor at Large; Jeremy Johannesen, NYLA Executive Director; Debby Emerson, NYLA President 2015-16.
NYLA advocates for the New York library community.

- Introduce and influence legislation and policy impacting libraries and library funding
- Assert the position of libraries as an essential part of New York's education infrastructure
- Communicate the economic impact and contributions of all libraries
- Cultivate individuals who can champion libraries at all levels
- Promote free, open, and equal access to information
- Develop a comprehensive messaging strategy

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<th>Goal</th>
<th>Action Steps</th>
<th>Responsible Party</th>
<th>Timeline</th>
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<tr>
<td>Library Aid funding is tied to sustainable annual education increases</td>
<td>Continue meetings with legislators in local offices and in Albany</td>
<td>NYLA Legislative Committee; NYLA Staff</td>
<td>Ongoing</td>
<td># of legislative visits</td>
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<td></td>
<td>Prepare library supporters for advocacy efforts by developing messaging and providing training</td>
<td>NYLA Legislative Committee; NYLA Government Relations director</td>
<td>Annually 2017-2020</td>
<td># of trainings; # of messages</td>
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<td>Communicate regularly and in a timely manner urging NYLA members and the general public enrolled as “library champions” to keep funding issues before their elected representatives</td>
<td>NYLA Legislative Committee; sections</td>
<td>Ongoing</td>
<td># of communications sent to members and champions</td>
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<td>NYLA achieves passage of a bill requiring a certified school librarian in all schools (expanded for Elementary)</td>
<td>Analyze data from the school librarian census</td>
<td>NYLA Legislative Committee; NYLA Government Relations director; SSL</td>
<td>2017</td>
<td>Statistical analysis of census data</td>
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<td>Use ESSA legislation as a tool to encourage library advocacy</td>
<td>NYLA Executive Director; SSL</td>
<td>2017</td>
<td># of advocacy messages based on ESSA legislation</td>
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| NYLA facilitates library advocacy for individual libraries, library systems, and individuals serving as library advocates | Develop advocacy and communication calendar  
Modify existing document for public and member use  
Create advocacy toolkits and templates | NYLA office; NYLA Legislative Committee; NYLA Government Relations director; Communications Committee; section leadership | 2017  
Ongoing                | NYLA website statistics for advocacy calendar page  
# of advocacy tools created for libraries, systems and individuals |
| Members view NYLA as a resource and source of guidance for Civil Service, human resources, and library staffing issues | Monitor Civil Service issues  
Work to update Civil Service exams and process  
Investigate libraries’ reported staff shortages to identify trends | NYLA Civil Service task force; NYLA Government Relations director; Legislative Committee  
NYLA Civil Service task force  
NYLA staff | 2017-2018  
2018  
Ongoing | Notes from Task Force meetings; reports from Government Relations director  
# of exams updated  
Reports from libraries |
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| NYLA is prepared to help to libraries address legal challenges with statewide implications | Encourage NYS libraries to report any legal challenges to NYLA  
Investigate any such challenges and recommend appropriate action  
Inform NYLA membership about legal challenges and NYLA’s position | NYLA Legislative Committee; NYLA Government Relations director  
NYLA Government Relations director; NYLA Legislative Committee  
NYLA Communications Committee | Ongoing | # of legal challenges reported to NYLA  
# of issues discussed and recommendations made; report from Government Relations director  
# of messages sent to NYLA membership; # of actions taken by members |
| NYLA influences legislation of importance to school libraries on both the federal and state levels | Monitor & provide guidance on implementation of federal and state guidelines for school libraries  
Develop consistent messaging for school library advocacy  
Communicate school library issues to the membership at large and seek support | SSL; NYLA Legislative Committee; NYLA Government Relations director  
NYLA Government Relations director in partnership with SSL  
NYLA Communications Committee | 2017-2020  
2017-2020  
2017-2020 | Progress reports on school library initiatives  
# of advocacy messages developed  
# of communications to membership; # of actions taken by members |
NYLA advances excellence in New York libraries.
- Deliver top-quality professional development via a variety of formats
  - Conference
  - Webinars
- Promote exemplars and best practices
- Provide training for the development of leaders and leadership skills
- Encourage diversity of the library profession

