All librarians, library staff, trustees and other individuals and groups working to improve library services

An open, inclusive, and collaborative environment

Professionalism and integrity

Excellence and innovation

Extending and expanding library services in America and around the world

Social responsibility and the public good

Envisioned Future
Draft Big Hairy Audacious Goal (BHAG)
ALA builds a world where libraries are central to life-long learning and where everyone is a library user.

Draft Vivid Description of the Desired Future:
ALA is recognized as leading and supporting a continuous transformation of libraries of all types in response to the changing needs, expectations, demographics, and technology of the populations they serve today and into the future. Libraries and their staff are perceived as relevant and vital to the communities they serve; connecting people and ideas to each other and to the rest of the world. Through transformation, all people have greater access to the knowledge, information, cultural heritage, and entertainment when and where they desire and expect it. Users are the primary advocates for the library; recognizing library services as essential to individual and societal enrichment.

As a result, all types of libraries are adequately funded, librarianship is a sought after profession, information is accessible to all and all people in the United States are literate.

3-5 YEAR PLANNING HORIZON
~ OUTCOME-ORIENTED GOALS AND DIRECTION SETTING OBJECTIVES ~
The following thinking represents strategic areas of focus for the next three to five years. The goals articulate the outcomes ALA would like to achieve and answer the question, "What will constitute future success?" The achievement of each goal will move the organization toward realization of its envisioned future. The goals are not necessarily identified in priority order. Objectives provide direction on how ALA will accomplish its articulated goals. Objectives are considered in the 3-5 year planning horizon.

Draft Goals and Objectives
Goal Area: Advocacy and Public Policy
Goal Statement: ALA equips and leads advocates for libraries and the library profession and plays a key role in formulating policies and standards that affect library services.
Objective (1): Increase ALA's role in the formulation of library-related local, state, national, and international policies and standards.
Objective (2): Increase public awareness of the value and impact of all types of libraries and the role of librarians and library staff.
Objective (3): Increase support for research and evaluation to provide evidence regarding the value and impact of libraries.
Objective (4): Provide resources and training for advocates to lead efforts to secure local library funding and support.

Objective (5): Advocate for intellectual freedom, privacy, literacy, fair use, preservation of cultural heritage, equity of access, and permanent public access to government information.
Objective (6): Form alliances with organizations that share goals to advance public policy issues affecting libraries.

Goal Area: Building the Profession
Goal Statement: ALA ensures excellence and diversity in the library field.
Objective (1): Increase the availability of and access to continuing education and continuous learning opportunities for librarians, library staff, trustees and library advocates in a variety of formats.
Objective (2): Ensure that library education reflects the core values of the profession, its future needs, and the needs of its communities.
Objective (3): Ensure that the library workforce reflects an increasingly diverse global community.
Objective (4): Increase ALA activities in assisting libraries in recruiting and retaining the highest quality library workforce.

Goal Area: Transforming Libraries
Goal Statement: ALA leads the transformation of libraries and library services in an ever-changing environment.
Objective (1): Increase leadership development opportunities for library transformation.
Objective (2): Create opportunities to share "next practices."
Objective (3): Encourage and recognize risk taking and experimentation with innovative and transformational ideas.

Goal Area: Member Engagement
Goal Statement: ALA provides an environment in which all members participate in, contribute to, and benefit from engagement in their association.
Objective (1): Increase member and staff innovation and experimentation through new opportunities for member engagement.
Objective (2): Increase member engagement through technology.
Objective (3): Increase member engagement by eliminating barriers to participation.
Objective (4): Develop new models to recognize member contributions.

Goal Area: Organizational Excellence
Goal Statement: ALA operates effectively, efficiently, and nimbly to accomplish its mission.
Objective (1): Increase resources to ensure program and service vitality.
Objective (2): Enhance the association's organizational structure to meet the changing needs of the members.

5 YEAR PLANNING HORIZON – MEGA ISSUES
Mega issues are issues of strategic importance that represent challenges the organization will need to face in defining the ultimate direction of its long-range plan. These issues represent

32. What economic constraints need to be reorganized in planning for the next five years?

33. How will ALA respond to the increasing emphasis on environmental issues?

34. How will ALA keep up with member expectations regarding virtual participation in new technologies?

35. How will ALA evaluate which programs and services are redundant in order to free up resources to take on new programs and services?

36. What role does trustees and friends of the Library play in the growth of ALA?

37. How can divisions work more collaboratively?

38. How can ALA ensure employment opportunities for current and future library school students?

39. How will libraries get the level of funding they will need to meet public expectations?

40. If massive digitization takes place, what happens to fair use?

Additional Resources:
- Current ALA Strategic Plan:
  www.ala.org/ala/aboutala/missionhistory/plan/2010/index.cfm
- Current YALSA Strategic Plan:
  www.ala.org/ala/mgrps/divs/yalsa/aboutyalsab/StrategicPlan08_final.pdf