BACKGROUND INFO

Preparation for Indiana Library Federation

Our Strategic Visioning Process

Promoting all libraries in Indiana and fostering the professional growth of our members
www.ilfonline.org
The ILF Board and Office appreciate your leadership and thoughtful consideration!

Dr. David Peter  
ILF Board President

Edra Waterman  
ILF Board Vice President

Robyn Young  
ILF Board Past President

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In this session

1. Quick review Strategic Visioning process and intended outcomes
2. External Analysis
3. Internal Analysis
4. Key Questions for Consideration
5. Links for further exploration

Lucinda Nord, Executive Director

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The Aspirations Tool

Aspirations – What are your aspirations for ILF and for the library community?

Challenges – What challenges do you see for ILF and for the library community?

Changes - What changes or new conditions would be needed in order to achieve your aspirations and/or to overcome the challenges?

http://www.theharwoodinstitute.org/tools/

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Five priority areas of Work Plan for 2016

1. Improve **office infrastructure** and processes
2. Plan for changes to ILF’s **legal organizing documents** (articles and by-laws) and governance structure
3. Engage members and initiate **strategic planning**
4. Initiate comprehensive training/meeting/conferencing/ professional development plan
5. Improve **internal and external communications**, transparency and accountability


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• 2016 – Board actions and ILF Work Plan lay the foundation

• Feb. 3 – Visioning Session

• March/April - Board review

• Late winter/spring – solicit feedback and specifics on implementation

• June – Board action(s)

• August - Board action(s)

• October – Board action(s)

• November - Annual Meeting and report to members
Meet Robert Hoke

• Planning and evaluation consultant with 20 years experience with education, human services and workforce development

• Prior work includes:
  • Indy PL
  • Ivy Tech
  • IN Assoc of United Ways
  • Lilly Endowment

• ILF Board authorized consulting agreement Dec. 2016
Survey Questions to trigger thinking

• What is your personal goal in participating in ILF's Strategic Visioning process or the day?

• Describe the perfect day in your library in 2027.

• What should be ILF's greatest achievement in the next 10 years?
EXTERNAL ANALYSIS

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Population Change 2020-2025

Indiana population = 6.6 million
Hoosiers
52 counties increasing population
40 counties losing population

GROWTH and LOSS
Demographic Shifts

AGE

Indiana’s Millennials outnumber all other age groups, 2014

Trends:

• Millennials make up largest group.

• Over 85 is fastest growing age group (25% in last 10 years).

• Indiana median age is 37 and will rise to 39 by 2035.

• 70 counties have average age over 40 (mostly rural).

http://www.incontext.indiana.edu/2016/jan-feb/article2.asp
http://www.ibrc.indiana.edu/ibr/2012/spring/article1.html
Demographic Shifts

**DIVERSITY**

IN anticipates to be 10% **Hispanic** by 2030

Ft. Wayne is home to largest **Burmese** population in US

**English Language Learners** in K-12 increased from 49K in 2010 to 61K in 2015, a 25% increase

http://www.incontext.indiana.edu/2013/july-aug/article3.asp
EXTERNAL ANALYSIS – Economy

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EXTERNAL ANALYSIS - Politics

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EXTERNAL ANALYSIS - Funding

Tax caps

Role of “public” (taxpayer) and “private” (donated; earned) funds

Competition

Diversify funding?

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Technology Innovations

• Artificial Intelligence
• Biometrics
• Cloud-based solutions
• Internet of Things
• Virtual Reality
• Wearables for payment
• Intelligent use of data
• Virtual interactions
• Robots that teach each other and us

• Internet devices powered by wi-fi through the air
• Drones
• Driverless cars
• DNA App store, editable genes
• Data and memories placed in brain without sensory interaction
• Conversational interfaces
• Immune engineering

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EXTERNAL ANALYSIS

Non-print/digital items for access or loan (tools, machines, goods)

24/7 access, order and deliver

Multiple access

Unimaginable

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Memberships

• Public Library & Institutional Memberships

• Personal Memberships
  • Choose association of IPLA, AISLE, ILTA or IALA
  • Choose division(s) of interest
  • Volunteer for committee

• Affiliate Memberships

• Trustees are considered members if Public Library joins as Institution or Trustees may join/participate independently

• Special arrangements for students, retirees, Friends and vendors/partners

• Practices for students (ALA joint), retirees, Friends groups and Friends individuals have not been consistent and do not match documents
Membership over time

