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Nancy Johnson

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AMERICAN ASSOCIATION OF LAW LIBRARIES

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MEMORANDUM

TO: Committees
Chapter Presidents
Representatives
SIS Chairs
Task Forces
Working Groups

FROM: Nancy Johnson
Chair, Strategic Planning Committee

DATE: September 30, 1998

RE: The AALL Strategic Challenge 1998-2000

The AALL Strategic Challenge is the main planning document that guides the Association's work through 2000. The document presents a series of Strategic Initiatives that intend to move the Association forward in ways that will maintain current strengths, while enabling the Association to grow in areas of emerging interests and needs. For example, recently the Executive Board reaffirmed many of the current Association programs and services, such as the Washington Affairs Representation, while at the same time directed more effort and resources to improve regional education programs and electronic communications with members through AALLNET.

The Executive Board Strategic Planning Committee seeks your general and specific comments about the issues facing AALL and the profession of law librarianship as we review the progress on the Strategic Challenge, and as we fulfill our duty to set program priorities for the Association's next budgetary cycle. These issues may already be included in the Strategic Plan, or they may be new issues that need to be considered. We recognize that the Association needs to remain flexible and to continue to respond to new and emerging interests and priorities of the membership.

I am pleased to enclose a copy of the AALL Strategic Challenge, also available on AALLNET (www.aalnet.org). I encourage you to spend some time reading the plan carefully, consulting with your colleagues, especially the constituency groups that you represent. In order to help you think about this request, I have attached a brief questionnaire. You do not need to limit your remarks to these questions, and feel free to be as creative and expansive as you wish. Please send me your thoughts and suggestions by November 15, 1998.

The Executive Board Strategic Planning Committee will meet at AALL Headquarters on December 4-5, 1998. We will review and carefully consider your statements. We need

your input in order to prepare AALL's specific program priorities and budget guidelines for the AALL Executive Board to consider at their March 1999 meeting.

I urge you to review the plan carefully and to share it with others who would be interested. The Executive Board greatly appreciates your attention to this very important process.

Ms. Nancy Johnson
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Attachment

cc: AALL Executive Board

American Association of Law Libraries

THE STRATEGIC CHALLENGE 1998-2000

AALL Mission Statement

Recognizing that the availability of legal information to all people is a necessary requirement for a just and democratic society, the American Association of Law Libraries exists to promote and enhance the value of law libraries to the public, the legal community, and the world, to foster the profession of law librarianship, and to provide leadership in the field of legal information and information policy.

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STRATEGIC DIRECTION I: REINVIGORATE THE STRUCTURE OF AALL

DESCRIPTION Invigorate continually the organizational structure of AALL to ensure that it provides a framework for accomplishing the mission of the Association.

RATIONALE The diversity of type-of-library and other interests of AALL members provides a richness of texture and educational opportunity. A reinvigorated governance structure can increase the vitality of AALL and help to create a pool of new members. It will enfranchise a large percentage of the membership and enable them to better address their specific and sometimes unique needs. As a consequence, the Association will be stronger, membership will grow, and members will feel a greater allegiance to the Association.

INITIATIVES

1 Foster diversity -- broadly defined to include gender, race, and sexual orientation -- among the membership and leadership of the Association.

Rationale: The profession of law librarianship and the Association should reflect the composition of the society it serves.

Implementation: AALL should continue to collect and publish demographic data about the gender and racial characteristics of law library employees as part of the biennial salary survey; send a representative selected by the AALL President to the conferences sponsored by the ALA Black Caucus; support the annual Diversity Symposium at the Annual Meeting; and monitor committee appointments to be certain that they represent the diverse membership. The Nominations Committee should work closely with the Committee on Diversity, Special Interest Sections, and Chapters to identify qualified and interested candidates for elected office who represent the range of diversity existing in the membership.