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<td>The organization’s professional development and continuing education activities are effective, relevant, and of excellent quality</td>
<td>Survey NYS library community with regard to professional development needs Survey conference attendees two months out to determine level of impact and implementation related to conference Revise conference program workflow</td>
<td>CE Committee; NYLA staff; conference programmers; conference chair</td>
<td>2017; Two months after annual conference (January 2018, 2019, 2020); 2017</td>
<td># of survey responses; # of responses indicating significant impact Feedback from conference programmers and conference chair</td>
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| NYLA is an inclusive, diverse professional organization that represents library workers in all types of libraries throughout New York State | Identify opportunities for partnerships to encourage diversity  
Improve member-to-member recruitment by offering incentives  
Reach out to NYBLC  
Explore the resources of the ALA Office for Diversity, Literacy and Outreach Services  
Establish partnership with Urban Libraries Unite (http://urbanlibrariansunite.org)  
Establish partnership with the International Federation of Library Associations (http://www.ifla.org)  
Explore partnership with relevant regional organizations  
Partner with MIS/MLS graduate school student organizations  
Partner with school librarian and teacher organizations  
Survey library school students to see where they end up working (if not libraries, where?)  
Promote librarianship as a career with high school-age students  
Advocate for online education to accommodate second-career students and out-of-state students  
Underwrite an ALA Spectrum Scholarship  
Encourage Nominating Committee to tap into diverse pool of professionals in the field | NYLA Council, Sections, Round Tables  
NYLA Staff  
NYLA Staff  
NYLA Staff; staff  
NYLA Council; staff  
NYLA Council; staff  
NYLA Council; staff  
Individual school librarians; SSL  
NYLA staff  
School librarians; SSL; PLS; YSS; public librarians  
NYLA Staff; NYLA leadership  
NYLA Council  
NYLA Council; NYLA Past President | Ongoing – 2017-2020 | # of new partnerships formed; NYLA membership statistics; # of new members  
# of partnerships with graduate school organizations; # of student members  
# of new students entering graduate library programs  
# of students enrolled in online education programs  
# of diverse candidates for Council |
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| The unified professional development and continuing education calendar is an easy-to-use and accurate representation of training opportunities statewide | Promote use of existing calendar  
Encourage sections and round tables to contribute their events to the calendar | CEC, NYLA Staff, Sections, Round Tables  
CEC chair, section leaders, NYLA staff | Regular reminders in newsletter and other communications  
Regular (monthly?) reminders to submit events | Website visits to calendar page  
# of events appearing on calendar |
| NYLA awards are viewed as a potential benefit of membership and are sought after by members | Clarify criteria for awards; include list of past winners in call for nominations  
Consider consolidation of little-used awards into fewer but more meaningful awards | Awards Committee; NYLA Council, NYLA staff  
Awards committee | Annually  
2017 | # of applicants/nominees for awards  
# of awards; # of applicants/nominees |
| NYLA is a leader in sustainability efforts among NY State’s libraries | Develop realistic goals and benchmarks for sustainability  
Identify opportunities to encourage sustainability in all aspects of libraries and library service | NYLA Sustainability Committee  
NYLA Sustainability Committee | 2017  
2018-2020 | # of libraries pursuing rating on one of the available instruments;  
# of queries to the Sustainability Committee |
| NYLA provides ample training opportunities (both in-person and self-paced) and support to meet members’ professional development needs | Develop and schedule an institute similar to Leadership & Management Institute  
Develop a clearinghouse for standards for professional practice, where users can look up best practices  
Promote external resource options (e.g., Lynda.com) for professional development | CEC, NYLA staff  
Sections; NYLA staff  
NYLA staff; CEC | 2017-18  
Beginning 2017 and ongoing | # of participants in institute; feedback from participants  
Use statistics from clearinghouse  
Use statistics for external training tools |
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<td>NYLA members view NYLA staff as knowledgeable, efficient, professional, friendly, and helpful</td>
<td>Continue to recruit and retain outstanding NYLA staff  Support and promote positive staff interactions with the library community</td>
<td>NYLA ED; NYLA Council NYLA ED</td>
<td>Ongoing</td>
<td>Staff qualifications; staff turnover  Feedback from library community</td>
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NYLA enhances member engagement.

