ILTA Strategic Engagement
PROPOSAL

Proposed by
Micheline Chalhoub-Deville
On Behalf of the
ILTA Board

SELF-STUDY
Principles, Realities, Process

Draft

December 3, 2018
ILTA’s Strategic Engagement Approach

Principles Underlying ILTA’s Strategic Engagement Approach
ILTA’s strategic engagement process is a collaborative, strength-based, can-do approach. The intention is to have ongoing, broad-based conversations with members and key stakeholder groups. This process is intended to introduce new members as well as engage current members in thinking about actions and plans that allow ILTA to enhance its current opportunities and realize its aspirations in key areas of impact. Based on broad engagement, the ILTA leadership will put into action milestone activities that continue to guide ILTA and its members.

We do recognize that ILTA has limited resources and faces challenges. However, we have considerable strengths that can be harnessed to help ILTA develop in various areas of impact, as identified in the ILTA purpose statement. A fundamental question here is: how can we positively reframe our challenges to capitalize on our strength and further ILTA’s mission/purpose as described in the ILTA constitution? The principles of SOAR are fundamental to the ILTA strategic engagement.

S Utilize a can do approach that capitalizes on ILTA’s strength. What we do well? How can we utilize our strength to further ILTA’s areas of impact?

O Boost opportunities that meet ILTA’s strengths. What can we do more of to augment our areas of impact?

A Determine aspirations to expand ILTA’s impact areas. How can we utilize our strengths to broaden ILTA’s areas of impact?

R Get results through a group process. How can we broadly incorporate ILTA member voices to create ILTA’s ongoing strategic engagement in areas of impact?

From ILTA Constitution https://www.iltaonline.com/page/ILTAConstitution

Article I: Name
The name of this organization shall be the International Language Testing Association, hereinafter referred to as ILTA or the Association.

Article II: Purpose
The purpose of this organization shall be to promote the improvement of language testing throughout the world. The organization's interests will be independent of those of any other organization.

The activities of this organization shall be in accord with its purpose and include the following:

a. Stimulate professional growth through workshops and conferences;
b. Promote the publication and dissemination of information related to the field of language testing;
c. Develop and provide for leadership in the field of language testing;
d. Provide professional services to its members;
e. Increase public understanding and support of language testing as a profession;
f. Build professional pride among its membership;
g. Recognize outstanding achievement among its membership;
h. Cooperate with other groups interested in language testing;
i. Cooperate with other groups interested in applied linguistics or measurement.
The following are comments, observations, and questions based on conversations with ILTA Board. This is a draft of SOAR features, which are embedded in each category below.

- **ILTA resources** are limited ILTA but has inherent positive features.
  - ILTA members do not meet as a group face-to-face except when members go to LTRC.
  - ILTA business is carried out by volunteers;
  - Staff is the management company.
  - Scheduling virtual meetings is a challenge because of time-zone differences.
  - We are a relatively new association.
  - We have a number of successful activities, e.g., LTRC, award programs, standards/codes as resources.
  - Our membership has significant expertise and is spread around the world.
  - Need to think about using ILTA’s areas of expertise to impact specific disciplines/policies, reach certain geographic regions, collaborate with other organizations, etc.
  - How do we utilize expertise among ILTA **members** to provide professional development?

- **ILTA has strong membership engagement.**
  - Retention of **members** continues to be important.
  - Make information about membership benefits readily available.
  - Create opportunities for **members** at every level to build investment in ILTA.
  - Consider the impact of changing generation values/interests, both in terms of tests and ILTA **members**.
  - How to have **members** be part of promoting ILTA whether through their personal social media or their social connections?
  - How do we grow membership in underrepresented geographic areas?

- **The ILTA leadership is primarily the ILTA Board.**
  - The ILTA Board is small but engaged.
  - Continuity of leadership—e.g., 5 years for presidents, two terms potentially for secretary and treasurer.
  - A focus on leadership development is important.
  - The Board is interested in the development of ILTA strategic thinking. Formulate/expand ongoing committees that engage in ILTA key areas of impact.
  - ILTA **affiliates** are around the world.
o Some of the affiliates are associations that received funding from ILTA to formulate themselves.
o Affiliate relationships with ILTA are limited.
o How can ILTA get affiliates to give forward to future organizations?
o We need to think more progressively about how to perform our activities. Look at how technology can enhance our communication with affiliates.

- The conference, LTRC, is the biggest ILTA activity.
o ILTA needs to continue to provide members with high quality experience.
o How can we take LTRC to the next level?
o How can we continue to grow and maintain the vibrant, close-knit atmosphere LTRC has?
o What other activities/programs besides LTRC can we engage in?

- ILTA Budget has been adequate.
o Budget is generated mostly from the conference; membership is almost equivalent to conference attendees.
o Explore services that could provide serve as an income source.
o Need to balance fundraising/sponsorship for ILTA with LTRC.
o Limited experience in fundraising for ILTA.
o There is some opportunity for grants (test/book publishers, (private foundations, etc.) that needs to be considered.
o Moving to goal-informed budget planning is important.
o Establishing unit/member costs and indirect cost rates is important.