Membership 2013-2016 (as of fall 2016)

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Engagement

- Over 2,000 members when including trustees
- Nearly 200 leaders in structure
  - Fewer than 60 have participated on leader calls or viewed recordings
  - Associations, Divisions and Districts report challenge of engaging members and securing volunteers for positions
  - Several committees have not met in last 2 years
- Most participate in at least one event a year
- In last 5 years, highest number of responses to any survey or vote was 467 out of 2,000+ members
- Surveys and interviews indicate different understanding of “whether” and “how” to engage
  - “responsibility to the profession”
  - “join to get the discount to conferences”

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**Let’s take a deeper dive with 1 Division**

**Children and Young People’s Division**

<table>
<thead>
<tr>
<th>Summary</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>804</td>
<td>774</td>
<td>596</td>
<td>444</td>
</tr>
<tr>
<td>Registrants</td>
<td>203</td>
<td>201</td>
<td>216</td>
<td>250</td>
</tr>
</tbody>
</table>

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CYPD Members & CYPD Registrants 2015

2015 Members = 596

2015 Registrants = 216
CYPD Members & CYPD Registrants 2014

2014 Members = 774

2014 Registrants = 201
2013 Members = 804

2013 Registrants = 203
Discussions with CYPD Leaders

• Assets / Strengths of Children and Young People’s Division
  • One of most active divisions within ILF
  • 4 in-person meetings of CYPD Board per year, with multiple meetings related to planning of summer conference
  • Strong representation from around the state, with focus on ensuring representatives from each district
  • One of largest and most successful conferences
  • Good relationships with authors
  • Innovative and passionate librarians who love what they do

• Liabilities/Risks
  • Volunteers spend time and energy on planning conference and business meetings, leaving little time/energy for trends, challenges and planning for future
  • Perceptions of “club” or “clique” leadership
  • Volunteer time does not align/competes with Summer Reading
  • Lack of diversity in staffing to match communities
  • While not confirmed, it seems that budgets are affecting staffing in children’s/teen areas

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Librarians and other Library Staff

• Numbers of potential members

• Pipeline of Librarianship

• Definition of “Librarian” in Indiana
  • Academic – MLS/MLIS in research institutions with tenure
  • School – certified by IN Dept of Education (may include teacher who passed PRAXIS for certification in library or school media);
  • Public – Library Standards changed so that small, rural libraries do not need credentialed MLS/MLIS staff, while larger, urban require multiple
  • Patrons, citizens and policy makers do not see or understand distinction between MLS/MLIS credential and non-credentialed staff who may provide “library service”

• Specialization and skills sets of the future changing

• Our lack of “outreach” efforts, defunct Membership Committee

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Considerations for Membership

- Budget constraints and changes to staffing
  - AISLE declined from over 800 to about 250
  - Focus on MLS/MLIS or non-MLS library staff or both
  - Cuts in staffing and budgets reduce available staff and make participation more difficult for remaining staff

- Competition and Collaboration
  - Multiple academic associations – ACRL, PALNI, ALI
  - ISL, MCLS and ALA
  - ISTE, ICE and other specialty areas
  - Distribution is not even across the state
  - About 1/6 to 1/5 do not renew in a year, possibly related to conference attendance or changes in individuals’ positions
INTERNAL ANALYSIS

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Professional Development and Conferencing Analysis

- Attendance – frequency, geography, member/non-member
- Surveys (ILF and ISL)
- Interviews
- Evaluations
- Revenues and Expenses
- Trends
District Conferences over time

District Conferences 2012-2016

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1=NW/N  2=NW Central  3=NE  4=Central  5 and 7=SW  6=S Central  8=Eastern