2 Open membership to the wider legal information community.

Rationale: Current membership categories are both restrictive and complex. At the same time the changing legal information environment is creating new groups of legal information professionals and changing roles for paraprofessionals. Greater and meaningful involvement by these new groups and others in the legal community is vital to the future of the profession and the Association. It is in AALL's and the profession's best interests to welcome all who work with and are interested in legal information as part of the Association.

Implementation: Based on recommendations from member groups, the Executive Board remains committed to the idea of opening up the membership. At its Fall 1997 Meeting the Executive Board received language clarifying a proposed Bylaws Amendment from the Bylaws Committee. The Executive Board authorized the placement of this item on the agenda for the 1998 Business Meeting. [11/1/97 Revised]

3 Ask Special Interest Sections to find ways to include newer members on all their committees and working groups, and in their governance processes.

Rationale: By encouraging the SISs to create more opportunities for newer members, the SISs will maintain their vitality while building a larger pool of leadership candidates for the Association as a whole.

Implementation: Working with the Chair of the SIS Council, the Board will send this request to the SISs and ask for a report outlining the means of implementation.

4 Strengthen relationships between AALL and its Chapters.

Rationale: By working closely and collaboratively, AALL and its Chapters can more effectively promote and enhance the role of law librarians as well as meet the needs and interests of law librarians. Individual members of AALL and the Chapters benefit by their participation in their professional organizations. While mutual respect and shared responsibility are key components of the relationship between AALL and the Chapters, frequent two-way communication is also essential to the success and effectiveness of both AALL and the Chapters.

Implementation: The creation of the Chapter Alliance in 1996-1997, including the initiation of a Chapter Leadership Bulletin and Chapter Roundtables at the Annual Meeting, constituted a significant step in strengthening relationships between AALL and its Chapters. To maintain this momentum AALL should continue to offer up to a total of ten complimentary registrations to the Chapters for attendance of their members at the Annual Meeting, and should continue the Chapter Leadership Bulletin and the Chapter Roundtables, depending on available resources. The Board and staff should also explore other alternatives for communicating regularly with the Chapters, and ask the Chapter Council Chair to solicit feedback from the Chapters on the value of the Chapter Leadership Bulletin by November 1998.

5 Develop significant membership recruitment and retention efforts.

Rationale: Chapter members represent a primary target group for AALL membership because Chapter members are already active law librarians who recognize the value and importance of professional involvement. Students represent another important group because customarily they explore career options during library school and those who choose law librarianship would benefit by early and then long-term involvement in AALL.

Implementation: Develop an information package specifically aimed at these groups and explore collaborative membership recruitment efforts with the Chapters to the fullest extent possible. Regularly send recruitment materials to the library schools and continue offering a substantial membership discount to students.

AALL has hired a membership consultant to take a broader and more strategic view of membership development and make appropriate recommendations to the Board. The Board will review the recommendations and take what action it considers appropriate.

STRATEGIC DIRECTION II: PROVIDE LEADERSHIP TO SHAPE THE LEGAL INFORMATION ENVIRONMENT IN A TIME OF RAPID TECHNOLOGICAL AND PUBLIC POLICY CHANGES

DESCRIPTION Make the Association an effective voice to influence those technological and policy developments that are changing the way legal information is delivered, and position our members to respond effectively to the changes as they occur.

RATIONALE Law librarians have serious concerns about the developing technology and its implementation. These concerns range from the difficulties of implementing newer technologies to uneasiness about whether these changes will make traditional libraries obsolete. The building of the Internet and similar networks at the state level is changing the way government and legal information is created and delivered.

During the period of the last four-year plan, the Association began to make its views known in Washington, where technological development and public information policy are becoming increasingly intertwined. That effort should be expanded and refined through the increased education and involvement of our members, the establishment of expanded strategic alliances, and the expansion of efforts at the state and local level. Through its activities, the Association will prepare its members for new roles as information professionals in the electronic environment.

The impact of this strategic direction is fundamental, because these developments are reshaping the legal information environment. Improved access to legal information by our members and the general public is vital.

