

# Report on the Implementation of the AALL 2010-2013 Strategic Directions

Prepared by the Executive Board Strategic Directions Committee  
July 2013

The primary purpose of a strategic plan is to set an organization's direction and vision of the future in accordance with its mission. It offers a forward-looking roadmap for the organization by outlining broad goals and objectives. For AALL, strategic plans guide the work of the Association, its members, and its constituent groups (such as the special interest sections [SISs] and chapters). The Executive Board is responsible for overseeing the work of the plan, initiating and implementing new activities, and outlining funding priorities.

The Executive Board adopted the 2010-2013 Strategic Directions in 2010 after soliciting input from members and Association entities. In addition to more traditional methods of communication, members also had the opportunity to provide suggestions on the Strategically Thinking blog ([aallstrategize.wordpress.com](http://aallstrategize.wordpress.com)), which was specially created for that purpose. As a result, the Strategic Directions outlined three expansive goals—Leadership, Education, and Advocacy—that were to advance the Association's identified core purpose of strengthening the profession of law librarianship and supporting the individual efforts of its members. Each goal includes several objectives, which are suggested approaches that can be utilized to further the overarching goal.

Although the objectives listed in the 2010-2013 Strategic Directions apply to the Association as a whole, the Executive Board ultimately is accountable to the membership for their implementation. The board accomplishes this in a number of ways, including: by fostering and overseeing members' ideas for new projects or improvements to existing ones; by supervising the work of AALL committees; and by the adoption and realization of annual committee action plans. Chapters and SISs often create their own strategic plans and agendas, as well. These groups play critical roles in the success of the Association's Strategic Directions. However, the primary focus of these entities is to further the professional development of their individualized membership groups rather than to implement each specific objective in the Association's plan.

The tables below summarize the most noteworthy new or improved programs from 2010 to 2013 that the Executive Board Strategic Directions Committee has identified as initiatives that have helped achieve the outlined objectives. The tables do not include AALL programs that have long been in place, but which certainly further one or more objectives.

The Executive Board is privileged to work on behalf of such an innovative and enterprising membership. Please contact a board member if you have any questions or comments about this report or ideas on how AALL can implement the new objectives identified in the AALL Strategic Plan for 2013-2016.

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<b>Goal I: Leadership</b>		
<b>Objectives:</b>	<b>Implementation:</b>	<b>Notes:</b>
<b>Increase the recognition of AALL by the legal profession, information vendors, government, and public as the premier resource for legal information issues and the law library profession.</b>	The Executive Board adopted the AALL Legal Research Competencies and Standards for Law Student Information Literacy ( <a href="http://www.aallnet.org/main-menu/Leadership-Governance/policies/PublicPolicies/policy-lawstu.html">www.aallnet.org/main-menu/Leadership-Governance/policies/PublicPolicies/policy-lawstu.html</a> ) and established the Promoting the AALL Legal Research Principles, Competencies and Standards for Law Student Information Literacy Task Force ( <a href="http://www.aallnet.org/main-menu/Leadership-Governance/committee/activecmtes/lawstudentinfo.html">www.aallnet.org/main-menu/Leadership-Governance/committee/activecmtes/lawstudentinfo.html</a> ).	July 2012 (ongoing)
	AALL and the International Legal Technology Association (ILTA) collaborated to produce a joint, digital-only white paper on the changing role of law librarians, with contributions from both AALL and ILTA members: AALL/ILTA Digital White Paper: The New Librarian ( <a href="http://www.aallnet.org/main-menu/Publications/aall-ilta-white-paper">www.aallnet.org/main-menu/Publications/aall-ilta-white-paper</a> ).	October 2012
	The Public Relations Committee finalized a draft of “talking points” for members to communicate the value of law librarians to other legal professionals.	Included in the 2012-2013 Executive Board Action Plan
	The Executive Board Annual Meeting VIP Program Reassessment Task Force reported on its evaluation of this program at the July 2013 Executive Board meeting.	Included in the 2012-2013 Executive Board Action Plan
<b>Support and mentor the development of law librarians at all experience levels as leaders</b>	AALL offers a biennial online management course, Management in Law Libraries Today.	September 2010, November 2012
	AALL hosts a biennial Management Institute for members. (For the 2013 program, see <a href="http://www.aallnet.org/main-menu/Education/management-institute">www.aallnet.org/main-menu/Education/management-institute</a> .)	April 2011, March 2013

