

New York Library Association
Strategic Plan, 2017-2020



NEW YORK LIBRARY ASSOCIATION

The Voice of the Library Community

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.
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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)

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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

Goal	Action Steps	Responsible Party	Timeline	Measures
Library Aid funding is tied to sustainable annual education increases	Continue meetings with legislators in local offices and in Albany	NYLA Legislative Committee; NYLA Staff	Ongoing	# of legislative visits
	Prepare library supporters for advocacy efforts by developing messaging and providing training	NYLA Legislative Committee; NYLA Government Relations director	Annually 2017-2020	# of trainings; # of messages
	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	NYLA Legislative Committee; sections	Ongoing	# of communications sent to members and champions
NYLA achieves passage of a bill requiring a certified school librarian in all schools (expanded for Elementary)	Analyze data from the school librarian census	NYLA Legislative Committee; NYLA Government Relations director; SSL	2017	Statistical analysis of census data
	Use ESSA legislation as a tool to encourage library advocacy	NYLA Executive Director; SSL	2017	# of advocacy messages based on ESSA legislation

Goal	Action Steps	Responsible Party	Timeline	Measures
<p>NYLA facilitates library advocacy for individual libraries, library systems, and individuals serving as library advocates</p>	<p>Develop advocacy and communication calendar</p> <p>Modify existing document for public and member use</p> <p>Create advocacy toolkits and templates</p>	<p>NYLA office; NYLA Legislative Committee; NYLA Government Relations director; Communications Committee; section leadership</p> <p>NYLA office staff</p>	<p>2017</p> <p>Ongoing</p> <p>Ongoing</p>	<p>NYLA website statistics for advocacy calendar page</p> <p># of advocacy tools created for libraries, systems and individuals</p>
<p>Members view NYLA as a resource and source of guidance for Civil Service, human resources, and library staffing issues</p>	<p>Monitor Civil Service issues</p> <p>Work to update Civil Service exams and process</p> <p>Investigate libraries' reported staff shortages to identify trends</p>	<p>NYLA Civil Service task force; NYLA Government Relations director; Legislative Committee</p> <p>NYLA Civil Service task force</p> <p>NYLA staff</p>	<p>2017-2018</p> <p>2018</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Notes from Task Force meetings; reports from Government Relations director</p> <p># of exams updated</p> <p>Reports from libraries</p>

Goal	Action Steps	Responsible Party	Timeline	Measures
<p>NYLA is prepared to help to libraries address legal challenges with statewide implications</p>	<p>Encourage NYS libraries to report any legal challenges to NYLA</p>	<p>NYLA Legislative Committee; NYLA Government Relations director</p>	<p>Ongoing</p>	<p># of legal challenges reported to NYLA</p>
	<p>Investigate any such challenges and recommend appropriate action</p>	<p>NYLA Government Relations director; NYLA Legislative Committee</p>	<p>Ongoing</p>	<p># of issues discussed and recommendations made; report from Government Relations director</p>
	<p>Inform NYLA membership about legal challenges and NYLA's position</p>	<p>NYLA Communications Committee</p>	<p>Ongoing</p>	<p># of messages sent to NYLA membership; # of actions taken by members</p>
<p>NYLA influences legislation of importance to school libraries on both the federal and state levels</p>	<p>Monitor & provide guidance on implementation of federal and state guidelines for school libraries</p>	<p>SSL; NYLA Legislative Committee; NYLA Government Relations director</p>	<p>2017-2020</p>	<p>Progress reports on school library initiatives</p>
	<p>Develop consistent messaging for school library advocacy</p>	<p>NYLA Government Relations director in partnership with SSL</p>	<p>2017-2020</p>	<p># of advocacy messages developed</p>
	<p>Communicate school library issues to the membership at large and seek support</p>	<p>NYLA Communications Committee</p>	<p>2017-2020</p>	<p># of communications to membership; # of actions taken by members</p>

NYLA advances excellence in New York libraries.

- Deliver top-quality professional development via a variety of formats
 - o Conference
 - o Webinars
- Promote exemplars and best practices
- Provide training for the development of leaders and leadership skills
- Encourage diversity of the library profession

Goal	Action Steps	Responsible Party	Timeline	Measures
The organization’s professional development and continuing education activities are effective, relevant, and of excellent quality	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	CE Committee NYLA staff	2017 Two months after annual conference (January 2018, 2019, 2020)	# of survey responses # of survey responses; # of responses indicating significant impact
	Revise conference program workflow	NYLA staff; conference programmers; conference chair	2017	Feedback from conference programmers and conference chair