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<table>
<thead>
<tr>
<th>Purpose</th>
<th>Audience</th>
<th>Attendance</th>
<th>Participant Fee</th>
<th>Revenues or Subsidized</th>
<th>LEU/TLEU/PGP</th>
<th>Networking</th>
<th>Best Practice Sharing</th>
<th>Engagement &amp; Leadership</th>
<th>Vol &amp; Award Recognition</th>
<th>Inspirational Motivational Speaker</th>
<th>Author as speaker/ sign</th>
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</thead>
<tbody>
<tr>
<td>Affordable, local quality content, peer networking and ILF engagement</td>
<td>Any</td>
<td>35-150</td>
<td>$45-$113</td>
<td>Sub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Specialty conf for technology staff</td>
<td>Target</td>
<td>50-70</td>
<td>$45-$67</td>
<td>Sub</td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Summer training and networking for school librarians</td>
<td>Target</td>
<td>100+</td>
<td>$0</td>
<td>Neutral</td>
<td>??</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>The conf for children s &amp; YA library staff</td>
<td>Target</td>
<td>215-250</td>
<td>$90-$250</td>
<td>Sub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Sharing about fundraising, book sales and support for libraries</td>
<td>Target</td>
<td>20-50</td>
<td>$35</td>
<td>Sub</td>
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<td>X</td>
<td>X</td>
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<td>Target</td>
<td>70</td>
<td>$40-$80</td>
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<td>X</td>
<td>X</td>
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<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Low-cost practices and programs for small and medium-size libraries</td>
<td>Target</td>
<td>110</td>
<td>$60-$90</td>
<td>Sub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Public library management conference</td>
<td>Target</td>
<td>100</td>
<td>$0-$45</td>
<td>Sub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Educate about advocacy and develop annual agenda</td>
<td>Any</td>
<td>850</td>
<td>$170-$390</td>
<td>Rev</td>
<td>Sub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>Main conf for all library staff</td>
<td>Any</td>
<td>40-60</td>
<td>$0</td>
<td>Sub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>ILF Leadership orientation and development</td>
<td>Target</td>
<td>850</td>
<td>$0</td>
<td>Sub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Professional Development and Conferencing

Aligned with ILF Mission – How does this professional development opportunity advance libraries or the people who work in them? How is it aligned with other ILF programs?

Support for Volunteers ILF staff coordinates volunteer activity, where ILF staff manages all financial, legal and logistics and volunteers drive content, location, audience.

Principles for Professional Development and Conferencing

• Member Benefit – To what extent does it benefit members? How many members? How well are we reaching each type of member and library?
• Quality Content and Speakers – How do we assess? (a rubric?) How to balance “core” with “innovation” and “our niche”?
• Business Model – Will the PD/conference opportunity generate revenue or break even including administration so that ILF may advance mission?
• Partnerships – More cross-library and cross-sector work; more coordination with partners to maximize resources.

Goal: add “cohort” approach and webinar series - Knowing that behaviors change over time and with ongoing effort, ILF will explore resources to support “cohorts” and series. First ideas are for “train-the-trainer” (becoming a better trainer), strategic planning, management and community engagement.

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ILF Finances

• Revenues are *highly dependent upon public libraries*—through institutional and personal memberships

• *Misperception* that conferences are “making money” for ILF

• Adopted *functional cost allocation* based on actual costs and ILF staff time study

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ILF Finances

• ILF executive director implemented a number of changes to improve accountability and transparency.

• Office working to close a budget deficit for current fiscal year (2016-2017).

• Formal financial review by external accounting firm resulted in a number of changes to policies and procedures (December 2016), including
  • Internal controls, financial policies and procedures by GAAP and best practices;
  • Alignment of online membership management and financial software data;
  • Yearend financial statements and IRS Form 990 by nonprofit best practices.

• Total assets (reserves) provide some stability; Board will update investment policy and practices to reflect strategic direction.

• External reviewers recommended aligning fiscal and membership years and other changes, which the Board will consider in 2017.
## ILF Cost Areas

**Member services**— answering questions about or processing a membership; retrieving a member password; *Focus* newsletters; discussions re member benefits; meetings with divisions that are not professional development; Mentoring program; Strategic Visioning

<table>
<thead>
<tr>
<th>Conferencing/Professional Development</th>
<th>Planning, attending or following up on any conferences or member professional development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advocacy</strong></td>
<td>Legislative Committee activities; Statehouse Day; NLLD - Hill Day; Legislative E-News; action alerts; communications promoting ILF not specific to a conference or program above; communications specific to advocacy agenda; legislative or executive branch lobbying</td>
</tr>
<tr>
<td><strong>Programs</strong></td>
<td>YHBA; Rosies; Read Aloud; Awards and Honors; <em>Indiana Libraries Journal</em>; Partnerships; NIE bicentennial book; Book Expo; special projects</td>
</tr>
<tr>
<td><strong>Admin</strong></td>
<td>staff meetings; board meetings; Finance Committee; annual personnel review; HR issues; accounting services; legal services; reports to the board and executive director that are not specific to a conference or program; ordering supplies that are not specific to a conference or program</td>
</tr>
<tr>
<td><strong>Fundraising</strong></td>
<td>seeking grants (not related to conferencing) and individual donors; selling trinkets and tees</td>
</tr>
</tbody>
</table>