<b>in their professional environment.</b>	The AALL Membership Development Committee launched its Mentor Booth at the 2012 Annual Meeting.	July 2012 (ongoing, annually); included in the 2011-2012 Executive Board Action Plan
	AALL began the Leadership Academy Fellows Mentor Program.	October 2011 to November 2012
	AALL members amended Bylaws to respond to changes have impacted the positions that law librarians hold in their institutions and workplaces.	October 2012
	The Leadership Development Committee started its column, "For the Leader in You," in the AALL E-newsletter ( <a href="http://www.aallnet.org/main-menu/Publications/enevs/2013-E-newsletters">www.aallnet.org/main-menu/Publications/enevs/2013-E-newsletters</a> ).	March 2013 (ongoing, monthly)
	AALL launched its Mentor Match online tool on AALLNET. (See <a href="http://community.aallnet.org/AALLNET/Mentoring">community.aallnet.org/AALLNET/Mentoring</a> .)	Spring 2013; included in the 2011-2012 Executive Board Action Plan
<b>Partner with legal and information organizations to promote the financial and economic benefits of employing law</b>	AALL began a partnership with the Legal Marketing Association (LMA) for its 2011 annual conference. As a partner, AALL receives, among other benefits, recognition in the LMA conference program and on its website and member rate registration pricing for all AALL members. The partnership provides additional exposure to LMA for AALL and our members.	April 2011 (ongoing, annually)
	AALL partnered with the Association of Legal Administrators on booth exchanges at both our annual conferences. (See, for example, <a href="http://www.aallnet.org/main-menu/Publications/enevs/2012-E-newsletters/e-newsletter-201205.html#9">www.aallnet.org/main-menu/Publications/enevs/2012-E-newsletters/e-newsletter-201205.html#9</a> .)	May 2011 (ongoing, annually)

<b>librarians.</b>	At the 2012 Annual Meeting, AALL commenced partnering with ILTA to deliver technology tracks at AALL Annual Meetings.	July 2012 (ongoing)
	Last year, AALL partnered with the Medical Library Association to have a joint booth at the annual Special Libraries Association conference.	July 2012
	AALL began partnering with ILTA for booth exchanges at annual conferences.	August 2012 (ongoing, annually)
	AALL is included as a partner with other law-related associations in convening a C-Level Summit to discuss trends of mutual interest.	April 2013
	AALL partnered with the National Association for Law Placement (NALP) on booth exchanges. AALL submitted an accepted proposal for the 2014 NALP Conference.	April 2013 (ongoing, annually)
	AALL hosted an exhibit at the Canadian Law Library Association meeting.	May 2013
	The Chapter Match initiative debuted. The new Chapter Match program aims to assist AALL chapters in finding and facilitating these kinds of partnership opportunities with other legal professional associations at the local level. See <a href="http://www.aallnet.org/main-menu/Member-Communities/chapters/chapresources/chaptermatchfaq.html">www.aallnet.org/main-menu/Member-Communities/chapters/chapresources/chaptermatchfaq.html</a> .	May 2013
<b>Promote opportunities for members to hold leadership positions within AALL and its entities.</b>	The Leadership Development Committee gave the first Emerging Leader Award, which “recognizes newer members who have already made significant contributions to the Association and/or to the profession and have demonstrated the potential for leadership and continuing service.”	First awarded July 2010 (ongoing, annually)
	AALL held the Futures Summit to discuss, especially among newer members, changes in the profession, leadership and mentoring, and communication. (To view the keynote address from the Summit, see <a href="http://community.aallnet.org/Resources/ViewDocument/?DocumentKey=76d4dbc2-17f6-407d-ad27-ec2e76dbd4c8">community.aallnet.org/Resources/ViewDocument/?DocumentKey=76d4dbc2-17f6-407d-ad27-ec2e76dbd4c8</a> .)	November 2011
	The 2013 Annual Meeting included enhanced SIS and chapter leadership training.	July 2013
<b>Increase and improve</b>	AALL staff implemented virtual training for SIS and chapter treasurers.	October 2010 (ongoing,

