

ASSOCIATION FOR RURAL AND SMALL LIBRARIES (ARSL)

STRATEGIC PLAN FOR 2013 – 2015

Revised September 2013 at the ARSL Board retreat in Omaha, NE & Approved by the Board on November 22, 2013

ARSL VISION

As the premier organization representing rural and small libraries, ARSL recognizes the uniqueness of small and rural libraries and is committed to providing an environment that encourages excellence within this community of practice, supporting their goals of service and speaking on behalf of this important constituency.

ARSL MISSION

The Association for Rural & Small Libraries provides resources and support that empower those in small and rural libraries to deliver excellent service for their communities.

STRATEGIC GOALS & OBJECTIVES

1. Develop a solid fiscal foundation that will enable continued growth as a non-profit organization, and sustainable, high-quality services for our members.

Rationale: ARSL will have a diversified funding base. ARSL will create a stable, sustainable funding stream that allows for long-term financial planning and budgeting.

- **Stabilize revenue management**
- **Balance by source of funds and diversify**
- **Develop additional ancillary / other revenue streams**
- **Construct & employ sound fiscal management practices**
- **Develop an investment strategy, a succession plan, and a development plan**

2. Heighten the Association's visibility on the national stage, providing credibility for and awareness of our members' unique area of service.

Rationale: As the sole entity dedicated to small and rural libraries, ARSL is the national voice for and to small and rural libraries. Acting as a conduit, ARSL will provide national information for our membership to inform them and speak for them on the national stage by providing rural library information and advocacy to the larger community.

- **Define and strengthen established partnerships / affiliates**
- **Raise awareness of rural and small library issues to other library and relevant national organizations**
- **Develop a communications strategy and outline responsibilities**
- **Increase awareness of the Association among library professionals & practitioners (individuals)**
- **Develop an awards program**

3. Establish a point of reference for an abundance of quality professional development and educational opportunities dedicated to small and rural libraries.

Rationale: ARSL members have consistently responded positively to professional development and networking opportunities demonstrating a need to expand and promote this benefit of membership.

- **Develop paths to practical opportunities for practitioners**
- **Continue to develop resources, networks and opportunities for professional development / continuing education – ARSL as facilitator, creator, promoter, etc.**
- **Develop paths to research and accreditation/certification for future opportunities**

4. Strengthen the framework of the association and board for governance and management, board organization, structure and interaction to ensure consistent and efficient work on behalf of ARSL members.

Rationale: The rapid and successful growth of ARSL has demonstrated the need to develop and fortify the association's policies, procedures and logistics.

- **Develop knowledgeable and engaged board members**
- **Establish a code of ethics**
- **Construct and enact efficient and effective procedures and policies**
- **Expand board orientation and ongoing training**
- **Consider the need for a part time staff member or an expanded contract with AMR**

ASSOCIATION FOR RURAL & SMALL LIBRARIES, INC.

ARSL COMMITTEE WORKPLANS FOR 2013/14

MEMBERSHIP DEVELOPMENT COMMITTEE

2013/14 WORK PLAN

Committee Charge: Develops and maintains a consistent, systematic membership program for the association, and identifies and maintains a communications network in each state that will assist ARSL with networking and outreach.

Committee Chair: Lisa Lewis

Tasks for 2013/14:

1. Maintain ARSL's communications network. Ensure that their roles are clear, and creates "talking points" for them to use to make reports at any state meetings they attend. Make ARSL powerpoint available for their use. Encourage and provide support for them to do poster sessions at their state and local conferences if a booth is not workable or affordable.
2. Expand ways to bring ARSL to state conferences to raise awareness of ARSL and its projects and membership opportunities. In addition to the current "traveling exhibit" – banner, brochures, and ARSL Member ribbons – add the Annual Report and possibly an "Ask me about ARSL" button.
3. Develop and implement a Membership Campaign.
4. Oversee ARSL's Volunteer Coordinator. Assist her in ensuring that committee chairs identify meaningful roles for volunteers to play, and that they supply skills and estimated time commitment required for each position to assist her in recruitment and placement of members as volunteers.
5. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
6. Develop a committee budget and submit to the Treasurer no later than December 1.
7. Succession Planning: Develop and cultivate next year's committee leadership and other key committee positions.