- Create multiple opportunities and pathways for member involvement
- Provide and promote leadership opportunities within the organization
- Encourage inter-member communications
- Cultivate a diverse and robust NYLA membership via recruitment and retention activities
- Engage iSchools

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<td>Retain membership at the 5000+ level</td>
<td>Engage in ongoing communication with members to keep them constantly engaged</td>
<td>NYLA Staff; NYLA Membership Committee</td>
<td>Ongoing</td>
<td># of members; retention rate</td>
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<td>Attain 500 organizational members</td>
<td>Make in-person visits to public library systems, school library systems and academic and special libraries</td>
<td>NYLA Staff (in partnership with ESLN); Membership Committee; Council, local member volunteers</td>
<td>2017, 2018</td>
<td># of visits made; # of new organizational members; retention rate</td>
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<td>Prepare a printed document outlining the benefits of organizational membership</td>
<td>NYLA staff; Membership Committee</td>
<td>2017</td>
<td># of documents created and distributed; # of new organizational members</td>
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<td>NYLA regional events and special-interest events encourage member</td>
<td>Hold academic library summit in partnership with ESLN</td>
<td>ASLS, NYLA Staff, Council, CEC</td>
<td>2018, 2020</td>
<td># of events held; feedback from evaluations of events; attendance at event(s)</td>
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<td>involvement and connect members with the organization</td>
<td>Arrange events for SSL affiliates</td>
<td>SSL, NYLA Staff</td>
<td>Ongoing</td>
<td># of regional events held; # of special interest events held; attendance</td>
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<td>Members are actively involved in the activities of Sections and</td>
<td>Develop NYLA Involvement Pathway Guides</td>
<td>NYLA Staff, Membership Committee, Council</td>
<td>2017, revise 2019</td>
<td># of less-than-5-year members who enter section or round table leadership or participate on committees</td>
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<td>Round Tables</td>
<td>Recommend appropriate Sections and Round Tables based on members’ interests</td>
<td>NYLA staff (via website), Membership Committee</td>
<td>Ongoing</td>
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<td>(as ALA does on renewing)</td>
<td>Section and Round Table leaders/board members</td>
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<td># of new section and round table members</td>
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<td>Section and Round Table leaders reach out to members to encourage active</td>
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<td>involvement, and this expectation is clearly outlined in the NYLA</td>
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<td>Members are aware of the variety of communication options open to them</td>
<td>Ask members to select preferred communication options upon joining or renewing</td>
<td>NYLA staff</td>
<td>Ongoing</td>
<td># of members who select each option or multiple options</td>
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| The NYLA website is engaging and interactive, and provides the information users are looking for | Conduct usability study
Ensure consistency of content
Establish consequences for non-compliance with agreed-upon standards | NYLA Staff or consultant Communications Committee Communications Committee | 2017
2018-2020
2018-2020 | # of participants in usability study; feedback from participants |
| NYLA’s Sections and Round Tables provide viable options for member involvement | Explore operational best practices for Sections and Round Tables
Have web space where members can select their interests and get recommendations for Sections and Round Tables to join | NYLA Council
NYLA staff | 2017
Ongoing | Summary of best practices reported by other state library associations
# of members who visit website to explore and select appropriate Sections and Round Tables |