<b>communication and collaboration within the Association and with its entities, chapters, and related organizations.</b>		annually)
	AALL expanded its recruitment efforts by staffing booths at chapter meetings.	Spring 2011 (ongoing, as appropriate)
	The new social networking platform, My Communities, debuted. The system provides members with improved collaboration and networking tools.	May 2011
	AALL began providing free photography opportunities in the Membership Services Area of the Annual Meeting Exhibit Hall to enable members to easily update their membership profiles on AALLNET.	July 2011 (ongoing, annually); included in the 2010-2011 Executive Board Action Plan
	AALL introduced the Members Open Forum on My Communities to foster communication among members.	January 2012 (ongoing)
	The AALL Executive Board established Caucus Guidelines to help ensure that the Association continues to meet members' unique needs. (See <a href="http://www.aallnet.org/main-menu/Leadership-Governance/policies/AssociationPolicies/caucus-guidelines.html">www.aallnet.org/main-menu/Leadership-Governance/policies/AssociationPolicies/caucus-guidelines.html</a> .)	March 2012 (ongoing); included in the 2010-2011 Executive Board Action Plan
	AALL implemented virtual training for SIS and chapter leaders on meeting management.	Fall 2012
	AALL committees evaluated their existing charges and included proposed changes in their action plans.	April 2013; included in the 2012-2013 Executive Board Action

		Plan
	Planning is taking place in preparation for a Chapter Leadership Conference to be held in San Antonio in advance of the 2014 Annual Meeting.	Included in the 2012-2013 Executive Board Action Plan
<b>Develop new non-dues revenue sources to expand membership benefits, grants, and scholarships.</b>	AALL offers a biennial online management course, Management in Law Libraries Today.	September 2010, November 2012
	An online form for donations went live, along with the introduction of an in-house event registration form for webinars that ended recurring costs with an outside company.	January 2012 (ongoing)

<b>Goal II: Education</b>		
<b>Objectives:</b>	<b>Implementation:</b>	<b>Notes:</b>
<b>Support and expand an affordable education curriculum based on the core competencies.</b>	AALL staff developed a monthly webinar program for members and reduced registration cost.	2010 (ongoing)
	AALL staff implemented a new online management course, AALL Online Management Course, to meet members' differing educational needs.	September 2010, November 2012
	The Executive Board adopted the AALL Legal Research Competencies and Standards for Law Student Information Literacy ( <a href="http://www.aallnet.org/main-menu/Leadership-Governance/policies/PublicPolicies/policy-lawstu.html">www.aallnet.org/main-menu/Leadership-Governance/policies/PublicPolicies/policy-lawstu.html</a> ) and established the Promoting the AALL Legal Research Principles, Competencies and Standards for Law Student Information Literacy Task Force ( <a href="http://www.aallnet.org/main-menu/Leadership-Governance/committee/activecmtes/lawstudentinfo.html">www.aallnet.org/main-menu/Leadership-Governance/committee/activecmtes/lawstudentinfo.html</a> ).	July 2012 (ongoing)
<b>Develop specialized educational programs addressing the diverse needs of members.</b>	Webinar programming facilitates virtual learning on topics selected to meet diverse needs of members.	2010 (ongoing)
	AALL partnered with the Private Law Librarians Special Interest Section (SIS) to produce the PLL Summit, a one-day, separately registered/ticketed program developed for private law librarians held on the Saturday of the Annual Meeting.	July 2010 (ongoing)
	AALL offers a biennial online management course, Management in Law Libraries Today.	September 2010, November 2012
	AALL holds the Futures Summit to discuss, especially among newer members, changes in the profession, leadership and mentoring, and communication. (To view the keynote address from the Summit, see <a href="http://community.aallnet.org/Resources/ViewDocument/?DocumentKey=76d4dbc2-17f6-407d-ad27-ec2e76dbd4c8">community.aallnet.org/Resources/ViewDocument/?DocumentKey=76d4dbc2-17f6-407d-ad27-ec2e76dbd4c8</a> .) A recommendation from the Futures Summit Implementation Task Force was for greater "cross pollination" between library types or other specialized groups. Examples of how AALL has addressed the	November 2011