Goal	Action Steps	Responsible Party	Timeline	Measures
<p>NYLA is an inclusive, diverse professional organization that represents library workers in all types of libraries throughout New York State</p>	<p>Identify opportunities for partnerships to encourage diversity</p> <p>Improve member-to-member recruitment by offering incentives</p> <p>Reach out to NYBLC</p> <p>Explore the resources of the ALA Office for Diversity, Literacy and Outreach Services</p> <p>Establish partnership with Urban Libraries Unite (http://urbanlibrariansunite.org)</p> <p>Establish partnership with the International Federation of Library Associations (http://www.ifla.org)</p> <p>Explore partnership with relevant regional organizations</p> <p>Partner with MIS/MLS graduate school student organizations</p> <p>Partner with school librarian and teacher organizations</p> <p>Survey library school students to see where they end up working (if not libraries, where?)</p> <p>Promote librarianship as a career with high school-age students</p> <p>Advocate for online education to accommodate second-career students and out-of-state students</p> <p>Underwrite an ALA Spectrum Scholarship</p> <p>Encourage Nominating Committee to tap into diverse pool of professionals in the field</p>	<p>NYLA Council, Sections, Round Tables NYLA Staff</p> <p>NYLA Staff NYLA Staff</p> <p>NYLA Council; staff</p> <p>NYLA Council; staff</p> <p>NYLA Council; staff</p> <p>NYLA Council; staff</p> <p>Individual school librarians; SSL NYLA staff</p> <p>School librarians; SSL; PLS; YSS; public librarians</p> <p>NYLA Staff; NYLA leadership</p> <p>NYLA Council NYLA Council; NYLA Past President</p>	<p>Ongoing – 2017-2020</p>	<p># of new partnerships formed; NYLA membership statistics; # of new members</p> <p># of partnerships with graduate school organizations; # of student members</p> <p># of new students entering graduate library programs</p> <p># of students enrolled in online education programs</p> <p># of diverse candidates for Council</p>

Goal	Action Steps	Responsible Party	Timeline	Measures
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 Regular reminders via newsletter, e-Bulletin	# of participants in institute; feedback from participants Use statistics from clearinghouse Use statistics for external training tools

Goal	Action Steps	Responsible Party	Timeline	Measures
NYLA members view NYLA staff as knowledgeable, efficient, professional, friendly, and helpful	Continue to recruit and retain outstanding NYLA staff Support and promote positive staff interactions with the library community	NYLA ED; NYLA Council NYLA ED	Ongoing Ongoing	Staff qualifications; staff turnover Feedback from library community

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

Goal	Action Steps	Responsible Party	Timeline	Measures
Retain membership at the 5000+ level	Engage in ongoing communication with members to keep them constantly engaged	NYLA Staff; NYLA Membership Committee	Ongoing	# of members; retention rate
Attain 500 organizational members	<p>Make in-person visits to public library systems, school library systems and academic and special libraries</p> <p>Prepare a printed document outlining the benefits of organizational membership</p>	<p>NYLA Staff (in partnership with ESLN); Membership Committee; Council, local member volunteers</p> <p>NYLA staff; Membership Committee</p>	<p>2017, 2018</p> <p>2017</p>	<p># of visits made; # of new organizational members; retention rate</p> <p># of documents created and distributed; # of new organizational members</p>

Goal	Action Steps	Responsible Party	Timeline	Measures
<p>NYLA regional events and special-interest events encourage member involvement and connect members with the organization</p>	<p>Hold academic library summit in partnership with ESLN</p> <p>Arrange events for SSL affiliates</p>	<p>ASLS, NYLA Staff, Council, CEC</p> <p>SSL, NYLA Staff</p>	<p>2018, 2020</p> <p>Ongoing</p>	<p># of events held; feedback from evaluations of events; attendance at event(s)</p> <p># of regional events held; # of special interest events held; attendance</p>
<p>Members are actively involved in the activities of Sections and Round Tables</p>	<p>Develop NYLA Involvement Pathway Guides</p> <p>Recommend appropriate Sections and Round Tables based on members' interests (as ALA does on renewing)</p> <p>Section and Round Table leaders reach out to members to encourage active involvement, and this expectation is clearly outlined in the NYLA</p>	<p>NYLA Staff, Membership Committee, Council</p> <p>NYLA staff (via website), Membership Committee</p> <p>Section and Round Table leaders/board members</p>	<p>2017, revise 2019</p> <p>Ongoing</p> <p>Ongoing</p>	<p># of less-than-5-year members who enter section or round table leadership or participate on committees</p> <p># of new section and round table members</p> <p>Retention rate for section and round table members</p>

Goal	Action Steps	Responsible Party	Timeline	Measures
Members are aware of the variety of communication options open to them	Ask members to select preferred communication options upon joining or renewing	NYLA staff	Ongoing	# of members who select each option or multiple options
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