

CHILDREN'S LITERATURE ASSOCIATION
FIVE-YEAR STRATEGIC PLAN 2016-2021

ChLA Mission:

To encourage high standards of criticism, scholarship, research, and teaching in children's literature.

Goal 1: Planning for Communication

Goal Statement: Through strategic use of print, web, and social media, ChLA addresses a wide range of internal membership and external communication needs.

Strategic Objectives:

- A. Increase internal and external awareness of what ChLA, its committees, and membership accomplish.

Action Item: Working with the Publicity Committee, the Board will implement a process that celebrates and fosters greater awareness of what individual committees are doing by reposting committee announcements centrally.

Action Item: In keeping with Goal 3B (see below), committees will annually and publicly report on their work.

Action Item: Working with the Publicity Committee, the Board will develop a communication plan to increase external awareness of the association and, as appropriate, the work of individual committees.

- B. Encourage and clarify the practice of having diverse spaces for different conversations related to children's literature even as ChLA's communication strategy allows for some central oversight.

Action Item: Working with the Publicity Committee, the Board will determine and communicate how much guidance/authority over publicity will be housed centrally.

Action Item: Working with the Publicity Committee, the Board will encourage committees to produce content for the web and social media platforms. The process (for example, sending web-ready material to the ChLA Manager to post) will be communicated on the internal member side of the ChLA website.

- C. Clarify and enhance the Publicity Committee's role in helping ChLA achieve its communication needs.

Action Item: Working with the Publicity Committee, the Board will review the mandate and structure of the committee, redefine its mission, expand its membership, and consider renaming it to reflect its role in internal and external communication.

Action Item: The Board will appoint an information officer, a point person to coordinate ChLA presence on social media (who could be the chair of the restructured Publicity Committee).

Action Item: The restructured Publicity Committee will act as a resource to give advice to other committees on the best way to fulfill individual committees' communication needs.

Action Item: In order to facilitate the goal of enhanced communication, every ChLA committee will appoint a liaison to the restructured Publicity Committee. Each member of the restructured committee will be responsible for liaising with a subset of the committee liaisons.

Goal 2: Planning for Diversity and Internationalization

Goal Statement: Diversity and internationalization strengthen ChLA.

Strategic Objectives:

- A. Ensure that the organization's governance and practices reflect and support diversity and internationalization in ways that are consistent with the charges given to the Diversity and International Committees in the Policies and Procedures Manual (<http://www.childlitassn.org/governance>).

Action Item: In their work on diversity and internationalization, committees will collaborate with the Diversity and International Committees and use these committees as resources.

Action Item: In the nomination and election process, the Board and all committees will take steps to develop a slate of candidates that reflects ChLA's commitment to diversity and internationalization.

Action Item: Each ChLA committee and the Board will set specific five-year goals regarding diversity and internationalization that are appropriate to the purview of each committee.

Goal 3: Planning for Committees

Goal Statement: ChLA facilitates committee effectiveness.

Strategic Objectives:

- A. Advance committee and ChLA goals through the identification and adoption of well-crafted measures for the purposes of assessment to aid committees in sharing the results of their hard work internally and externally.

Action Item: The Board and each committee will draft their own set of qualitative and/or quantitative measures related to their annual work. The Board will review these measures with each committee. This process will encourage commonality in instances where committees have similar goals (for example, the various award committees might have similar measures; committees that sponsor panels might have similar measures).

Action Item: The Board will revise the May committee report form by adding an additional page for the reporting of annual measures that will serve as a record of the committee's work.

Action Item: The assessment section of the May committee report should include information on diversity and internationalization as appropriate.

- B. Strengthen ChLA's historical record and its public presence.

Action Item: The assessment section of the report will be public (i.e., posted on the website, etc.). The rest of the report will remain confidential to the Board.

- C. Ensure that workload issues do not impede committees' effectiveness.

Action Item: Committees will examine whether committee practices should be revised given the growth in the field of children's and young adult literature. With the approval of the Board, committees will implement practices designed to address workload issues. These practices will be appropriate to the information being gathered for the assessment section of the May committee report form.

Action Item: Award committees will explore the feasibility of incorporating a nomination model (which would include self-nominations). They will consider how adopting a nomination model could still permit turning to other sources for nominees.

Action Item: With the approval of the Board, award committees will define the process of nomination (what needs to be submitted).

Action Item: The ChLA website, *ChLA Newsletter* and other communication platforms will highlight examples of successful collaboration between committees.

Goal 4: Planning for Conferences

Goal Statement: ChLA conferences are integral to the fulfillment of ChLA's mission.

Strategic Objectives:

- A. Confirm that the current practice of annual conferences is valued by ChLA membership.

Action Item: In fall 2016, the Conference Planning Committee will ask the Board to survey the membership regarding the current practice of annual conferences. The intent of the survey will be to learn whether the membership regards annual conferences as the best way to contribute to ChLA's mission or whether they believe that other conference models (for example biennial meetings) would be more effective. The Board will report the results of the survey to the Conference Planning Committee and to the membership.

- B. Resolve current challenges to sustained planning for conferences.

Action Item: Informed by the results of the survey, the Conference Planning Committee will examine possible solutions to current conference planning problems. They will then develop a Communication Plan for hosting conferences and make this plan widely available, including but not limited to its posting on the ChLA website.

Action Item: The Communication Plan will have three components: a list of the conference services Meeting Expectations currently provides; a statement by former conference organizers on the disciplinary, institutional and personal benefits of hosting the conference; and a reminder that collaboration among institutions in hosting of conferences is welcome.

Goal 5: Planning for Finances

Goal Statement: Aware that sources of ChLA income are unpredictable, ChLA plans for financial scenarios that may impact annual budgeting.

Strategic Objectives:

- A. Institute a back-up plan should revenue from Project Muse diminish because of changes in publishing practices (such as a possible move to open-source journals).

Action Item: ChLA will not assign any funds for new initiatives, unless those initiatives are funded under the auspices of permanent extramural funding (such as donations, bequests, etc.) until such time as ChLA has at least two years of long-term savings accessible for running an operating budget at current or similar levels. This time frame is intended to give the Board two years should a deficit occur to determine how to implement possible sources of increased revenue or decreased expenditures.

Action Item: In the event that Project Muse funding drops significantly, the Board will work together to identify and prioritize possible ChLA activities to be eliminated.

Action Item: In the event that Project Muse funding drops significantly, a committee appointed by the Board will explore the possibility of various strategies including a capital campaign and bequests. Consideration of the feasibility of a capital campaign will be done only after careful consultation with professionals in the field.

Action Item: ChLA will keep its membership informed of endowment possibilities and will publicize the current bequest policy.