INITIATIVES

- 1 Promote and support national, state and local initiatives to advance electronic dissemination legal and other relevant information, and to ensure that such electronic information is adequately preserved.**

Rationale: Effective and affordable access to legal information is a primary mission of the Association. Current and future advances in technology will make electronic dissemination a leading method for ensuring effective and affordable access. AALL and its members can contribute unique expertise in various initiatives designed to reach this goal.

Implementation: The Information Technology and Implementation Working Group was appointed in April 1996 to investigate the feasibility of an organized effort by AALL and its members to assist judges, legislators, and other government officials in the planning and implementation of technological approaches for providing access and organization of information. [Board Minutes July 1997 Tab 8]

The Information Technology and Implementation Working Group developed a home page that reports the results of investigations by law librarians who have reviewed and evaluated government sites for electronic legal information. The Web page also lists recommended best practices to follow in developing or improving Web sites. The Working Group will continue during 1997-98 to investigate the possibilities of working with others in the legal information community to determine if there are additional ways that the AALL can affect different mechanisms for providing access to legal information.

Create a Task Force to work with the Law Library of Congress and others on the authentication of primary law in electronic formats and create standards for NISO to consider.

Create a Task Force to work with the appropriate governmental agencies to ensure the preservation of primary law that is published in electronic formats.

Support the completion of work by the Citation Format Committee to develop User Guides to universal citations. AALL should seek the endorsements of other key groups, such as legal writers and court reporters, in order to continue to position AALL as a leader in the evolution of citation formats.

2 Redefine the profession in the context of its changing environment.

Rationale: Radical changes in the systems of information delivery are causing fundamental dislocations for libraries and library personnel. For most librarians, these changes will require a fundamental rethinking of what we do and why. The work of librarians is no longer bound by the traditional published literature, but also includes a vast complex of information emerging on the Internet and elsewhere. The profession of librarianship must evolve to meet the new challenge of this expanding information network. Law librarians must become navigators of the new superhighways.

Implementation: In July 1996 [Tab 18 Board Minutes p. 2287] the AALL Executive Board received recommendations from the Special Committee on the Renaissance of Law Librarianship in the Information Age. These recommendations were forwarded to all appropriate AALL entities for consideration and discussion. The Special Committee recommended a number of activities for AALL to pursue in this area. Among those yet to be completed are the following: create educational opportunities for improving the skills and knowledge of law librarians; influence education before law librarians enter the profession; open membership to all people; form liaisons with non-library information groups to provide joint venture conferences, programs, and membership opportunities; work with other organizations to develop methods for providing legal information that are as economical as possible and that are widely accessible; and revise the Code of Ethics.

3 Expand strategic alliances with other associations and groups to promote the Association's interests in the legal information environment.

Rationale: Efforts in Washington have been effective in forming a general alliance with other library associations through the Shared Legal Capability Fund, the Digital Futures Coalition, and other groups. AALL needs to expand its alliances now by developing stronger relationships with the American Bar Association, the Association of American Law Schools, the National Center for State Courts and various judicial organizations, as well as with publishers and other information providers.

Implementation: The Executive Director, the President, the Washington Affairs Representative, and the Assistant Washington Affairs Representative will work with the Government Relations Committee and other groups and associations to maintain and establish relationships in this area.

4 Use the Association's Annual Meeting as an opportunity to reach external audiences.

Rationale: The Annual Meeting program is potentially of wide appeal to non-librarians, but it needs to be promoted specifically to these external audiences, including, but not limited to, judges, attorneys, and legal administrators. AALL can establish itself as a leader in the legal information community by bringing these groups together to share common concerns and plan future cooperative efforts.

Implementation: Launch a Chapter VIP program that will encourage Chapters to bring non-librarians to the Annual Meeting. This program might include discounts on registrations, complimentary special events, and other special benefits intended to attract them to AALL. Involve local experts (non-law librarians) as content providers in the Annual Meeting programs.

5 Develop a program to increase opportunities for meaningful exchanges between law librarians and academic and public librarians.

