

Indiana Public Library Association Strategic Plan 2010-2012

The Vision, Mission, and Values together describe the enduring character of the organization
– a consistent identity that transcends external events or individual leaders.
This is the glue that will hold IPLA together as it evolves.

Mission

Our purpose,
reason for
being

The Indiana Public Library Association promotes and advocates for Indiana public libraries, aligns the public library community to act on matters of common interest, and fosters the professional growth of its members.

Vision

Our overarching
long-term goal

IPLA: Stronger Indiana Libraries, Stronger Indiana Communities

Guiding Principles

The essential
foundation for our
decisions,
behaviors, and
relationships

Accountability: We are an interdependent, mission-driven organization, responsive to the needs of Indiana's public library community.

Objectivity: We will act as a professional team in the conduct of IPLA business – our collective decisions supported by objective data and a big-picture perspective on public library issues.

Transparency: We will share information freely, actively seek member perspectives, encourage constructive debate, and request frequent feedback to ensure open and transparent decision-making processes.

Proactive: We will stay connected to the external environment in which Indiana's public libraries provide service, anticipating and managing change rather than reacting to it.

Integrity: We will consistently integrate these principles into all aspects of IPLA's affairs, building personal and institutional bridges which facilitate productive, trusting relationships.

The Three-Year Strategic Agenda

*IPLA's Strategic Direction combines two things: (1) a time-specific **Organizational Vision** and (2) a focused set of **Strategic Goals** to chart the three-year course.*

Organizational Vision 2012

The three-year
destination:
what we hope to
celebrate by the
end of 2012

A strong, clear identity

- 100% institutional IPLA memberships and a significant increase in individual IPLA members to ensure a consistent and influential presence, an organization able to negotiate positive and constructive relationships from a position of strength

Leadership which engages and unifies

- Leaders who can align members, take action, and produce positive results
- Broad opportunities for member engagement and a well developed leadership pipeline
- Strength through unity: trusting relationships, shared values, a WE culture

Exemplary communications

- Communications practices which stimulate local action and ensure one statewide voice, one powerful message
- A source of impeccable information: capturing and disseminating accurate data to internal and external audiences
- A proactive advocacy agenda reflecting grassroots input on all major legislative and funding issues

Member benefits

- Multiple opportunities to participate in statewide endeavors
- Leadership in legislative advocacy
- The application of new technologies to managing change
- Statewide impact through strong collaborative partnerships
- Expanded resource sharing
- Professional development and mentoring opportunities

A limited number of **Measurable Objectives** for each Goal identifies specific outcomes which are expected as a result of achieving the three-year goal.

Strategic Goals
& Measurable
Objectives

A decision-making framework for the next three years focusing on the results we need.

This is the guide by which annual priorities will be identified and annual work plans developed.

GOAL 1 – Structures and processes that are responsive to members' needs

Measurable Objectives

- 1.1 A strong, effective board accountable to the membership
- 1.2 A redefined structural relationship with ILF
- 1.3 A multi-year leadership development plan
- 1.4 Statewide involvement of all libraries as IPLA members
- 1.5 Annual planning and evaluation processes linked to member interests
- 1.6 Transparent decision-making processes

GOAL 2 – An effective results-oriented, two-way communications system

Measurable Objectives


- 2.1 A targeted communications plan which results in a strong and unified external image
- 2.2 A clear, coordinated message strategy executed at the local and state levels
- 2.3. The timely distribution of critical information to all members
- 2.4 Strategies to spur membership growth
- 2.5 Alliances and collaborative partnerships which reinforce IPLA's message strategy

GOAL 3 – A grassroots, locally-oriented input system to influence public policy decisions

Measurable Objectives

- 3.1 Systematic processes which ensure consensus support for legislative goals
- 3.2 A strong statewide leadership network employing a variety of technological tools to keep members informed
- 3.3 Local education and action agendas to ensure statewide effectiveness
- 3.4 Alliances and partnerships focused on future and long term political outcomes

Year 1 of 3: The Action Agenda (DRAFT FOR SEPT 15 FEEDBACK)

THE 3-YEAR GOAL	2010 PRIORITIES		
 <p>1) Structures & Processes</p> <p>Goal 1 Objectives Measurable Results Expected Within 3 Years</p> <p>1.1 A strong, effective board accountable to the membership 1.2 A redefined structural relationship with ILF 1.3 A multi-year leadership development plan 1.4 Statewide involvement of all libraries as IPLA members 1.5 Annual planning and evaluation processes linked to member interests 1.6 Transparent decision-making processes</p>	Action Items	Timeline	Leadership
	<ul style="list-style-type: none"> * Create an expanded and more representative board structure * Issue notice and convene a membership meeting to make bylaws changes and fill the newly designed board. * Develop annual nominating processes which target association needs, ensures broad member input, and identify new and emerging leaders * Conduct an IPLA Board orientation and organizational session. * Develop Dashboard Indicators to monitor progress toward three-year goals. * Disseminate a 2010 IPLA key date calendar, including Board meeting dates, times, and sites. * Identify 2010 "town-hall" topics and a schedule of related opportunities for member education, involvement and input on critical issues. 	<p>Q4, 2009</p>	
<p>2) Communications</p> <p>Goal 2 Objectives Measurable Results Expected Within 3 Years</p> <p>2.1 A targeted communications plan which results in a strong and unified external image 2.2 A clear, coordinated message strategy executed at the local and state levels 2.3. The timely distribution of critical information to all members 2.4 Strategies to spur membership growth 2.5 Alliances and collaborative partnerships which reinforce IPLA's message strategy</p>	<ul style="list-style-type: none"> * Execute an inclusive marketing strategy which creates a strong stakeholder network among library directors, staff, and trustees. * Develop a Champions website plan (including content contributors and site management policies) so that it is the credible source of objective and timely information on important issues. * Develop an action-oriented, results-focused message strategy for busy people who care passionately about public library services. * Create a web-based, real-time communications network to disseminate information (employing a broad variety of technological tools). * Develop and pilot 'regional road shows' to initiate dialogue with directors and trustees, reframing and redefining library advocacy in terms of relationships with local influence brokers 		

<p>3) Public Policy</p> <p>Goal 2 Objectives Measurable Results Expected Within 3 Years</p> <p>3.1 Systematic processes which ensure consensus support for legislative goals</p> <p>3.2 A strong statewide leadership network employing a variety of technological tools to keep members informed</p> <p>3.3 Local education and action agendas to ensure statewide effectiveness</p> <p>3.4 Alliances and partnerships focused on future and long term political outcomes</p>	<ul style="list-style-type: none"> * Pilot the electronic dissemination of real time information to members (e.g. feedback from 2010 legislative session) * Monitor legislative developments and provide real-time reports to members on issues of public library interest * Develop quick-response regional teams to educate public library advocates on developing issues * Develop regular local input and feedback processes regarding ILF legislative priorities, actions, and results. * Explore Kettering Foundation models to develop issue briefs on controversial issues and create new opportunities for dialogue within the public library community. <p>REFERENCE: http://www.kettering.org/media_room/publications/Namin_and_Framing_Difficult_Issues)</p>		
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