



CATHOLIC LIBRARY ASSOCIATION

The international community of choice for today's librarians

Strategic Plan for the Catholic Library Association

1. VISION STATEMENT

The Catholic Library Association will be recognized as a community of choice for a growing number of Catholic libraries and librarians at all levels through its values-oriented, innovative programs, networking and leadership.

2. MISSION STATEMENT

The Catholic Library Association, an international membership organization,

- Provides leadership for professional development
- Coordinates the exchange of ideas
- Offers spiritual support
- Promotes Catholic and ecumenical literature and
- Fosters community among those who seek, serve, preserve and share the word in all its forms.

3. HISTORY AND PURPOSE

The Catholic Library Association represents all segments of the library community, and welcomes to membership all librarians and those interested in CLA's Purposes and Objectives. Through CLA, our members strive to initiate, foster and encourage any activity or library program that will promote literature and libraries, not only of a Catholic nature, but also of an ecumenical spirit.

The Catholic Library Association was founded in 1921 as a section of the National Catholic Educational Association, and was reestablished in 1931 as an independent organization. As of February 17, 1955, the Association became a legally incorporated institution under the laws of the State of Illinois.

The Association will cooperate with the existing structures within the Catholic Church by providing library service as a means of accomplishing the mission of the Church. To this end the Association will encourage the development of religion-oriented libraries as centers of Christian thought to serve as a backbone and coordinating force of the Church's educational endeavors

The purpose of the organization is to promote the mission of the Catholic Library Association by fostering the advancement of library services and the improvement of library resources through Catholic, ecumenical and interreligious collaboration, publication, education and information.

4. GOALS

The Association is committed to strategically and intentionally focusing on several key initiatives to ensure our viability in the future. In order to meet the mission and vision statements established, strategic goals have been established in the areas of marketing and branding, organizational capacity, membership, and leadership.

Goal 1: Marketing and Branding

CLA will gain greater recognition and visibility within Catholic education and library communities.

Goal 2: Membership

CLA will build memberships and enhance services for the sustainability of the association.

Goal 3: Financial Stewardship

CLA will strengthen revenue sources and achieve an annually balanced budget.

Goal 4: Leadership and Organizational Capacity

CLA will develop new leaders for operational effectiveness, as well as employ staff at the headquarters office to enhance organizational capacity.

Goal 5: Continuing Education and Professional Development

CLA will offer members exemplary continuing education and professional development opportunities in a variety of formats.

5. STRATEGIES AND OBJECTIVES

The remainder of this document offers specific approaches that may be implemented to reach each goal as well as suggested activities that the Executive Board, committees, and staff may undertake to ensure effective implementation of the goals.

6. STRATEGIC PLAN IMPLEMENTATION

Suggested action items and timelines are provided for ongoing communication about the plan, assessment, and implementation.

**Goal 1:
Marketing and Branding**

CLA will gain greater recognition and visibility within Catholic education and library communities.

<p>1. CLA will increase its Web presence by 10% in 2012, 5% in 2013 and 2% thereafter</p> <ul style="list-style-type: none"> a. A contest for the best website by a chapter will be awarded at the annual convention beginning in 2013. b. The Facebook page will be changed weekly by the Administrative Assistant by adding a book review from CLW, a column from a Chapter newsletter or a picture from a local chapter c. A weekly post to Twitter will call attention to this new material d. A schedule will be developed by July 2012 to garner content from sections and chapters regularly, for example: Sections/local chapters have one week a month to deliver 2 content items to headquarters (1st week- children's, 2nd week- HS, 3rd week- academic, 4th week- parish) 	<p>Website Ctte Headquarters Sections & Chapters Ctte</p>
<p>2. Interactive Media and Social Networking will be enhanced.</p> <ul style="list-style-type: none"> a. Short videos of members will be produced beginning in October, 2012 answering questions such as "Why I choose CLA," or "Why it is my community of choice." Produce 1 video a month for 2 years. b. Members will be asked to submit pictures of their libraries during November 2012; "What I'm Reading" column written by each Board Member will be published on Facebook each month and library pictures will appear monthly. c. People submit pictures of their libraries, "What I'm Reading" column d. Listserve promotion... discuss issues with likeminded people... develop pitch and ask members to post on the listserves of which they are a part at least once a year... tailor to the types of libraries 	<p>Convention Ctte Sections & Chapters Ctte Publicity Ctte</p>
<p>3. Communication</p> <ul style="list-style-type: none"> a. Explain why to choose CLA instead of (or in addition to ALA, state association), how this can help people grow professionally. Post on Facebook and website by September 2012. b. You can make a difference in CLA- don't get lost in the ALA crowd- more opportunities to be involved, leadership, publishing, conference planning and presenting... Publish with membership materials yearly. 	<p>President President Membership Ctte</p>