Rationale: The participation of academic and public librarians will enrich AALL in its activities, particularly the Annual Meeting, and provide a variety of benefits to our members. Similarly, librarians from these types of libraries will benefit by attending our Annual Meeting, receiving our publications, and sharing information about legal and law-related information.

Implementation: Develop an information package about AALL and its activities that is specifically directed at academic and public librarians, and consider a recruitment effort aimed at attracting them to join AALL. Promote subscriptions to *AALL Spectrum* and other AALL publications for nonmembers who can benefit from them but are not interested in membership in AALL.

STRATEGIC DIRECTION III: INCREASE AND DIVERSIFY AALL's EDUCATION OFFERINGS TO MEMBERS AND NON-MEMBERS

DESCRIPTION Promote educational standards for entrance into and credibility within the profession.

Provide members with readily available, high quality, and timely continuing education programs, publications, and services in a variety of formats, using all available technologies.

Provide non-librarians and non-members who use legal information with readily available, high quality, introductory and intermediate basic education in legal information resources in a variety of formats, using all available technologies.

RATIONALE There is an expressed need for more and different types of educational programming and educational materials. Annual Meeting programs and workshops are available only to those who can attend the conference. Institutes are very focused educational experiences that reach a small audience. The demand is great for regional programming, with a variety of topics and formats, that could reach members and non-members. Publications that result from these educational offerings or are produced separately can satisfy some of the demand. AALL needs to create more educational opportunities to serve its members and to become the primary provider of education in the management and use of legal information.

The issue of basic education for the profession is of continuing concern to the members of the Association. Lack of requirements or a list of basic competencies for the designation of professional law librarian has harmed the prestige and credibility of the profession. At the same time the decreasing number of library schools has made it difficult or impossible for many to obtain the MLS or equivalent degree. AALL needs to address this issue in its educational plans.

INITIATIVES

1 Promote the Professional Development Policy of the Association to the membership.

Rationale: The Professional Development Policy and Structure was adopted by the Executive Board in July 1996. Although the policy and new committee structure have been in place for over a year, there remains a need to promote and publicize them to the broad membership in order to achieve a level of awareness and acceptance that will allow them to be effective.

Implementation: The Professional Development Committee has developed a Three-Year Plan, covering 1997 – 2000, that includes a list of activities designed to support this effort. Completion of these and other similar activities should be achieved to ensure a successful transition to the expanded approach of planning and programming represented by the new policy.

2 Expand and diversify educational programs.

Rationale: Law Librarians need more timely continuing education opportunities in a variety of formats and at times and places other than the Association's Annual Meeting. The 1996 Demographic Survey and focus groups at the 1997 Annual Meeting continue to reflect this need.

Implementation: The Professional Development Committee has adopted a three-year plan that addresses this Initiative. Portions of that plan direct that in 1998/99 the Association will sponsor six programs of one day or shorter duration: Legal Research for Non-Law Librarians (at least once); Legal Research in your state (2-3 times); Collection Development in the Electronic Age (2-3 times); will offer two distance education programs including an interactive video conference on a hot topic (spring and fall).

3 Develop introductory and advanced education and training programs for law librarians to ensure that they are adequately prepared to provide library users with exemplary information services. Explore programming for law library paraprofessionals.

Rationale: Courses currently offered in library schools often do not adequately prepare graduates to meet the specialized information demands of law library patrons. With some exceptions, this is also true of most advanced education efforts available to law librarians. Without adequate training, law librarians cannot properly serve their clientele. Additionally, many paraprofessionals hold key positions in law libraries of all types.

Implementation: Explore preparing and writing standardized curricula for AALL to offer basic law librarianship courses such as legal reference, cataloging, acquisitions, collection development, and administration. Standard curricula are easier to replicate and will enable AALL to diversify and repeat its offerings. This is one of the areas of highest need expressed by the members. Such courses will prepare those who function in the legal information environment and who may not have had the opportunity to take such courses in other settings.