	cross pollination recommendation include recent additions to the Annual Meeting discussed below.	
	The AALL Executive Board, staff, and the Annual Meeting Program Committee (AMPC) conducted an Annual Meeting education review and engaged consultants to assist in providing strategies to enhance Annual Meeting education, including consideration of delivery, content, and learning styles. See <a href="http://www.aallnet.org/Documents/Leadership-Governance/Committees/vcc-report.pdf">www.aallnet.org/Documents/Leadership-Governance/Committees/vcc-report.pdf</a> and <a href="http://www.aallnet.org/main-menu/Leadership-Governance/committee/cmte-final-reports/2011-2012/amsc.pdf">www.aallnet.org/main-menu/Leadership-Governance/committee/cmte-final-reports/2011-2012/amsc.pdf</a> .	March 2012 (ongoing); included in the 2011-2012 Executive Board Action Plan
	At the 2012 Annual Meeting, AALL commenced partnering with the International Legal Technology Association to deliver technology tracks at AALL Annual Meetings.	July 2012 (ongoing)
	AALL staff and the AMPC conceived the “Monday Morning Recharge” series of programs for the Annual Meeting.	July 2013
	Annual Meeting “coffee talks” and poster sessions were implemented by the AMPC and the AALL staff as part of the response to recommendations from the review of Annual Meeting programming.	July 2012 (ongoing)
	Curated programs were accepted and delivered at the Annual Meeting as part of the program proposal process conducted by the AMPC.	July 2013
	AALL launched its Mentor Match online tool on AALLNET. (See <a href="http://community.aallnet.org/AALLNET/Mentoring">community.aallnet.org/AALLNET/Mentoring</a> .)	Spring 2013
<b>Broaden use of formats, media, and technologies in educational programming to provide a productive</b>	AALL offers a biennial online management course, Management in Law Libraries Today.	September 2010, November 2012
	Each month, in the AALL E-newsletter, AALL’s Continuing Professional Education Committee summarizes and highlights the AALL2go Pick of the Month, a recorded education session for members to access on-demand.	August 2011 (ongoing)

<b>experience for all members.</b>	The AALL Executive Board, staff, and the AMPC conducted an Annual Meeting education review and engaged consultants to assist in providing strategies to enhance Annual Meeting education, including consideration of delivery, content, and learning styles. See <a href="http://www.aallnet.org/Documents/Leadership-Governance/Committees/vcc-report.pdf">www.aallnet.org/Documents/Leadership-Governance/Committees/vcc-report.pdf</a> and <a href="http://www.aallnet.org/main-menu/Leadership-Governance/committee/cmte-final-reports/2011-2012/amsc.pdf">www.aallnet.org/main-menu/Leadership-Governance/committee/cmte-final-reports/2011-2012/amsc.pdf</a> .	March 2012 (ongoing); included in the 2011-2012 Executive Board Action Plan
	The AALL Executive Board, staff, and the AMPC expanded the format of and enhanced delivery options for Annual Meeting education, adding new educational opportunities and member networking experiences.	July 2012 (ongoing)
	The Leadership Development Committee started its column, "For the Leader in You," in the AALL E-newsletter ( <a href="http://www.aallnet.org/main-menu/Publications/eneews/2013-E-newsletters">www.aallnet.org/main-menu/Publications/eneews/2013-E-newsletters</a> ).	March 2013 (ongoing, monthly)
	The AMPC conceived the "Monday Morning Recharge" series of programs for the Annual Meeting.	July 2013
<b>Collaborate with library and information schools to promote law librarianship and participation in related educational opportunities.</b>	AALL has created a partnership with Drexel University that allows tuition reduction to members registering for online library science programs. See <a href="http://www.aallnet.org/main-menu/Member-Resources/drexel">www.aallnet.org/main-menu/Member-Resources/drexel</a> .	Fall 2010 (ongoing)
	The AALL Executive Board approved the creation of a new Student Caucus. This group will provide a natural national-level connection to all library and information school programs.	May 2012 (ongoing)

