Proposed CLA Future Plan

Draft 2

Prepared December 2010

Canadian Library Association Executive Council

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Who we are

The Canadian Library Association is Canada's largest national library association. CLA represents the interests of libraries, those who work in and support libraries, as well as all those concerned about enhancing the quality of life of Canadians through information and literacy. To fulfill its role as a national voice for libraries, CLA members act collectively, sharing their expertise, building partnerships, and consulting broadly with many organizations, in Canada and beyond.

Why we make a difference

CLA plays an important role in the Canadian and international scene by:

- improving access to information for Canadians and working to protect intellectual freedom by advocating for the development of policies and position statements
- creating policies that impact federal legislation
- providing members with an opportunity to engage with others on matters of common interest
- participating in global library initiatives and discussions on library-related issues of national and international importance
- fostering leadership skills development through volunteer opportunities
- ensuring that member voices are heard nationally

Where we have been

Decreased membership

In the past decade, the library landscape has changed tremendously. In this context, like many other library organizations, CLA has struggled. The Association has lost focus and has not always responded effectively to member expectations. Indeed, membership numbers have decreased from 2800 members in 2000 to 2000 members in 2010.

Limited financial resources

With fewer members, revenue has dropped. The existing framework of one budget supporting six associations with different governance structures, and multiple interest groups has drained the organization's limited resources. For the past 10 years, CLA has planned deficit budgets. Clearly, this was unsustainable. In November 2009, the Finance Committee acknowledged that CLA faced such a financial crisis that substantial changes were imperative.

Mandate for change

> **"Remarkable associations learn from and respond to change; although willing to change, they also know what not to change."**
> (Seven Measures of Success: What Remarkable Associations Do That Others Don't)

At the 2010 Annual General Meeting, CLA Executive Council requested and was charged with:

- addressing CLA's financial challenges and achieving a balanced 2011 budget

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- providing frequent progress reports to CLA membership and the broader library community between the 2010 and 2011 AGMs
- presenting a full restructuring plan to the 2011 AGM.

Prepared in response to those resolutions, this document is presented as a second draft consultation for further feedback.

What we are going to do

Be a national voice for libraries
The strongest message Executive Council has heard from the library community across the country is that CLA's main focus should be continuing to speak at a national level for Canadian libraries and for the ideals they represent. Building on its strength and success as an advocate and voice on issues that impact the library and information profession, CLA will continue to:

- be a trusted partner in information policy development with the federal government and
- provide opportunities for members to advance issues on a national scale, and to connect on issues of shared interest.

Individuals working in and supporting libraries in schools, communities, businesses, government, colleges, and universities are passionate about libraries and library issues. CLA will provide a collective voice for these shared passions, concerns, and goals. It will be the source of information on the value of libraries in Canada.

Represent Canadian library interests nationally and internationally
CLA will represent the views and interests of Canadian libraries nationally and internationally, in cooperation other provincial and sectoral partners. The value to members, in addition to ensuring that Canada is part of the world library scene, is in providing a Canadian voice on international standards, policies and developments (such as RDA and ISO) that impact Canadian libraries.

Develop policies, standards and position statements
As a national voice for Canada's libraries, CLA will develop relevant policies, standards and position statements and advocate these at national and international decision-making tables. Members will lead these efforts through active involvement in the Association. CLA will support and enhance the efforts of other regional and sectoral associations in their advocacy initiatives.

Provide forums for networking and knowledge sharing
CLA members recognize that they can achieve more working collectively than they can individually. CLA will coordinate various forums, including an annual conference, where members can connect to share information and experiences. The advocacy role of CLA will be an important component of these activities.

Relate with government and the media

A government and media relations strategy will be developed to:

- increase contact with federal departments
- raise visibility by leveraging relationships
- improve opportunities for input into policy and program development
- access project funds
- advocate on behalf of libraries

Commission research

Member feedback also referenced the need for CLA to produce both statistics- and issues-based research. A Research Standing Committee will identify areas for study. The Standing Committee and Executive Council will work with internal and external groups to partner for funds and liaise among those with shared research interests. CLA will alert members of new research relevant for Canadian libraries. Opportunities to create a CLA Research Fellowship and research awards will be investigated.

