

ILF Work Plan 2016

1 BACKGROUND

The Indiana Library Federation (ILF) board hired a new executive director in June 2016, who studied available data and initiated in-person and phone interviews with members of the board, associations, committees, divisions and districts. Each leader was asked to reflect on “aspirations, challenges and changes for ILF” in the spirit of the Harwood Institute.¹ Initial analysis of ILF identified its assets, liabilities and opportunities for improvement and growth.

- **Assets** include its breadth of membership across types of libraries; stable financial resources; quality conferencing opportunities; a small but dedicated staff; a large team of volunteers who are ready to be engaged; an at-the-ready network for legislative advocacy; and a strong and united board.
- **Liabilities** include inconsistent policies, procedures, contracts and documentation, sometimes that conflict with the articles of incorporation and by-laws. Because ILF has conducted two mergers—first with the originating four associations and, most recently, with the ILF Endowment (January 2016), legal counsel and the ILF insurance broker suggested by-laws and governance revisions are of urgent importance. ILF also lacks capacity to engage and support all its units effectively.
- **Opportunities for improvement and growth** include: customer service to members; stronger support of volunteers such that staff perform certain duties to free up volunteer time for mission-critical work; improved communications—both internally with members and externally with key stakeholder groups; quality of professional development opportunities for members; more proactive approach to policy/advocacy; collaborations with mission-related stakeholders; transparency and communications; and an openness to streamlining organizational structure while preserving affiliations.

By building on assets, addressing liabilities and seizing opportunities for improvement and growth, the ILF board, volunteers, and staff will be able to **advance the mission for libraries and for the people who work in and support libraries to thrive in the future.**

*“What are your **aspirations** for ILF? What **challenges** do you see? And what **changes or new conditions** would be required to achieve those aspirations and to overcome the identified challenges?”*

Mission and Values drive our work.

2 VALUES

The **Mission of Indiana Library Federation** is to promote all libraries in Indiana and to foster the professional growth of its members.²

While priorities will be specified in our strategic plan, initial thinking is that our **big goals** will:

¹ The Harwood Institute teaches “turning outward” to gain “public knowledge” in addition to the “expert knowledge” that is provided by statistics, research and internal leaders. The “Harwood in a Half Hour” tools include the Aspirations Tool. See <http://www.theharwoodinstitute.org/tools/>.

² The Mission is inconsistently written between the Articles, By-laws and other documents used by ILF. ILF Work Plan 2016, Approved by the Board 8/11/16, with recognition that the work plan may evolve with member engagement

- Be driven by Mission and based in **core values** about service to all, an educational culture, intellectual freedom, high quality programming; balance of local and statewide needs.
- Focus on elevating libraries and the people who work in them from an **aspirational approach**.
- **Balance being both strategic and opportunistic**, with a long-term approach even if one library group benefits today (opportunistic) so that all will benefit in the long-term (strategic). Note that many members expressed the desire to be more proactive than reactive.

Long-term, aspirational goals will likely involve strengthening the **membership**, diversifying ILF **funding**, showing **value of ILF** for members, providing a strong **voice for libraries** and the people who work in them with a clear message proposition, advancing or increasing **resources for libraries**, advocating that **all Hoosiers have equitable access to quality library services for lifelong learning**.

3 IMMEDIATE GOALS

Indiana Library Federation recognizes that certain elements are foundational to be successful in advancing the mission more strategically and long-term. Most action steps will be carried out or supported by staff. All activities will be guided by the ILF mission, values and aspirational goals. The ILF Board approves the direction, core activities and budget expenditures. The *ILF Work Plan 2016* is focused in five primary areas:

- 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 and professional development plan; and
- 5 Improve internal and external communications, transparency and accountability.

Our 2016 Goals will build the foundation for longer-term, strategic planning.

4 SPECIFIC OBJECTIVES AND TARGETS

While the draft work plan will evolve through the engagement of ILF members, specific objectives and targets are included below.