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MEMBER SERVICES COMMITTEE

2013/14 WORK PLAN

Committee Charge: Adds value to ARSL membership by providing programming, an electronic newsletter, and other services to ARSL Members.

Committee Co-Chairs: Tameca Beckett and Chris Rippel

Tasks for 2013/14:

1. Programming:
 - a. Offer webinars to ARSL members through partnership with Webjunction and other groups. Consider utilizing best conference presenters for possible webinar presentations.
 - b. Maintains a presence at national conferences of selected organizations.
 - c. Connect with other events (eg., Iowa Small Library Online Conference, Nebraska online conference) make recommendations to the board about possible co-sponsors, be present.
 - d. Explore feasibility/practicability of continued work with Pat Wagner's webinar platform to carry out paid webinars (with member discount) for continuing education for our members, and as a potential revenue stream for ARSL.
2. Submit basic information and definitions to the Governance Committee to provide a basis for work on the following issues:
 - a. Social media policy
 - b. Website policy (clarify copyright)
 - c. Intellectual property (eg. conference presentation slides)
3. Quarterly Newsletter Production
4. Oversee the work of the Outreach/Marketing/Communications Committee.
5. Develop a committee budget and submit to the Treasurer no later than December 1.
6. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
7. Succession Planning: Develop and cultivate next year's committee leadership and other key committee positions.
8. Consider development of an ARSL Recognition program for individual members and/or their libraries? (low priority for the current year)

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OUTREACH / MARKETING / COMMUNICATIONS COMMITTEE

2013/14 WORK PLAN

Committee Charge: Maintains ARSL's online presence and assists ARSL committees with marketing needs, assuring a cohesive message is sent to the members, library community, and other target groups.

Committee Co-Chairs: Jet Kofoot and Kieran Hixon

Tasks for 2013/14:

1. Maintain ARSL's social media presence.
2. Maintain ARSL's Website, including content generation and site assessment by stakeholders and audience. Assess feasibility of these priority items for this year:
 - Merchandise sales
 - File-sharing options (for sample policies, etc. for members)
 - Archive (for the old stuff -- rural library journals, etc.)
 - Access to conference materials for Members Only
3. Promote ARSL's \$9 Friend/Volunteer/Retiree Membership option.
4. Create an ARSL Conference App.
5. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
6. Succession Planning: Develop and cultivate next year's committee leadership and other key committee positions.

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PARTNERSHIPS COMMITTEE

2013/14 WORK PLAN

Committee Charge: Assesses potential for, formalizes and maintains key partnerships based on the ARSL partnership policy.

Committee Co-Chairs: Gail Sheldon and Cal Shepard

Tasks for 2013/14:

1. Formalize/define categories of organizational relationships with ARSL and mutual benefits of each. Prepare a revised policy for Board approval at its November 2013 meeting.
2. Secure 20 State Library organizations as Institutional Members of ARSL by December, 2014; increasing the number that provide some form of scholarships to the ARSL conference for their home state libraries; and assist with statewide public relations and support of the ARSL conference and other key projects.
3. Strategically determine who we want to have an organizational relationship with and go after them. (eg., statewide library associations such as the Florida Library Association?)
4. Identify and simplify mutual benefits of potential organizational relationships, and make them easy to find and clearly stated on the website.
5. Require payment for organizations that get something from us – relate this concept to conference vendor/exhibitor process/fees. (However, don't sell access to ARSL members.)
6. Maintain organizational relationships once established.
7. Determine appropriateness of Library Juice proposal, and recommend to the Board what, if any organizational relationship it should have with ARSL.
8. Develop a committee budget and submit to the Treasurer no later than December 1.
9. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
10. Succession Planning: Develop and cultivate next year's committee leadership and other key committee positions.

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CONFERENCE PLANNING COMMITTEE

2013/14 WORK PLAN

Committee Charge: Ensures timely planning of a dynamic annual conference that attracts increased registration and generates revenue for the Association.