Review existing activities

It is important to celebrate and communicate the significant work and achievements of our community. Reviews will be undertaken after the 2011 AGM to propose recommendations for the future of:
- awards, scholarships, and grants
- professional development
- publishing, including existing publications and potential new opportunities

How we are going to do it

To increase the Association's effectiveness and meet member needs, it needs a streamlined governance structure, updated IT infrastructure to support it, and reviewed, remodeled, and rejuvenated operations.

Implement a leaner structure

CLA's organizational structure will change. Within the Association, the membership remains as its foundation and highest authority. To make CLA more agile and responsive to member needs and advocacy issues, the Association structure must be streamlined. A single Association with a smaller Executive Council, limited governance work, and a January-December budget and election cycle is proposed. The Divisions and Interest Groups will be replaced by Networks, Advisory Committees and Standing Committees. This structure will be more flexible, have fewer formal governance elements, and provide more opportunities for cross-sectoral engagement.

The Constitution will continue as the basic governance document for the Association, and constitutional changes will only be made by the general membership. The Constitution will mandate the existence of an elected Executive Council, supported by Standing Committees (for

governance matters) and Advisory Committees (for policy and strategy issues), and encourage the creation of grassroots, member-driven Networks.

Executive Council will act as the sole Association voice on external communications, with authority to delegate that voice to other units or individuals within the Association as appropriate. A seven-member Executive Council will provide broad representation. It will comprise:

- President
- Vice President/President Elect
- Treasurer
- Three Councillors-at-large
- Executive Director (*ex officio*)

Standing Committees will be used by Executive Council to assist with ongoing Association governance. It is expected that some of the existing committees will continue, including those for Finance, Conference Planning, Research, Nominations, and Participation. Other possible Standing Committees may include Communications and Membership Development.

The Nominations Committee will be responsible for balance in putting forward Executive Council slates, ensuring representation through the years from the different sectors and geographic regions.

The Participation Committee will be a Standing Committee charged with managing recruitment to and terms of reference for all Standing and Advisory Committees. The Committee will ensure that there is a balanced representation on the Committees.

Advisory Committees will be established by Executive Council to provide valuable expertise and guidance on significant issues related to CLA activities. For example, Advisory Committees could include copyright, issues related to school libraries, intellectual freedom, government information practices, and equitable library access. Members are encouraged to express the need for particular Committees to the Executive Council.

Standing and Advisory Committee service will be voluntary, with membership comprised of CLA members. Each year, at the time of membership renewals, members will have the opportunity to indicate their interest in serving on particular committees, creating a pool from which the Participation Committee can draw for service. The CLA budget will include funding for essential expenses (such as communication); further funding will be project-based and allocated based on the project's contribution to CLA goals.

Networks will form the basis for grassroots professional work and member connectivity. As with Committees, funding will be project based, and allocated as the project contributes to the Association's goals. It may happen that Networks will develop on topics similar to those being addressed by Advisory Committees (e.g. copyright). The Network would then be the place for members to learn more about the topic, develop expertise, and contribute towards grassroots advocacy initiatives in that area. Members of the related Advisory Committee would be

expected to work with members of the Network, sharing their knowledge and helping to develop the capacity of the Network members so that they may eventually serve on the Advisory Committee. These linkages will ensure continuity and knowledge transfer for both the Network and the Advisory Committee.

To facilitate their work and interaction, electronic communication support will be made available to Networks (e.g. listservs, discussion boards, wikis, and blogs).

It is anticipated that some current CLA units will transition into Networks right away while other Networks will start from scratch. Terms of Reference and a membership petition will be required to establish a Network.

Reallocate resources

The CLA budget will follow a zero-based budget model, dedicated to the Association's broadly conceived advocacy role. Operationally, the budget structure will change dramatically, with the goal of streamlining and creating more transparency. The work of the Association will be funded by member fees, event-based earnings, advertising, and sales.