4.1 A Stable Office Infrastructure includes:

- An **ILF Employee Handbook** that is revised to remove inconsistencies and legal liabilities and to align with the ILF work of the future. Target approval by the October board meeting.
- **Contracts** (conferences, speakers, independent consultants) that are legal, consistent and maintained in files.
- Increased **staff capacity** with regular full-time and part-time staff, temporary part-time staff and consultants, volunteers and student interns within current staffing budget. Capacity includes increased attention to professional development plans for regular staff.
- Appropriate **Information Technology** infrastructure for statewide organization, specifically, software updates, contract for ongoing maintenance and security, shared calendar, contacts and document management on internal network.
- A **stable budget**, where operations are within budget constraints, cost areas are functionalized, budget deficit is closed by FY 17 yearend, travel and reimbursement policies are clarified, internal

controls are present and communicated, Financial Policies and Procedures are updated and aligned with organizing document revisions. The Annual Report and IRS Form 990 are reviewed by the Board. ILF will explore formal review and/or financial audit.

- **Identification of ILF Core Services** where activities, costs and outcomes are tracked and reported. Examples might include Advocacy, Training/Technical Assistance, Professional Development, Marketing/Outreach, Innovations (pilot projects with members).
- **OTHER - Miscellaneous administrative tasks** may update to state and federal registrations; review office lease that expires in 2017; recycle old office equipment; review of office vendors; explore ways to clear out inventory; revise processes for small-dollar-order processing.

What are ILF's Core Services?

Advocacy

Outreach/Marketing

Professional Development

Conferencing

Peer Networking

Technical Assistance

Innovations/Projects

Board engagement on Office Infrastructure: Ad Hoc Committee to revise Employee Handbook; Finance Committee to monitor budget and update Financial Policies and Procedures; Ad Hoc Committee to review travel and reimbursement policies, Full Board to discuss, approve and monitor Core Services.

Member engagement on Office Infrastructure: Members will have opportunity to provide feedback on Core Services and customer service.

4.2 A Plan for ILF Organizing Documents and Governance Structure includes:

- Identification of **liability areas, core provisions that must be preserved or that may be changed.**
- A change the **Board meeting** format so that Board members receive written reports in advance of meeting where possible. Meeting time is spent on mission-advancing discussion and decisions.
- Initial changes to **how committees and divisions relate to ILF office and Board of Directors** so that 1) executive board authorizations and approvals are conducted properly, and 2) committees and divisions are acting in alignment with ILF goals and 2016 work plan.
- An updated **Leadership Notebook** by December/January Leadership Retreat.
- **Consideration for all types of members and institutions** in the revisions, even if full representation is not possible in drafting process of new documents.
- Draft revisions to **Articles of Incorporations, By-Laws and Standing Rules.**
- **OTHER - Specific recommendations** heard during initial interviews and for consideration include: longer and staggered board terms; consideration of removing formalities for units and divisions; consideration for reducing number of committees and creating a direct relationship with the Board; consideration of comprehensive review of awards and scholarships and processes.

Refine the structure to improve service to members and to advance the mission.

Board engagement on Organizational and Governance Structure: The Board will be engaged in every aspect in this objective, including Ad Hoc Committee to review/revise Leadership Handbook; Ad Hoc Committee to review Organizing Documents; Full Board to review, discuss, approve and monitor Governance Structure and board processes; discuss whether Nominating Committee becomes a sub-committee of a "board development" committee.

Member engagement on Organizational and Governance Structure: Members will have opportunity to provide feedback on structure and, if necessary, a quorum vote on changes to organizing documents.

4.3 The foundation for **engaged members** and an initiated **strategic planning process** includes:

- Multiple opportunities for **two-way communications** between the ILF Office and members.
- Participation in **surveys** that provide meaningful information. Survey series likely to ask about conference and professional development; core services; messaging; and aspirations, challenges and changes for ILF.
- Scheduled and publicized **opportunities for engagement** within and across Associations, Committees and specialty group roundtables (currently called Divisions).
- A **retiree group** to provide institutional memory and to mentor new library staff.
- A more formalized structure to support **volunteers within ILF**.
- A **proactive approach to legislative and administrative advocacy** that focuses on advancing libraries and librarianship more comprehensively.
- **Identification of strategic planning** format, process, and consultants, if needed.
- Exploration and testing of **use of technology** to engage more members in processes.