4 Establish programming priorities that meet the needs of the core groups of AALL members, identified as librarians working in private, academic, and state/court/county law libraries.

Rationale: This will allow for programming that is more specifically targeted at the needs of the largest groups of the AALL membership.

Implementation: The Professional Development Committee's three-year plan calls for the PDC to provide the Annual Meeting Program Selection Committee with the educational priorities of the Association and the educational needs of the membership. The PDC is committed to developing broad-based methodologies for gathering information about the educational needs of AALL members and other interested audiences; to improving the program evaluation process at the Annual Meetings to better assess member interests and needs; and to evaluating annually whether the educational needs of AALL's core groups (academic; private; state, court, and county) have been met. The Annual Meeting Program Selection Committee for the 1998 Annual Meeting worked diligently to provide more detailed information about member needs and demographics to potential program proposers and encouraged them to target programs to specific audiences. This effort should be continued by future planning committees.

5 Build the Association's reputation as the preeminent source of information about law libraries, legal information, and the legal information profession. AALL should be seen as a significant resource for the legal information community.

Rationale: Members are in constant need of publications that will enable them not only to perform their jobs effectively, but also to inform their employers and others of the value of their work and the value of law libraries. Actual and potential employers of AALL members should go to AALL for accurate information about law libraries and librarians, not to other less reliable sources. Information must be available to members in the most timely and least costly manner possible. Electronic publications should be considered whenever it is possible to reach members with valuable information at no cost to them.

Implementation: The development of tools to assist those working in the legal information profession will solidify AALL's position. Such tools may include booklets, bibliographies, topical studies, an information and referral system, a clearinghouse, an electronic network, or any number of print or electronic sources. There are many opportunities for Special Interest Sections, committees, Chapters, caucuses, and individuals to contribute to this effort.

Introduce new publications on a continuing basis, and evaluate current publications to assure that they are relevant, up-to-date, and useful to members and non-members.

Encourage member entities to become even more active in creating new publications and in recommending new titles, and encourage the Executive Staff to initiate new publications as needed, in partnership with membership entities, such as SISs, and corporate partners.

6 Develop AALL as a leader in law-library-related library school education and ensure that library school students have the opportunity to take law-library-related courses.

Rationale: Ensuring that there is an adequate supply of well-trained library school students who become aware of and interested in the opportunities and challenges available in law librarianship requires that there are ample opportunities to take relevant law-library-related courses in library school.

Implementation: Create a task force to explore the feasibility of AALL members working with library schools to create courses in law librarianship that could be offered to library school students through distance education methods. If determined to be feasible, implementation of such a program should be expedited.

STRATEGIC DIRECTION IV: ENCOURAGE AND SUPPORT STRATEGIC PARTNERSHIPS AND PURPOSEFUL EXCHANGES WITH OTHERS

DESCRIPTION Through partnerships or alliances with organizations that have objectives in common with AALL, we may gain from shared knowledge, resources, and expertise and may develop collaborative programs that are mutually beneficial.

RATIONALE The need to form partnerships pervades everything we now do or might consider doing in the future. Strengthening this area of activity holds great promise and will enable the profession to be recognized as a preeminent source of expertise in the field of legal information. The time is immediate, because so many others recognize its importance and are willing to engage in collaborative activities.

Partnerships increase our ability to influence others, to bring more diverse and informed points of view to discussions and planning, to blend our concerns and needs with those of other groups, and to increase AALL's influence and understanding of its environment. The types of alliances and the specific organizations selected should conform with the AALL Policy on Collaborative Activities and Joint Agreements [July 1997, Tab 7] and be evaluated for their strategic importance and for their potential effectiveness.

INITIATIVES

1 Forge partnerships with groups in the legal, library and information communities that have value and relevance to the AALL mission and strategic directions [11/1/97 revised].

Rationale: Organizations of librarians, lawyers, judges, law faculty, and others offer opportunities for networking, shared decision-making, support for AALL's public policy efforts, and other significant benefits, including increased visibility for our members.