<p>4. Maximize the success of <i>CLW</i></p> <ul style="list-style-type: none"> a. Share <i>CLW</i> with 15 key contributors and Heritage donors (ongoing). b. Swap advertising space with 3 other library or Catholic publications annually. 	CLW Ctte
<p>5. Maximize relationships with affiliate associations- ALA, NCEA, ATLA, Vatican Library</p> <ul style="list-style-type: none"> a. Present at their conferences at least once a year. b. Cross-list training opportunities and products annually. c. Share information every two months via their mailing lists, websites d. Attend conferences at least twice a year to distribute/share information (get local members to attend reducing the need for travel expenses) 	<p>Headquarters</p> <p>Executive Bd</p>

**Goal 2:
Membership**

CLA will build memberships and enhance services for the sustainability of the association.

<p>1. Target market segments and increase membership by 25 members: schools, archdioceses, colleges and seminaries, and other library associations</p> <ul style="list-style-type: none"> a. A different group of potential members will be targeted each year for the next three years (new librarians/people new to working in Catholic Libraries, people in the convention city and surrounding area, returning members) b. Objective- identify potential members in a 200 mile radius of the convention city (catholic schools, parishes, library science programs, other libraries, affiliate members, etc.). Tasks: <ul style="list-style-type: none"> i. Write letter of invitation (membership committee chair) ii. Gather contact info, send out letter (CLA Assistant) 	Headquarters
<p>2. Utilize existing system of Catholic Schools and Dioceses</p> <ul style="list-style-type: none"> a. Develop diocesan/school system rates- Every high school librarian can be a member by charging the diocese- Diocesan rate for all school librarians- i.e. \$10 a school. Add 2 dioceses a year if this is developed. b. Greater communication with superintendents to promote CLA for the school librarians. Write to 10 superintendents each year. 	Executive Bd
<p>3. Communication about membership, benefits</p> <ul style="list-style-type: none"> a. Use marketing tools to PROVE benefits of membership b. Need to explain differences between institutional and personal memberships- benefits and drawbacks 	Publicity Ctte

<p>4. CLA will communicate at least once a month with new members</p> <ul style="list-style-type: none"> a. A mentor will be assigned to each new recruit, and asked to email a welcome and to offer to help. b. Any new member at the conference will be tagged with a different color ribbon, and "assigned" to a person for the first day. c. The Office will develop a blast email capability, and blast monthly with news of the conference, a best wishes for a holiday or holy day, etc. 	<p>Membership Ctte Conference Ctte Headquarters</p>
<p>5. Incentives for helping get new members</p> <ul style="list-style-type: none"> a. referrals for memberships... gift to members who get new memberships b. local coordinators for get people to join national c. ask people who are retiring and/or leaving the association to find a replacement... offer some sort of incentive 	<p>Membership Ctte</p>
<p>6. Identify ten more organizations for corporate membership</p> <ul style="list-style-type: none"> a. Catholic Directory b. Catholic Publishers c. Catholic Bookstores 	<p>Advertising Person</p>
<p>7. Develop virtual chapters on the Cathla.org website</p> <ul style="list-style-type: none"> a. enhance communication, networking, and community-building opportunities b. target regional groups and like-minded discussion groups 	<p>Maxine Lucas</p>

**Goal 3:
Financial Stewardship**

CLA will strengthen revenue sources and achieve an annually balanced budget.