Engagement will:

*Invite
Review
Listen
Share
Learn
Appreciate
Serve
Communicate
Initiate
Plan
Evaluate*

Board engagement on Member Engagement and Strategic Planning: Board review of surveys; Ad hoc committee for strategic planning process.

Member engagement on Strategic Planning: Members be invited to participate actively in person and via electronic means, as well as surveys.

4.4 A **comprehensive training, meeting, conferencing and professional development plan** includes:

- **Clarity of purpose for different types of events**, where we specify the intent of quality content for educational units for LEUs/CEUs/PGPs, best practice sharing, peer networking or speakers who are inspirational or educational.
- **Clarity of roles**, where the ILF staff will provide the support for event management, logistics, planning, securing of authors and speakers, etc. and the volunteers will provide their preferences and feedback. ILF staff will gain competency and relationships that will result in increased efficiency and effectiveness in author/speaker/venue agreements. Volunteers will be able to focus on mission-advancing work rather than logistics and minutia.
- **One- to two-year comprehensive calendar** of activities where all types of libraries and specialties are considered and planned for maximum coverage, minimum duplication and cost-effective use of resources. Comprehensive planning may allow ILF to plan strategically for “bigger names” and “hot trends” within budget.
- **Identification of opportunities for collaboration** with other organizations that provide professional development and training to ensure that collective resources are maximized and gaps are filled (may include Indiana State Library, Midwest Collaborative for Library Services, ALA, Indiana Nonprofit Resource Network, etc.).

2-year Plan for:
*Quality Content
LEUs & PGP
Inspiration
Networking
Best Practices*

Board engagement on Comprehensive Professional Development Plan: Annual Conference Committee (or new combined “professional development and conference committee”) will hold conference call with all ILF conference planners; Board members will be invited and advise meetings with collaborating partners.

Member engagement on Comprehensive Professional Development Plan: Members with specific expertise (author bookers, trainers) will be invited to participate actively in person and via electronic means; members will be surveyed (potentially a joint survey with Indiana State Library).

4.5 An **initial communications plan** will include a focus on internal and external communications.

- **Internal communications for members** to deepen relationships and increase trust and value.
 - Updated **website** with accurate and easier-to-find information.
 - Regular **executive director communications** to members.
 - **2016 ILF Annual Report** released in fall or at Annual Conference.
 - Review of **social media** uses and integration with internal and external strategies.
 - Pilot of electronic newsletter, perhaps to transition *Focus* to **e-news**.
 - Pilot of embedding **short video** on website and in e-news.
 - Pilot one-page **e-newsletter for Trustees and Friends groups**.
 - **Message tools and templates** for members to participate in external communications.
- **External communications** where ILF is the voice for libraries and the people who work in them.
 - **Public-facing home page** with simple messages about value of libraries.
 - Regular **calendar and content schedule** for release of media releases.
 - Adopt “Libraries Transform” or a similar **messaging campaign**.
 - **Stakeholder messages** for their engagement in resource development, public policy, and advocacy to serve as champions for libraries.
 - Exploration of **collaborative opportunities** with key stakeholders and potential partners (i.e. IN Afterschool Network, IN School Superintendents Assoc, IN Philanthropy Alliance, Assoc of IN Counties, Indiana Public Media, state and federal agencies, etc.).

“I want ILF to be the voice for libraries and the people who work in them.”
– an aspiration voiced by one and echoed by many

Board engagement on Initial Communications Plan: Publications Committee (or combined or new cmte) will hold conference call; Board members to discuss and approve messaging campaign and Annual Report; Board members will be invited to join and/or advise meetings with collaborating partners.