Implementation: The President, Executive Staff, and all Representatives to other organizations will continually monitor and review current relationships and representations with those organizations to which AALL sends Representatives. They will also investigate opportunities for relationships with others, and will set criteria and objectives for each relationship.

2 Establish relationships with the publisher and vendor communities that promote a dialogue on the evolving information environment, improved information products, and fair and reasonable access to information.

Rationale: Changing relationships between law libraries and suppliers of legal information make the need for communication among all parties more critical than ever. ["AALL & Publisher Relations; an open statement to the membership." Frank Houdek. June 1997] Issues such as licensing, copyright, document delivery, Internet resources, and preservation of electronic information are important to librarians and vendors alike. AALL can facilitate communication and collaboration to address these issues in a productive way.

Implementation: The President, the Executive Director, and the Committee on Relations with Information Vendors will identify and pursue strategic partnerships in the vendor community, conduct periodic publisher site visits, and engage in other activities designed to develop and maintain an effective dialogue between law librarians and the community of legal information suppliers.

STRATEGIC DIRECTION V: CREATE FINANCIAL STABILITY TO SUPPORT THE PROGRAM AND MEMBERSHIP THROUGH WISE USE OF RESOURCES

DESCRIPTION Emphasize financial stability by building reserves, strengthening and diversifying revenue sources, encouraging growth, establishing and following sound financial policies, and balancing budgets. Support the program and membership by funding activities that further the strategic directions, thereby ensuring that the strategic plan drives the budget. Provide excellent operational resources, services, and staff to support AALL's programs and activities. Use resources wisely through prudent management, continuous quality improvement at Headquarters, and by providing adequate support for all ongoing and new initiatives.

RATIONALE Every organization must provide for means to support its activities. A strong financial position will ensure that a variety of revenue sources will be available to allow AALL to meet the needs of members. The impact of this strategic direction is extremely great, since it affects all aspects of the organization. The immediacy of this strategic direction relates to taking charge of finances before financial difficulties arise.

INITIATIVES

1 Create financial stability.

Rationale: Stability of financial resources underlies all programs of the Association.

Implementation: AALL will build reserves sufficient to maintain the Association's financial health by clearly defining its funds and their uses. A Current Reserve Fund will enable AALL to operate at current levels of service, based on an annual analysis of the risks in revenues in the General Fund. A Capital Reserve Fund will be used to furnish and improve space and purchase capital equipment, based on analysis of future needs. AALL will reinvest a portion of the interest from the Permanent Investment Fund, according to its policy. An Endowment Fund and its subfunds will be restricted funds received by the Board for specific purposes, such as scholarships, awards, and visiting lectureships.

AALL will strengthen and diversify revenue sources to provide financial growth and stability. It will pursue revenue sources that are consistent with its mission and review existing revenue sources annually to ensure their continuing reliability and potential for expansion, but will rely on membership dues to provide a significant source of revenue.

AALL will encourage growth of net revenues by developing new products and services, increasing fund raising, and broadening markets through innovative and creative efforts.

It will institute, codify, and monitor clear financial policies. It will have annual balanced budgets and will monitor compliance on at least a quarterly basis. Current Reserve Fund monies will be used for non-precedent-setting purposes when authorized by the Executive Board. AALL will budget annually for a Current Reserve Fund at least equal to the estimated risks in revenues and expenses. It will provide clear and concise budget reports to the key financial players of the Association on at least a quarterly basis.

2 Support the program and membership.

Rationale: AALL places support of the program and membership at the core of all its activities. Financial management is designed to support programs, not to be an end in itself.

Implementation: The AALL budget will be driven by the strategic plan. AALL will maintain an appropriate balance among those programs that 1) generate net revenue, 2) require full financial support, 3) require partial subsidy, and 4) break even.

AALL will maintain an appropriate balance among supporting ongoing programs and activities, implementing the strategic directions, and responding to exceptional opportunities.