<b>Goal III: Advocacy</b>		
<b>Objectives:</b>	<b>Implementation:</b>	<b>Notes:</b>
<b>Increase communication to law librarians, their employers, information vendors, and the public about the value of law libraries and the critical role legal information professionals play in a global society.</b>	<p>The Government Relations Office (GRO) provided both virtual and live advocacy trainings to prepare law librarians to communicate their value to their institutions, elected officials, and other decision makers.</p> <p>The GRO worked with government law libraries to advocate the value of broader professional participation in AALL and to influence our policy priorities. For example, the GRO worked with the Law Library of Congress and the Federal Law Librarians Caucus to add titles to the National Inventory of Legal Materials.</p>	Ongoing; included in the 2010-2011 Executive Board Action Plan
	Approximately 40 individuals from the vendor, law library, and library user communities gathered at the 2011 Vendor Colloquium ( <a href="http://www.aallnet.org/main-menu/Advocacy/vendorrelations/colloquium">www.aallnet.org/main-menu/Advocacy/vendorrelations/colloquium</a> ) to exchange ideas and hold a dialogue on matters of mutual interest.	February 2011
<b>Promote the value of public law libraries at the local, state, and federal levels, including the need for appropriate funding levels and policies.</b>	AALL and its GRO worked with individual members and other organizations to fight funding cuts and closures of government libraries (e.g., San Francisco Law Library, Connecticut court libraries, West Virginia regional law libraries, Georgia State Archives, Oregon county law libraries, and Minnesota county law libraries).	Ongoing
	The director of the GRO worked with the State, Court and County Law Libraries Special Interest Section to develop a toolkit and resources on advocacy.	2011; included in the 2010-2011 Executive Board Action Plan

	The director of the GRO reached out to Access to Justice Commissions and encouraged law librarians to get involved.	May-June 2011
	The director of the GRO and the Government Relations Committee (GRC) drafted position papers for lobbying in support of funding for the Legal Services Corporation.	January 2013
<b>Promote AALL policies that support members and their institutions in establishing fair and equitable business relationships with legal publishers.</b>	The <i>Guide to Fair Business Practices</i> Task Force made revisions to the guide and published its 2013 Third Edition ( <a href="http://www.aallnet.org/main-menu/Advocacy/recommendedguidelines/fair-practice-guide.html">www.aallnet.org/main-menu/Advocacy/recommendedguidelines/fair-practice-guide.html</a> ).	November 2012
	The Executive Board approved the AALL Vendor Relations Policy ( <a href="http://www.aallnet.org/main-menu/Advocacy/vendorrelations/policy-vendorrelations.html">www.aallnet.org/main-menu/Advocacy/vendorrelations/policy-vendorrelations.html</a> ).	April 2013
	The Library Procurement Process Improvements Task Force, established as an outcome of the Vendor Colloquium, developed the <i>Procurement Toolkit and Code of Best Practices for Licensing Electronic Resources</i> ( <a href="http://www.aallnet.org/main-menu/Advocacy/vendorrelations/docs/procurement-toolkit.html#bestpractice">www.aallnet.org/main-menu/Advocacy/vendorrelations/docs/procurement-toolkit.html#bestpractice</a> ).	April 2013
<b>Expand communication channels with information vendors regarding products, product development, and related policies.</b>	Approximately 40 individuals from the vendor, law library, and library user communities gathered at the 2011 Vendor Colloquium ( <a href="http://www.aallnet.org/main-menu/Advocacy/vendorrelations/colloquium">www.aallnet.org/main-menu/Advocacy/vendorrelations/colloquium</a> ) to exchange ideas and hold a dialogue on matters of mutual interest.	February 2011
	Vendor Colloquium participants developed <i>Shared Principles for Law Librarians and Legal Information Vendors</i> ( <a href="http://www.aallnet.org/main-menu/Advocacy/vendorrelations/colloquium/Shared-Principles.pdf">www.aallnet.org/main-menu/Advocacy/vendorrelations/colloquium/Shared-Principles.pdf</a> ).	June 2011
	AALL created the Vendor Relations Community in AALLNET's My Communities for members to share ideas on topics related to vendor relations.	June 2011 (ongoing)
	The AALL Vendor Liaison published the first Vendor Liaison Update ( <a href="http://www.aallnet.org/main-menu/Advocacy/vendorrelations/vlupdate">www.aallnet.org/main-menu/Advocacy/vendorrelations/vlupdate</a> ), an e-newsletter on vendor relations issues.	October 2011 (ongoing)