Personal Member dues will not be increased at this time, remaining at the same rate they have been at for most of the past decade. A membership drive will be important to gain a broader membership base. The membership year will run for the fiscal year (January-December); those joining at other times will pay a pro-rated fee based on the January renewal period.

The *Institutional member fee* structure will be revised to emphasize the importance of the role CLA plays in national advocacy for libraries.

A *Corporate member category* will be created, with a benefits package designed to meet the needs of the vendor community and encourage their active involvement in the Association.

New revenue generating activities will be investigated and implemented. Some activities of CLA Committees and Networks (e.g. workshops and publications) will also generate revenue for the Association.

Build relationships

> **"I not only use all the brains that I have, but all that I can borrow."**
> (Woodrow Wilson)

To accomplish CLA's goals, the Association must have strong relationships throughout the national and international library community. CLA will seek purposeful partnerships with a wide range of groups to engage on matters of common interest and will take on a leadership role when applicable. CLA will build on successful collaborative endeavors and pursue new ones, such as:

- 8Rs and HR Summit
- accreditation of library schools
- recognition of foreign credentials
- Canadian Library Month
- federal policy initiatives including library book rate, copyright and the Community Access Program

- information literacy and lifelong learning
- research and benchmarking
- enhanced connections with vendor partners

These relationships will be built on a mutual understanding of respective strengths, roles, and resources, enabling the organizations to work collaboratively towards achieving shared goals.

Whenever possible, CLA will provide key advocacy documents in both English and French. CLA will not function as a fully bilingual association, but will work with partners, particularly ASTED, to advance advocacy issues and represent the Canadian library community nationally and internationally.

Invest in information technology infrastructure
To carry out the work of CLA effectively, major investment in IT infrastructure is essential, and will have an implication for the current budget. Investigation of needs and solutions will be undertaken as soon as possible.

What we will offer members

CLA members will have the ability come together and create Networks in areas of interest to them. This new structure will be flexible and robust to allow for Networks to develop in different ways to meet different needs. Within the Networks, members can undertake activities to meet the needs that they identify. Individuals will have the opportunity to take on leadership roles in Committees and Networks, be elected to Executive Council, develop expertise in specific areas, learn new skills, participate in conferences and events, take part in online discussions, and contribute to the advocacy intiatives of the Association. Collectively, members will be part of a diverse national community that is working together for a common purpose. While there will continue to be some tangible benefits, the greatest benefit to members is the opportunity to take an active role in the life of the association.

How we will know we have succeeded

Success in this endeavour will be measured in a variety of ways. Some expected results will be visible in the short-term, while others will only be realized over a number of years. Some will be tangible, such as sustainable and increased revenue, more members across all categories, and more individuals actively engaged in the activities of the Association. Some will be more intangible, such as impact on federal legislation, and increased awareness of the work of CLA with MPs, the media, and others outside of the library community.

This plan will create a rejuvenated organization, based on the strong foundations of our past. It will generate a culture that is open, collaborative, and future-oriented; demonstrates excellence; and provides leadership in advocacy. It will be an organization that is united, participatory, and welcoming with more capacity to connect, be involved, and further the library movement in Canada.

Appendix 1

Governance

Membership
The members of the Canadian Library Association will remain as the highest governing body of the Association. Members will vote on any proposed changes to the Constitution, and will elect members of the Executive Council. All decisions taken by Executive Council will continue to be approved by the membership at the Annual General Meeting.

Executive Council
Executive Council will be the only directly elected body in the Association. To encourage the promotion of organizational activities as well as to ensure alignment of Association goals with activities, information about all activities and external communications will be sent to and shared with the Executive Council. A sub-committee of the Council will review and evaluate the projects and activities of the Advisory Committees and Networks. Final authority and responsibility for all projects, activities and external communications rests with the full Executive Council.