- ILTA advocacy role is moderated by competing interests, limited capacities, and diversity of cultures/laws/traditions.
o As language testers, we typically work for, consult with, and/or accept funding from test publishers/organizations. So we have competing demands in terms of our roles; potentially this gives rise to conflict of interest.
o We view ourselves not as a regulator but rather as a voice promoting and acknowledging good practice through educational activities (e.g., conferences) awards (e.g., advocacy award).
o We have documents and resources to guide our thinking/conduct (e.g., ILTA Code of Ethics) and to enhance language assessment literacy among our members and in the wider community (e.g. language testing bibliography, teaching materials)
o Peer moderation/review is one approach we follow in terms of promoting quality in the profession. We celebrate (e.g., awards) quality work.
o We are not a credentialing organization. ILTA does not have compliance and enforcement capabilities. How can we have more of a voice in terms of advocacy and monitoring activities?
o What is our capacity to prioritize and engage in various domestic issues, e.g., the US trump ban on visas/travel?
• **Strategic** planning has not been a strong component for ILTA
  o A strategic process has started with various committees: Financial, Membership, Communication, and Advocacy.
  o Develop ongoing strategic engagement with the organization at large.
  o Develop activities/processes for before, during, and after conference meetings.
  o Need to identity strategic engagement activities, develop measures of effectiveness, and formalize how to communicate information regarding outcomes.
Strategic Engagement Development Process

Available sources of information

Incorporate already gathered information
- We have information from various committees: Financial, Membership, Communication, and Advocacy.
- Can start with the items (3 items/subcommittee) identified and shared with ILTA at LTRC 2017 in Auckland, NZ. Report to membership on progress with regard to those items.
- Can add more items from the list recommended by the subcommittees.
- Can utilize the Strategic Engagement Matrix—see below.

Converse and solicit input from ILTA Board
- Design activities to have Board members interact around key questions to identify SOAR.
- Interaction is virtual.

Converse and solicit input from general membership
- Restructure the Newcomer session to focus on past, present and future.
- Extend the Newcomer session to 1:30 minutes.
- Design activities to have ILTA members interact face-to-face to identify SOAR

Coalesce information gathered into ongoing strategic engagement
- ILTA Leadership puts information collected together into areas of impact.
- A timeline is added.
- The strategic matrix can be used for that process.
- Longer-term activities can be broken down into processes and actions to work towards those longer-term activities.

Identify the type of work and plan activities that can be done at virtual and face-to-face phases
- Before LTRC (virtual)
- At LTRC (face-to-face)
- Post LTRC (virtual)

LTRC 2019, Atlanta, GA
- Conference organizers have agreed to expand the Newcomer session to 1:15 minutes.
- Plans for the Newcomer session and other ideas are under development.
STRATEGIC ENGAGEMENT ORGANIZER
Informed by Leadership Conversations

Prepared by
Micheline Chalhoub-Deville
October 11, 2017

Used in modified forms by committees
Helped generate various items for ILTA to focus on strategically

<table>
<thead>
<tr>
<th>Who are our stakeholders?</th>
<th>What do we want to achieve and why?</th>
<th>Where are we with regard to where we want to go?</th>
<th>How do we get to intended future point?</th>
<th>How do we measure success?</th>
<th>What do we need?</th>
<th>How and when to engage?</th>
<th>• When is goal expected to be achieved?</th>
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<tbody>
<tr>
<td>Consider Major Stakeholder Groups</td>
<td>Determine Overall Strategic Goals Guided by Mission/Rationale</td>
<td>Assess Current Position</td>
<td>Formulate Relevant Strategic Activities for Committee and identify Assumptions</td>
<td>Create Performance Indicators</td>
<td>Estimate Budget &amp; Other Needed Resources</td>
<td>Build a coherent Action Plan with Priorities</td>
<td>Set Timeline for achievement:</td>
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<td>• Grow</td>
<td>• Strength</td>
<td>• Advocacy</td>
<td>• Advocacy</td>
<td>• Communication</td>
<td>• Funding</td>
<td>• Long-term (5-7 years)</td>
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<td>• Stop</td>
<td>• Challenges</td>
<td>• Communication</td>
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<td>• Funding</td>
<td>• Membership</td>
<td>• Intermediate-term (3-4 years)</td>
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<td>• Maintain</td>
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<td>• Membership</td>
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<td>• Short-term (1-2 years)</td>
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<td>• Start</td>
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<td>• Membership</td>
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INDIVIDUAL MEMBERS E.G.

• New Members
• Active Members
• Lapsed Members
• Emeriti Members
### INSITUTIONAL MEMBERS E.G.

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### TEST PUBLISHERS

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### AFFILIATES

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<td>• National Language Testing/Assessment Associations</td>
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**EXPERTS**

- Expert Individual
- Expert Group

**EXECUTIVE BOARD**