	The Committee on Relations with Information Vendors (CRIV) launched the CRIV Blog (crivblog.com) to increase communications regarding legal information publishers and vendors.	April 2012 (ongoing)
	CRIV developed an online request for assistance form for members to use to contact the committee regarding vendor products, services, and prices.	June 2012 (ongoing)
	In order to address various issues related to publishing industry competition, the AALL Executive Board approved the AALL and Antitrust FAQ (www.aallnet.org/main-menu/Advocacy/vendorrelations/AALL-and-Antitrust-FAQs.pdf).	June 2012 (ongoing)
<b>Continue advocacy efforts to ensure the authentication and preservation of official digital legal resources.</b>	AALL supports the work of the Uniform Law Commission to enact the <i>Uniform Electronic Legal Material Act (UELMA)</i> at the state level.	Ongoing
	The GRO assists members in advocating through sample testimony, drafting articles, and providing other resources on AALLNET.	Ongoing; included in the 2011-2012 Executive Board Action Plan
	AALL worked with the American Bar Association to promote <i>UELMA</i> .	February 2012
	AALL established a Federal Depository Library Program (FDLP) Task Force to support law library participation in FDLP by highlighting the benefits of the program, identifying changes to the program that will enable law libraries to continue to participate, and working to facilitate a broader role for law librarians in the national conversation on the FDLP.	April 2012 to July 2013
	The GRC supported the AALL State Working Groups in the completion of the State Inventories of Legal Materials. The GRO worked with the Digital Access to Legal Information Committee to conduct analysis, post an update to AALLNET, and create a new website with information about official status, authentication, and preservation for each state (community.aallnet.org/DigitalAccessToLegalInformationCommittee/StateOnlineLegalInformation).	February 2013 (ongoing)

	AALL members contributed an article on <i>UELMA</i> to <i>ABA Journal</i> . AALL President Jean Wenger and AALL members were quoted in the article.	May 2013
<b>Continue to advocate that government information must be in the public domain and that information on government websites must be permanently available to the public at no charge.</b>	AALL offered the webinar Making Your Voice Heard: Your Role in State Advocacy, which is available on AALL2go at <a href="http://aall.sclivelearningcenter.com/index.aspx?PID=6278&amp;SID=121670">aall.sclivelearningcenter.com/index.aspx?PID=6278&amp;SID=121670</a> .	March 2012
	The GRO and GRC conduct annual legislative advocacy training at AALL Annual Meetings.	Ongoing; included in the 2010-2012 GRC Action Plans
	The GRC began drafting one-page issue briefs to be used by AALL members or others to understand and/or advocate for AALL policy positions.	Ongoing; included in the 2011 GRC Action Plan
	The GRC created a monitoring project. Each committee member reviews one or more RSS feeds for postings on information policy issues and alerts the committee to relevant findings.	Ongoing; included in the 2012 GRC Action Plan
	The GRO continues advocacy at the federal level, including testimony on behalf of AALL to Appropriations Subcommittees on the Legislative Branch, in support of the annual appropriations requests of the GPO and the Library of Congress.	Ongoing
	AALL expresses funding support for the National Archives and Records Administration through statements, working with agencies, and lobbying members of Congress.	Ongoing

	AALL supports Open Government bills in each session of Congress by working with members of Congress, issuing action alerts, and coordinating with other open government groups.	Ongoing
	The GRO provides recommendations to the White House and executive branch agencies to follow through on President Obama's commitment to open government and transparency.	Ongoing
<b>Work with the Library of Congress and other national and international organizations to ensure bibliographic standards and other standards necessary for full access to information.</b>	AALL supports funding for the Library of Congress through written testimony.	Ongoing