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**Key Changes**

- Time study completed
- True cost allocation
- No Programs and Units budgeting
- Formal financial review by external firm
- Exploring how to diversify funding
- Align expenses with strategic direction, key services and revenues.
INTERNAL ANALYSIS

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Governance In Process or To Be Completed

• Legal, insurance and accounting counsel recommended governance changes:
  • Reflect merger with ILF Endowment
  • Eliminate multiple “president” and “board” titles so that ILF has only one President and one governing board responsible for legal, fiscal and programmatic decisions.
  • Make mission, articles, by-laws and standing rules consistent within and among documents and with practices.
  • Reduce number of committees and provide direct relationship with Board.
  • Revise structure to align with mission, strategic direction, and nonprofit best practices.
  • Revise Board development/recruitment process.
ILF Governance

Board – Comprised of Executive Board (6 officers), 2 representatives each from IPLA, AISLE, IALA, ILTA, ALA Councilor, and 2 at large reps. Ex-officio includes Executive Dir, State Library and Historical/Library Board reps.

4 Associations –

• IPLA, Indiana Public Library Association –
  • IPLA is the largest, most influential association in ILF by revenues, numbers of leaders and members.
  • The IPLA board meets regularly with strong attendance; members may not be aware of IPLA board actions or opportunities to engage with board.

• AISLE, Association of Indiana School Library Educators –
  • The by-laws indicated 43 official board positions, and AISLE has had difficulty filling positions and securing quorum for official action. AISLE is influential in ILF governance and conferencing decisions.
  • AISLE is one of the most active associations, facilitating 2 book award programs, Read Aloud program, Ed Camp (free), with regular, well-attended meetings and listservs.

• IALA, Indiana Academic Library Association – IALA is the smallest of the associations. The board has not had all positions filled or had a quorum.

• ILTA, Indiana Library Trustee Association – ILTA was an originating association dating back to 1891 (CONFIRM). Trustees are granted automatic association in ILTA when their public library pays membership dues. ILTA has not met as an association in years, nor has a board. ILF Office has recruited individual trustees for participation in Board, Committees and events.
ILF Governance, continued

11 Committees – Archives; Awards, Honors and Scholarships; Budget and Financial Development; Insurance and Benefits; Intellectual Freedom; Legislative; Membership; Nominating; Personnel; Publications/Communications – Except for Budget and Nominating, most committees had no official connection with board, until Board created “board liaison” positions.

16 Divisions – Some met 0-1 time/year; others 4x/yr. Children and Young People’s (CYPD); Community Outreach; Distance Learning; Instruction and Education; Inter Library Loan/Circulation (ILL/Circ); Management; Marketing; Media Resources; Reference; Small and Medium Sized Libraries (SAMS); Special Librarians; Support Staff; Tech Services; Young Professionals. No official role in governance.

8 Districts – 8 districts, with membership ranging from 87 to 349 in a district, but do not use districts for engagement (other than conferencing) or governance. No official role in governance.

Others – Friends, Affiliates, retirees, students, volunteers, donors, vendors – No official role in governance or method to be a part of governance structure

Review the December 2016 Association, Committee, Division and District Report for samples of numbers of members and leadership positions and recent actions. https://ilfonline.site-ym.com/page/memberdocs
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Outcomes

What are successful outcomes for ILF?

- Success has been defined as membership and conference attendance *numbers* (not necessarily *impact* or *learning*) and *survival* (not *advancement*).
- Interviews and surveys indicated areas of service that members most want to preserve (*quality* professional development and networking) and want to grow (*proactive* advocacy and voice for Indiana’s libraries).

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Considerations for Public Libraries

- 235 independent library taxing districts
- 36 counties with unserved areas
- 3.5 million Hoosiers have public library cards
- 33,722,519 collections; 77,652,888 in circulation; 14,594 public computer terminals as of 2015; 5,913 staff
- There were 180,380,483 INSPIRE searches in 2016
- Funding composition - $334,246,858 total funding (via the 2015 public library statistics summary data)

Considerations for School Libraries

- 292 public school districts, with 1,152 elementary, 336 middle/intermediate and 348 high schools
- 91 charter schools
- 742 private schools

Considerations for Academic Libraries

- 127 colleges/universities
- 366,607 students (292, 871 FT students) with estimated PT
- Over 15M in collections at 3 largest institutions
What is the role of the library in the future?