AALL will support its programs and activities with excellent operational resources, services, and staff. It will keep pace with the growth of the membership and changes in the information environment and technology by investing in the operational infrastructure and in technology to support the needs of the organization and its members.

3 Use resources wisely.

Rationale: The wise use of resources is necessary to maximize the resources available for member activities.

Implementation: AALL will manage Association finances prudently by analyzing and allocating appropriately the direct and indirect costs of all services, programs, and activities. It will also develop a pricing policy that considers all these costs, as well as value to members and other customers. AALL's policies and procedures will be codified in a Policies and Procedures Manual. Key financial players of the Association have been identified and will receive clear and timely financial information.

AALL will invest in continuous improvement of quality in Headquarters operations and staff by supporting continued staff development and training, and developing excellence in the application of new technology. AALL will maintain a facility that presents an image of professionalism and quality and that provides staff a safe and comfortable work place

AALL will provide adequate support for all ongoing and new initiatives by requiring analysis of staff and Headquarters costs in all proposals for new projects and providing additional resources when necessary to support new or expanded services.

STRATEGIC DIRECTION VI: BUILD A SUPERLATIVE ASSOCIATION AND HEADQUARTERS OPERATION

DESCRIPTION The members' strategic directions and related operations will serve as the driving forces in setting priorities and in the execution of all assignments, tasks, and activities. The Headquarters operation will function to exceed members' expectations of their association in terms of responsiveness to their needs and ongoing effectiveness.

RATIONALE The Headquarters operations and staff complement the time and energy of the member volunteers, who are a large and rich resource whose limited time must be utilized wisely. Headquarters must keep pace with the growth in membership and the increase in activity.

AALL's strategic directions must be used as a standard for evaluating activities, procedures, and staffing arrangements and assignments to ensure that the strategic directions are implemented.

INITIATIVES

1 Maintain a Headquarters operation that is continually responsive to member needs.

Rationale: Headquarters operations and staff are essential resources that provide the infrastructure for Association programs and activities. This resource is limited; therefore Headquarters operations must be focused on the strategic directions and on programs and activities that will have a high impact and make a difference to the membership.

Implementation: Continue to re-energize, refocus, reorganize and re-tool Headquarters staff and internal operations. Ensure that all policies, practices, and procedures are responsive, first and above all, to member priorities, expectations, needs, and interests. Guarantee that all programs and services meet or exceed the highest quality expectations of the members. Provide appropriate technology and other resources to ensure excellence.

2 Continue to develop a capable and committed Headquarters staff.

Rationale: Supporting the staff and physical resources at Headquarters is required to maintain momentum in implementing complex plans that require long term commitments.

Implementation: Ensure that staff is informed of the strategic directions of the Association and foster staff commitment to them. Guarantee that currently successful products and services continue to meet the highest standards of timeliness, completeness, and accuracy. Develop procedures that are both effective and utilize resources prudently. Hire and assign staff that have the required knowledge and skills to address the strategic directions. Provide staff with the skills and information required for success by providing technical and managerial training necessary. Recognize superlative staff performance.

3 Continue to develop and enhance the usefulness of AALLNET as a regular means of communication among AALL members.

Rationale: The Internet continues to grow in importance as a means of communication and access to information of all types. Law librarians and AALL should be at the forefront in applying this new and highly relevant technology. AALLNET facilitates fast and efficient transmission of information between the Association and its members, and among members. AALLNET provides opportunities for AALL and its members to conduct business in ways not otherwise available, such as forming discussion groups on similar interests, facilitating committee work through rapid and less costly communication means, and providing a gateway to relevant legal information.

Implementation: Encourage all Association entities to use AALLNET to conduct Association business. Inform and educate members on the value of the Internet in their work and in conducting Association business. Ensure that Headquarters is adequately funded and staffed to support this emerging area of interest and activity among members. Continually use and add substantive content to AALLNET to make it a premier resource for members. AALL needs to explore options to create members-only benefits on AALLNET, and opportunities to introduce paid advertising.