Advisory and Standing Committees
The Chair of each committee will be appointed for a two-year period from the following January (e.g. if appointed in October 2013, the term will run January 2014 through December 2015). The term of appointment is once-renewable (e.g. may be extended to December 2017). Transparent and two-way reporting will serve as an additional function of knowledge transfer in the interest of succession planning. The composition, terms of service, and life span of each Committee will be described in the Terms of Reference upon its creation. Committee members should not serve more than two consecutive terms on the same committee.

Networks
Networks will be created by petition of a minimum of 10 members with a named moderator, Terms of Reference, and a plan of activity, which may be short-term or long-term depending on the topic being addressed. The petition will be subject to review by a sub-committee of the Executive Council, whose role will be to ensure that the Network's goals and activities advance the priorities of the Association as a whole, and do not duplicate work being done in other units. In an effort to garner further member interest, the petition will be available for input from the full membership for a short period of time before approval for establishment is granted. Network moderators will commit to a two-year period from the following January (e.g. if appointed in October 2013, the term will run January 2014 through December 2015). The term of appointment is once-renewable (e.g. may be extended to December 2017). There will be an expectation that the moderator will attend and host meetings at the annual conference in order for the members of the Network to have the opportunity to work face-to-face.

All Network communication tools will be open to all CLA members. Bylaws will allow for the disbanding of inactive Networks by Executive Council in consultation with the Network moderator.

Application for project funding could be made by either the Network moderator or a member of Executive Council. Activities must further the goals of CLA and of the Network based on its Terms of Reference. Typically, internal recognition of members, sponsorships, grants, etc. will not be approved. The Association bylaws will allow for Networks to undertake cost-neutral or profit-generating activities (e.g. workshops) with profits going to the CLA accounts.

An example of a Network forming from an existing CLA unit would be one for advocacy leaders and experts, such as trustees; one of their key roles would be to ensure that the library community's advocacy communication efforts are clear for government and others being lobbied.
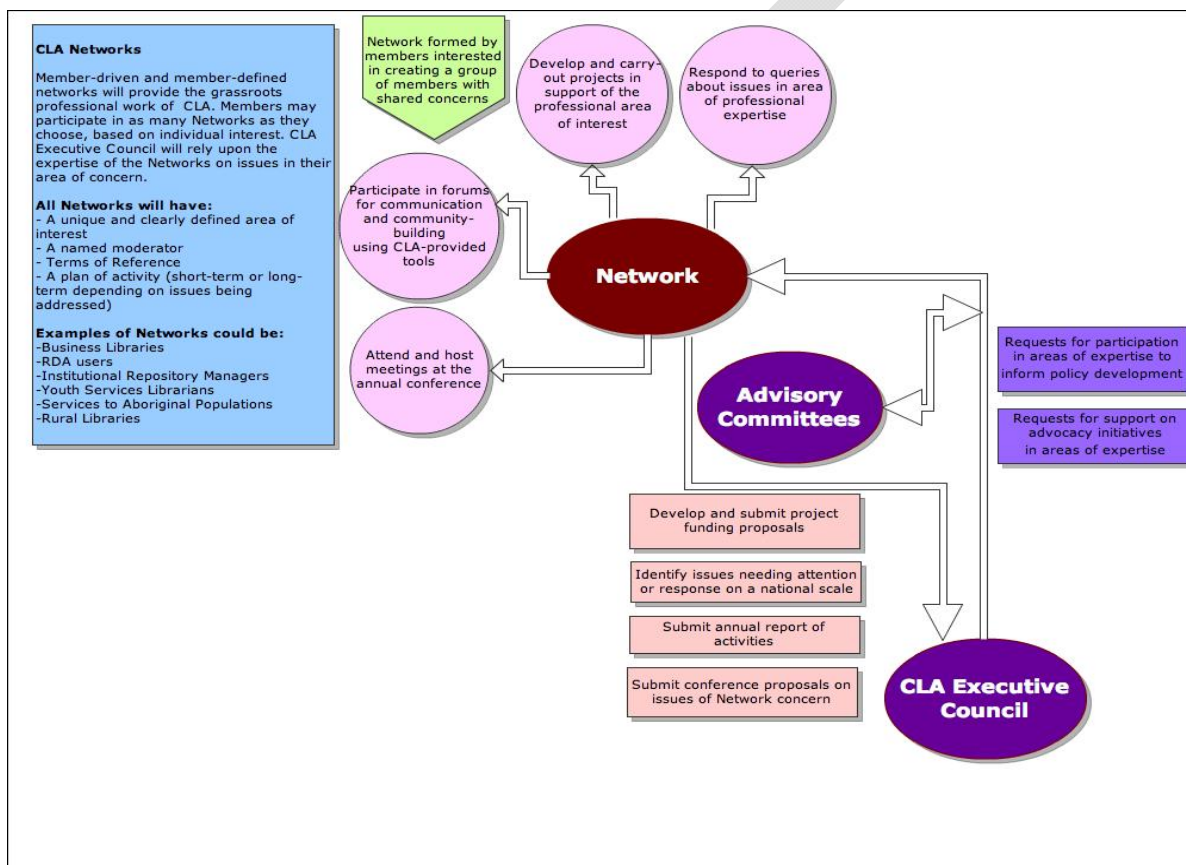
Elections