<p>1. CLA will develop 2 new products every year (one major, one minor) to meet mission and build revenue.</p> <ul style="list-style-type: none"> a. Workshops <ul style="list-style-type: none"> i. Archives Workshops ii. Travelling parish library workshop (similar model to archiving workshop)- weeklong workshop in areas of the country... diocesan sponsored? b. Parish Librarian Certification- partnership with CSLA c. Book Reviews- compile reviews into monthly PDF and sell for \$10 d. Print-on-demand titles <ul style="list-style-type: none"> i. Core collection for parish library- things every parish library should have (invite academic librarian to create this for a publication- tenure) CAIT has a version of this. Sell for \$10 with a \$5 annual update. ii. Catholic classification system (need a volunteer to create this)- offer tiered pricing for members or free to first time parish members. 1988 version was sold for \$25. Need a revised and expanded edition... Sara will ask Tom Dziuak. iii. Library lesson plans for primary and secondary schools iv. Marketing in Catholic Libraries v. Collection Development Policies- revised vi. Social Media in Catholic Libraries 	<p>Continuing Education Ctte</p> <p>CLW Ctte</p> <p>Publications Ctte</p>
<p>2. The Heritage Fund will increase 1-3% annually.</p> <ul style="list-style-type: none"> a. Continue annual appeals. b. Seek special donations to the fund, as well as auction possibilities. c. Report back to membership about status of fund and any funds distribution at the annual business meeting and in CLW. d. Ask 2 Catholic foundations for gifts each year. 	<p>Heritage Fund Ctte</p>
<p>3. The Finance Committee will monitor the budget and investments through quarterly meetings and ongoing communication with Headquarters.</p>	<p>Finance Ctte</p>
<p>4. Have fundraising events at the conference</p> <ul style="list-style-type: none"> a. In the next 12 months, implement a silent auction with gift baskets, donated from sections, chapters, and local library organizations. b. In the next 24 months, implement a paid meal with a big-name speaker similar to a scholarship bash or endowment fundraiser. 	<p>Convention Ctte</p>
<p>5. Create buzz about the Regina Medal Luncheon- increase NCEA participation by 5% in year 1, 10% in year 2.</p> <ul style="list-style-type: none"> a. Send all superintendents an invitation to the event b. Send all area librarians invitation to the event c. Send all NCEA attendees e-mail invitation to event- post registration advertisement 	<p>Headquarters</p> <p>Convention Ctte</p>

Goal 4: Leadership and Organizational Capacity

CLA will develop new leaders for operational effectiveness, as well as employ staff at the headquarters office to enhance organizational capacity.