Committee Chair: Carolyn Petersen

Tasks for 2013/14:

1. Prepare for annual conference in Tacoma Washington in September 2014.
2. Maintain a Conference Planning Manual that outlines goals and procedures that can be shared with all future conference chairs.
3. Continually solicit conference programs aimed at small and rural – review conference evaluations.
4. Include in conference schedule a Board meeting on the Pre-Conference afternoon, in addition to the usual after conference board meeting. The Pre-Conference meeting will include both current and new members, and will serve as a transition/hand-off meeting.
5. Approach Foundations to explore video-taping portions of the conference in order to make them available on the website.
6. Consider a conference “Track” for Friends and Trustees that would ensure that the conference program includes Friends and Trustee learning opportunities.
7. Oversee the work of the Scholarship Committee, and this year, add ALA Emerging Leader process to its work.
8. Explore the idea of a fund-raising opportunity at the Conference.
9. Develop a committee budget and submit to the Treasurer no later than December 1.
10. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
11. Succession Planning: Develop and cultivate next year’s committee leadership and other key committee positions.

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SCHOLARSHIP COMMITTEE

2013/14 WORK PLAN

Committee Charge: Oversee the process of selecting winners for ARSL's 3 conference scholarships, and the selection of our annual ALA Emerging Leader.

Committee Chair: Shirley Vonderhaar

Committee Members: Previous scholarship recipients

Tasks for 2013/14:

1. Solicit, review and select scholarship recipients for each of ARSL's 3 conference scholarships: The Bernard Vavrek Scholarship, the Ken Davenport Scholarship, and the Founder's Scholarship.
2. Implement ALA Emerging Leader process to select ARSL's participant in time for ARSL Board approval at its July 2014 meeting.
3. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
4. Succession Planning: Develop and cultivate next year's committee leadership and other key committee positions.

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GOVERNANCE COMMITTEE

2013/14 WORK PLAN

Committee Charge: Oversees the operative documents, structure and policies of the organization. Reviews, updates and institutes new documents as needed. See that ARSL business is done according to the set guidelines and calendar.

Committee Chair: Paul Healey

Members: Becky Heil, Andrea Berstler

Tasks for 2013/14:

1. With the Executive Committee, create a list of policies that need to be developed for the organization, and prioritize them on a timeline for completion. To the current list, add the following:
 - Volunteer and committee member terms
 - Social Media policy by November 2013
 - Website policy by November 2013 – what goes there and what doesn't -- copyright issues & intellectual property issues?
 - Code of Ethics by March 2014
2. Ensure the by-laws are reviewed annually before the May Board meeting. Bring suggested changes to the Board no later than its May meeting to allow any changes to be included in the election process.
3. Craft policy language as needed based on Board or related committee input. The committee associated with the policy creates "definitions" and sends to the Governance Committee. The Governance Committee crafts policy language and assures alignment with other Board policies. Draft policies are brought to the board for approval, and posted on the website once approved.
4. Oversee the work of the Nominating Committee.
5. Develop a committee budget and submit to the Treasurer no later than December 1.
6. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
7. Succession Planning: Develop and cultivate next year's committee leadership and other key committee positions.

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EXECUTIVE COMMITTEE

2013/14 WORK PLAN

Committee Charge: is made up of Board Officers and has the ability and responsibility to act between Board meetings as needed.

Committee Chair: Tena Hanson, President

Members: Immediate Past President, Andrea Berstler; President, Tena Hanson; Vice President-President-Elect, Donna Brice; Secretary, Jet Kofoot; and Treasurer, Mary Stenger

Tasks for 2013/14:

1. Manage the relationship with AMR.
2. Renew Directors and Officers insurance, and ensure that the board annually reviews the decision to not purchase our own Liability insurance, but instead utilize that we have through AMR.
3. Executive Committee ensures conference geographic locations 5 years out, solidifies at least one main partner for each and works with the partners to identify basic partner roles and responsibilities. Works with the Conference Committee to secure written conference partnership agreements and local meeting venues.
4. Distribute ARSL's 2013 Annual Report to a list of recipients to be developed (state librarians, partners, ALA, COSLA, etc.)
5. Ensure development of ARSL's annual report until a Communications Committee is appointed.
6. Nurture the development of the new Communications and Marketing Committee.
7. Develop timeline to ensure ALA Emerging Leader sponsorship, and a procedure to be used to select ARSL's Emerging Leader that will be implemented by the Scholarships Committee.
8. Ensure orientation for new board members, and initiate a pre-conference ARSL transition board meeting, including retiring and new members, in addition to the annual Board meeting at the conference.
9. Monitor implementation of ARSL's Strategic Plan and committee work plans, and ensure annual updates.