Elections will be held annually for Vice President/President Elect, and for either one or two councillors-at-large; and every second year for Treasurer. Thus, Executive Council will have seven members as follows:

- President (one-year term);
- Vice President/President Elect (one-year term);
- Treasurer (two-year term);
- Three Councilors-at-Large (two-year staggered terms); and
- Executive Director (ex-officio)

The regular election cycle will follow the budget/calendar year:
1. Nominations Committee announces slate of candidates at the annual conference, allowing for discussion of candidate platforms during the conference.
2. Nomination by petition is open for one month (June).
3. List of all candidates is presented in mid-summer.
4. Campaign and voting period is open for 6 weeks (September to mid-October).
5. Announcement of new council is made by the end of October.
6. New members take office in January.
7. Full Executive Council participates in a leadership forum (mid-January).

Executive Director

The Executive Director is the chief staff officer and principal representative of the association. The Executive Director provides leadership in the organization, through (though not limited to) advice and direction given to the Executive Council and Committees when appropriate, and through work with volunteers and staff to implement the strategic policies and directions set by Executive Council. The Executive Director acts as a "continued presence" for national and international advocacy efforts, and ensures effective communication within CLA, with various government departments, and with related associations and partners.

Office

To ensure that staffing and staff duties are aligned with changes outlined in this plan and with the needs of the membership, a formal review of all positions within the office will take place prior to or immediately after the 2011 AGM.

Volunteers

Volunteers carry out the major work of the Association. The Association will facilitate their ability to be actively involved by:
- promoting volunteer opportunities on the committees, Networks, and other activities
- creating a standing list of willing volunteers via the member renewal process
- supporting the work of volunteers with appropriate staff, financial, IT infrastructure and training resources

The recruitment, assistance, and appreciation of the volunteers who give their considerable time and energy to the Association will be enhanced.

Evaluation

An evaluation of the Plan will be undertaken to determine the success of the changes, using the following metrics:
- more members
- learner governance
- balanced budget
- renowned advocacy
- strong partnership connections
- successful conferences

Appendix 2

Transition plan

Governance
All existing Committees will be reviewed to determine their role in the new structure. The reviews will include an assessment of the composition of each Committee and its Terms of Reference. The Advisory Committees will be reviewed by Executive Council and adjustments made as necessary. Standing Committees will be reviewed and/or established by Executive Council with applicable Terms of Reference. In particular, the Nominations Committee and Participation Committee will be revised to ensure that they have the capacity to take on increased responsibilities in setting slates and committee appointments.

The Divisions and Interest Groups will no longer exist, but members are encouraged to form grassroots Networks based on subject or geographic based interests.

Budget
A new streamlined approach to the budget has been developed and a draft 2011 budget is attached. The role of the Finance Committee under the leadership of the Treasurer will be strengthened. With regard to any revenues previously earned by Divisions and Interest Groups, these funds will be noted, and subsequent project requests based on current unit issues will be given consideration. The CLA brand will be used on all continuing and future projects.