<p>1. Aggressively develop new leadership</p> <ul style="list-style-type: none"> a. Identify 1 potential leader from each section and roundtable per year. By the conference of 2013 create a New Members Roundtable and assign new people at conferences mentors, grooming them to be leaders. Target the chairs and vice-chairs of 5 chapters per year as potential leaders who do not attend convention. b. By 2013 conference create a mentoring program... get 10 volunteers to be mentors and 10 mentees, e-mail relationship- peer mentoring program... are you the only library worker at your parish? At your school? We have a peer for you... c. How to get new membership to step up and take on addl responsibilities? Get 10 new members per year to join the New Members Roundtable. Target the NMR for filling committee positons. Need to mentor people, guide them into leadership. d. Opening reception for first-time attendees, how to get involved in the national organization. e. Hold one Online or conference call focus groups for new members per quarter- ask them to help, what would motivate them to help? 	<p>Executive Board</p> <p>Convention Ctte</p> <p>Headquarters</p>
<p>2. Clearly define organizational leadership structures</p> <ul style="list-style-type: none"> a. Need to be able to define clearly the roles of the executive director and the executive board- who is in charge- the ED or the board? b. By summer 2012 review the job description of the ED and see if that still works for the organization; revise as necessary. Advertise by fall 2012 and hire new ED by spring 2013. Entire board needs to be involved with the hiring. c. Leadership roles at all levels need to be defined along with competencies and qualities necessary to fulfill these roles. Review and revise National leadership roles by fall 2013. Review and revise chapter leadership roles by spring 2014. 	<p>Executive Board</p> <p>Constitution & Bylaws Ctte</p>
<p>3. Strategies for organizational effectiveness</p> <ul style="list-style-type: none"> a. Utilize PayPal for purchases and payments, e-commerce platform. b. Reevaluate the need and sustainability of an annual convention shortly after the 2014 conference. Perhaps biannually or affiliate with another conference? Make a decision by fall 2014. 	<p>Headquarters</p> <p>Executive Board</p>
<p>4. Reevaluate the Leadership Institute</p> <ul style="list-style-type: none"> a. Redefine the purpose and goals of the Institute by Dec. 31, 2012 b. Focus on potential leaders and longevity with CLA c. Develop a more economical format for for the 2013 Institute 	<p>Executive Board</p>
<p>5. Enhance national support for local chapters</p> <ul style="list-style-type: none"> d. Develop a “how to” manual or toolbox for starting and sustaining a local chapter in time to promote and sell at the 2013 conference. e. Explain what the headquarters office does to support local chapters and what local chapters do to contribute to the national association 	<p>Chapters & Sections ctte</p>

Goal 5: Continuing Education and Professional Development

CLA will offer members exemplary continuing education and professional development

opportunities in a variety of formats.

<p>1. Develop meaningful training opportunities for members.</p> <ul style="list-style-type: none"> a. Online seminar on the vocation of being a Catholic Librarian (similar to Seton Hall workshops) values you are expected to have working in a Catholic library, Catholic values training course... expand to Catholic leaders, executive level leaders <ul style="list-style-type: none"> i. In the next 2 years, create an online seminar on the vocation of being a Catholic Librarian that can be delivered to parish librarians in a variety of formats including DVD, VHS, or web link. b. Formalize book club discussions to communities of interest- read the doctors of the church together, parish librarians read something together- discuss and teach, school librarians something else- this would build community- educational- how to run online discussions, chats <ul style="list-style-type: none"> i. In the next 12 months, develop an online book club for school and children’s librarians based on the Regina Medal or develop Advent and Lent online book club opportunities for members of the Association c. Parish library workshop- marketing, break it down into several components, need to offer the basics (would make revenue), flash-mob cataloging <ul style="list-style-type: none"> i. In the next 12 months, create (or update) a cataloging manual for small parish libraries based on the current Dewey schedules. ii. In the next 24 months, develop a core list of titles for a new parish library. 	<p>Continuing Education Ctte</p> <p>Jack Edson</p> <p>Parish Section</p>
<p>1. Maximize use of alternative technological formats to share training opportunities with members, especially those who can’t attend the annual convention.</p> <ul style="list-style-type: none"> a. Video or audio-tape sessions at the annual convention. NCEA video-tapes... can we get them to record the library sessions? Something needs to be negotiated? They said we could not do the taping... we need to be able to sell the sessions online.... OR... we could require all CLA convention speakers to give an alternative version of their presentation over a webinar format at a time prior to or following the convention. <ul style="list-style-type: none"> i. In the next six months, create a web space to post handouts and PowerPoint presentation from all presenters at the annual meeting of the Catholic Library Association. b. Use a free service such as Moodle, a free service, and list these over the ALA course listing- check on our affiliate membership <ul style="list-style-type: none"> i. In the next 12 months, work with NCEA to explore the possibility of taping the Catholic Library Association programs to sell to or share with all CLA members. 	<p>President</p> <p>Convention Ctte</p> <p>Headquarters</p>