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FINANCE COMMITTEE

2013/14 WORK PLAN

Committee Charge: Creates an annual organization budget for the board's review and approval by forecasting revenues and expenditures based on goals.

Committee Chair: Mary Stenger, Treasurer

Members: Lesley Boughton, Becky Heil

Tasks for 2013/14:

1. Create a budget in conjunction with committee goals for approval at the November 2013 Board Meeting. Include a budget line item to pay for the mailing of the Annual Report, and for the new "Communications/Marketing" committee.
2. Review Investment Policy provided by AMR and present to the Board. Review and presentation will occur within 2 months of receiving the policy from AMR.
3. Analyze current revenue sources to determine which are stable and which show potential for growth. Make recommendations to the Board about how to develop a plan to diversify the organization's funding base to ensure stable, sustainable long term growth. As the association has a new treasurer this fiscal year, this is a goal that may be longer term than one year. This area may be assisted with possible volunteer help.
4. Propose a plan for increasing organizational reserves. This goal has same time structure as number 3.
5. Provide Treasurer's Report for the Annual Membership meeting to include prior year-end statements as well as current financial position and information.
7. Begin posting the annual Form 990 when received from AMR on the website, and notify the membership listserv when it is posted.
8. Consider the development and implementation of a "Dashboard" of key information that can be shared with the board to provide a quick look at progress/needs. This also may be a volunteer assistance job under number 9.
9. Identify meaningful volunteer positions that could be used to engage ARSL members in the work of the Committee and the Association. Provide a written description of skills and estimated time commitment required for each position to volunteercoordinator@arsl.info.
10. Succession Planning: Develop and cultivate next year's committee leadership and other key committee positions. This is an ongoing goal.

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NOMINATING COMMITTEE

2013/14 WORK PLAN

Committee Charge: Prepare a slate of candidates each year for Vice President/President-Elect and three members whose skills, interests and geographic location serve the best interest of ARSL, and ensure an election prior to the Annual Meeting.

Committee Chair: Andrea Berstler, Immediate Past President

Members: Immediate Past President, President and Vice President/President-Elect

Tasks for 2013/14:

1. Periodically consider the competitive slate issue, as well as representation issues – geography, library type, vendor, trustee, etc.
2. Do not presume automatic second terms for board members. Have a discussion with them to decide.
3. Work with AMR to ensure that all members associated with an Institutional Membership are accounted for, and their e-mails are included for the election ballot.
4. Nominating Committee Timeline to ensure a timely election:
 - By March 15, discuss with members whose terms expire in 2012 their interest in being nominated for another term, if eligible.
 - By March 15, determine skills, expertise, and geographic needs of the board based on those provided by continuing members and needs of the strategic plan.
 - By March 15, revise the board application to include “If you don’t get a confirmation e-mail within a few days of submitting your application, contact: Carla.lehn@library.ca.gov,” and consider having applicants forward their applications to two members of the executive committee to ensure no applications are overlooked.
 - By April 1, send a message to the ARSL listserv seeking candidates.
 - By May 1, identify a slate of candidates for Vice President/President-Elect and three members for approval by the Board at its May board meeting.
 - By May 16, determine if the board wishes to propose any by-laws changes to the membership in the election.
 - By May 30, notify individuals on slate that they are included, and ask them to prepare to attend conference and board meeting at conference assuming they are elected.
 - By June 15, execute an on-line election which provides a minimum of two weeks for voting, and which includes the slate and one write in opportunity for Vice President/President-Elect and one write-in opportunity for board member, in addition to the slate presented, AND any by-laws changes as identified above.
 - By early July, notify those elected, so they can make final plans for conference and board meeting.
 - By October 1, invite those nominees not selected to serve on an ARSL Board committee.
5. Ensure introduction of new board at annual meeting at conference and include new board roster in conference packets.