Membership
Changes will be proposed for the *Institutional Members* category. A model will be investigated for Institutional Member fees that will consist of up to five bands based on the operating expenses of the institution. Benefits will be related to each band, but could include discounts for staff on personal membership fees; discounts for conference registrations and publications; eligibility for the voting member to stand for election or nomination to committees. There will also be a proposal for a new category for *Corporate Members*, with benefits packages designed to engage representatives in the activities of the Association. The aim is to have personal membership fees representing less than 50% of the total membership revenue.

At present, no changes are proposed to the Personal Member category or fee structure. Until CLA begins to implement the other changes presented in this Plan, there is a need to retain the current income received from personal member dues. This category will be reviewed, and options will be investigated (such as joint memberships with provincial and territorial associations and tiered rates based on imcome) once the Association is through the initial transition phase outlined in this Plan.

Awards and Grants
The important role of Awards will continue but, in following the decisions made by the Executive Council in September 2010, only those that already have confirmed sponsorship will include a monetary amount, and new sponsorship funding will not be sought in 2011. Grants to attend conferences and other related events will not continue through the transition period. All

existing CLA, Divisional, and Interest Group awards and grants will be reviewed, with recommendations to be made for the 2012 awards cycle.

Annual General Meeting
The AGM will be moved to the first afternoon (Thursday) of the 2011 conference, with time that morning set for the Executive Council to meet with members before the resolutions are presented. The Division AGMs will take place at the usual time on Friday afternoon where their awards will be presented and a final wrap-up can take place. Time will be made available on Saturday for the Networks to begin to form and work together. A leaner, more dynamic annual report will be presented.

Election 2011
- elections will begin in June 2011 for the following positions:
    - Vice President/President Elect (2012, President 2013)
    - Treasurer for a two-year term (2012-2013)
    - two Councillor-at-Large members for a two-year term (2012-2013)
    - one Councillor-at-Large member for a one-year term (2012)
- voting will take place between September and mid-October
- the new full council will take office in January 2012

    Executive Council for June-December 2011:
    President: Karen Adams
    Past-President: Keith Walker
    Treasurer: Ingrid Langhammer
    Councillor-at-Large: Victoria Owen
    Councillor-at-Large: Catherine Steeves
    Executive Director: Kelly Moore

    Executive Council for January-December 2012:
    President: Karen Adams
    Vice-President/President Elect: to be elected
    Treasurer: to be elected
    Councillor-at-Large (1 year term): to be elected
    Councillor-at-Large (2 year term): to be elected
    Councillor-at-Large (2 year term): to be elected
    Executive Director: Kelly Moore

The current Executive Council will end at the 2011 conference, with the transitional Council to continue until the newly elected officers start their terms in January 2012.

Appendix 3

Action Plan timelines – revised December 1, 2010

July 15, 16 – subcommittee meets in person in Ottawa to develop first draft plan and to review input received

July 17 – draft plan shared with Treasurer

July 28 – proposed plan written up

July 28 – draft budget plan shared with subcommittee

August 13 – Vice President election completed

August 25 – plan sent to Executive Council

September 15 – budget plan sent to Executive Council

September 23, 24 – Executive Council meets in Toronto to discuss plan

September 25 – subcommittee reviews and revises plan based on EC feedback

October 4 – parliamentary opinion on the plan and legal opinion on the elections

October 13 – Executive Committee teleconference to review the revised plan

October 18 – share plan with the community

November 1 – comments received from the community

November 5 – subcommittee to review input and plan revisions

November 19 – legal opinion on revised plan

December 1 – revised plan, including the 2011 budget, to Executive Council for review

December 10 – subcommittee reviews and revises plan based on EC input

December 17 – share revised plan with community

January 14 – comments received from the community

January 19 – subcommittee reviews the input from the community

January 21 – governance review against the existing policies

February 5, 6 – Executive Council meeting; review final plan

February 28 – resolutions written

March 15 – resolutions reviewed by Executive Council

March 30 – resolutions sent to the members

Graphical representation of the structure