Ideas from David W. Lewis

*Reimagining the Academic Library, 2016* Book with “assertion that libraries have always done the following:

1. They have kept documents for the long haul.
2. They have provided the knowledge and information that the communities and institutions that fund them need.
3. They have assisted individuals in finding and using information.” (p. 153)
Steps from David W. Lewis

Reimagining the Academic Library, 2016

1. Retire the Legacy Print Collection Now
2. Develop a Space Plan
3. Have a Materials Budget Strategy to Manage the Transition from Traditional Publishing Models to Open Access
4. Support the Creation of, Access to, and Preservation of the Scholarly Content Created on Your Campus
5. Commit to the Special Collections Your Library Will Support and Make the Required Investments
6. Infuse the Curriculum with the Skills Necessary to Create and Consume Information Productively
7. Understand the Demographics of Your Organization and Have a Plan to Hire or Develop the Expertise the Library Will Need
8. Get the Culture Right
9. Support the Development and Sustainability of Network-Level Tools and Services
10. Sell The Change

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Benchmarking ILF against others

• How do we compare with other state library associations?
  • Most state library associations reflect the funding structure for their library systems.
  • IL, NY, TX are largest; IN is among top 10 in size, budget and annual conference size.
  • Many new state library association executives are non-librarians with lobbying/nonprofit management experience.
  • Many do not include all types of libraries, though funding/position cuts are impacting viability of independent associations (i.e. school librarian associations).
  • Chapter leaders discuss similar challenges (governance, budget, revenue mix, etc.)

• How do we compare with other state membership associations?
  • In conference size, we are similar to Indiana Afterschool Network, National Association of Social Workers-Indiana Chapter, IACED, etc.
  • In membership and programmatic issues, we talk with Indiana Association of School Business Officers, Indiana School Superintendents Association, Association of Indiana Counties, and others.

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We can proactively work to create our future or we can have our future created for us.
• 2016 – Board actions and ILF Work Plan lay the foundation

• Feb. 3 – Visioning Session

• March/April - Board review

• Late winter/spring – solicit feedback and specifics on implementation

• June – Board action(s)

• August - Board action(s)

• October – Board action(s)

• November - Annual Meeting and report to members
Survey Questions to trigger thinking

• What is your personal goal in participating in ILF's Strategic Visioning process or the day?

• Describe the perfect day in your library in 2027.

• What should be ILF's greatest achievement in the next 10 years?

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Starting to describe the libraries of the future

What will remain core to libraries?

1. They have kept documents for the long haul.
2. They have provided the knowledge and information that the communities and institutions that fund them need.
3. They have assisted individuals in finding and using information.

from David Lewis’ Reimagining the Academic Library with “assertion that libraries have always done” (p. 153)

In 2027:

• What is a collection? Who is responsible and how is it shared?
• How does professional work change as a result of artificial intelligence? (for others and for libraries)
• What is the role in information literacy in society?
• What is the role for a library as a place?
Discussion

We asked attendees to prioritize where they would like to contribute to discussion: funding, technology, organizational/governance, staffing of libraries, engaging and serving the community, the library as a “place” and “service”...in the future.

What are the 4-5 strategic priorities that your state association should focus to help ensure that future? Examples might fall into:

- Communications
- Advocacy
- Collaborations
- Professional Development
- Programming

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What type of organization and services will best support Indiana’s libraries of the future?

• Should we re-brand? Continue Indiana Library Federation or return to Indiana Library Association?

• Is ILF a professional association that serves librarians (people with MLS/MLIS) or an Association that advances libraries?

• What menu of programs and services provided by ILF will serve the libraries of the future best? What will we give up doing?

• How will ILF be best positioned to help create the future rather than react to a future created externally?

• What should ILF cease doing in order to accomplish the new work?
Key Questions

Are we doing things right?

Work Plan addressed 5 areas to improve on “doing things right” (Office, Engagement, Governance, Professional Development and Communications)

Are we doing the right things?

Strategic Visioning process will challenge us to make sure we are doing the right things to advance libraries for the future.

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Materials are posted at www.ilfonline.org

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Questions, Clarifications, Feedback?

Please email or call any of the ILF Board or the ILF Office.

Thank you!

For more info:
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