Member engagement on Initial Communications Plan: Members will be surveyed. Analytics will be used to measure open and click rates with member, non-member and media responses.

5 BOARD ENGAGEMENT AND APPROVALS IN 2016

- The Board will provide **clearer expectations and processes for Associations, Committees and Divisions** in order to create an accountability, especially given mission, activities and budget expenditures.
- An **Ad Hoc Committee on Employee Handbook** will develop and recommend complete revision.
- The **Awards, Honors and Scholarships Cmte** plans to review all awards and scholarships and processes; also plans to explore additional honors and external recognition for members.
- An **Ad Hoc Cmte on Leadership Retreat and Notebook** to review and recommend complete revisions.
- The **Publications Cmte** (with Community Outreach and Marketing Divisions and other Board members) will provide recommend a Communications Plan and, possibly, a messaging campaign.
- The **Legislative Cmte** will recommend the 2017 Policy Priorities Agenda.
- The **Membership Cmte** will be revived to review recruitment, retention, benefits and engagement.
- The **Annual Conference Cmte** (perhaps to evolve into “Conference and Professional Development”) will develop and recommend a comprehensive professional development and conference plan.
- The **Board**, an ad hoc cmte, or **Nominating/“Governance” cmte** will develop and recommend a plan for organizing documents and governance structure, including whether to suspend, revise or remove committees and divisions. Perhaps allow divisions to operate as “specialty groups” or “roundtables” without requiring formal structure for all.

6 DRAFT TIMELINE

	Board activities	Staff support Board activities at left PLUS other key activities...
July	<ul style="list-style-type: none"> Ad hoc Cmte on Employee Handbook met Review internal updates from Executive 	<ul style="list-style-type: none"> Analysis, interviews, meetings Develop Work Plan
August	<ul style="list-style-type: none"> Planned events: Board meeting, CYPD Conference Board discuss and approve draft plan, staffing and core services; assign cmte leadership Ad hoc cmte on Employee Handbook revision Annual Conference cmte to finalize conference Conference call with all Conference Planners (units and districts) 	<ul style="list-style-type: none"> NIE Bicentennial Book shipment Conference call with booking experts (members) IT and other contracts Shared calendar and contacts Initiate staffing plan & internal PD plans 2016 Annual Report
September	<ul style="list-style-type: none"> Planned events: SAMS and FOIL Conferences Board "Tween" conference call/online meeting to approve yearend financials, discuss annual report and progress on plan Bd Cmte on Governance/Organizing Docs Bd Cmte on Leadership Retreat & Notebook (after Governance)? Conference calls with all units Awards and Honors call to discuss 5x5 for conference 	<ul style="list-style-type: none"> Board election process Call with "retiree recruits" for new group Work with Legislative Cmte and Advocates on Fall Forum and Analysis Pilot E-news
October	<ul style="list-style-type: none"> Planned events: IPLA Conference and Legislative Fall Forum Board approve Employee Handbook, draft conference planning, outline for organizing documents, IRS Form 990 	<ul style="list-style-type: none"> Website enhancements ED at IN Library Leadership Academy (Oct. 12, 14) Exec Director (and/or board?) calls to all conference speakers Media promotions
November	<ul style="list-style-type: none"> Planned Events: Annual Conference Follow up call with legislative committee re 2017 Legislative Priorities IRS Form 990 due 	<ul style="list-style-type: none"> LEUs Follow up from Conference Confirmations for 2017 Media promotions Short staff for leave
December	<ul style="list-style-type: none"> Planned events: Leadership Retreat Board approve plan for strategic planning, 2017 Legislative Priorities 	<ul style="list-style-type: none"> 2017 planning Short staff for leave
January - March	<ul style="list-style-type: none"> Planned events: District Conferences, 1 board meeting Legislative advocacy during legislative session 	
April – June	<ul style="list-style-type: none"> Planned events: District Conferences, 2 board meetings Board approve FY 2017 Budget, Strategic Plan 	