NORTH AMERICAN SERIALS INTEREST GROUP

STRATEGIC PLAN

SEPTEMBER 2003

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Introduction

The following document represents the efforts of the NASIG Strategic Planning Task Force to pull together and synthesize ideas and conclusions generated at NASIG's strategic planning retreat held on January 22, 2003. At that meeting the NASIG Executive Board and the Strategic Planning Task Force worked with facilitator Betty Kjellberg to develop new directions for NASIG, based upon the desires of NASIG members as reflected in responses to the member survey. The member survey was designed by the SPTF and administered in September 2002. Replies were compiled into a report for SPTF by NASIG volunteers and staff at the consulting firm Informed Strategies.

During the spring of 2003, the Task Force held ten conference calls in order to develop and streamline the final document.   We attempted to maintain the spirit of what was captured at the retreat. We realize that the NASIG Executive Board will want to review and revise this document before sharing with the entire membership.

We would like to thank Judy Luther and her staff at Informed Strategies and all the NASIG volunteers who assisted with the compilation of the Membership Survey. The survey was the core of the initial planning process. We also want to thank Betty Kjellberg, our retreat facilitator, for amassing a tremendous amount of information from that very productive day in January. Betty's report serves as a basis for this further distillation. These initial efforts form the basis from which this document emerges.

This document consists of a Mission and Vision statement, a review of the environment, and 6 strategic directions. The directions are not necessarily in a prescribed order. Lastly there are 3 Appendices of supporting information, two of which we took directly from Betty's final report.

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NASIG: Our Mission

The North American Serials Interest Group (NASIG) is an independent organization that promotes communication, understanding, and sharing of ideas among all members of the serials information community.

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NASIG: The Vision

NASIG is a network of informed, active individuals that promotes dialogue and professional growth. NASIG is a forum for genuine communication and fosters a unity of purpose.

NASIG offers the most influential and dynamic annual conference in the serials industry, at which issues are intensely debated and speakers challenge assumptions and traditions. NASIG also provides other learning opportunities to address specific needs and skills.

NASIG is an advocate for all of its constituents. NASIG explores options and suggests solutions for issues facing its membership and provides leadership on industry standards and other serials-related issues.

NASIG is the preeminent organization for the North American serials community, and it assumes a leadership role in the global information environment.

NASIG is a fiscally responsible, financially secure, and well-managed organization.

NASIG: The Environment (*conditions that affect/impact our success and effectiveness***)**

NASIG thrives on an ever-changing intellectual and information-driven global environment that presents the organization with challenges.

What factors will impact our success in realizing our vision?

- the redefinition of serials as continuing resources

- the proliferation of online content that exhibits aspects of seriality

- the evolution of core competencies and shifting responsibilities for serials positions throughout the industry

- the need for new, well-trained professionals to offset the retirement of a significant proportion of experienced serialists

- the emergence of new players and the consolidation of existing players in the information industry

- new information technologies

- new standards and best practices

- new and complex serials pricing models

- complex consortial arrangements and licensing options

- the global economic environment

These factors and many more present opportunities for change and growth, creativity and collaboration.

Strategic Direction 1: Stimulate diverse communication channels

Intent: In order to sustain a vibrant membership community, diverse communication channels are essential for NASIG to communicate with everyone who wishes to participate. Successful communication flows both ways between the leadership and the membership, as well as across the organization. Outreach beyond our traditional constituencies will allow communication of NASIG's value and values.

Key Actions:
- Assess existing channels of communication and consider options for the future
- Prioritize new and evolving communication channels for development
- Construct and implement plans to introduce new channels of communication *(See Appendix A)*
- Globalize outreach; develop effective ways for communicating with serialists outside of North America
- Establish a membership category for professional liaison representatives
- Identify and cultivate relationships with other organizations that are relevant to NASIG
- Seek additional communication venues such as radio broadcasts
- Develop a digital mentoring program
- Assess committees regularly; communicate strategic plan to committees effectively

The following critical success indicators will mark achievement in Strategic Direction 1:

- Current and future publications and other communications are designed for digital formats
- Print-on-demand is an option for selected communications
- Existing digital communication channels have been upgraded and enhanced as needed, feasible, and affordable
- Face-to-face forums are affordable, practical and effective; cost-effective alternatives (such as teleconferencing) are used as appropriate
- New publications have been created to meet emerging needs
- New communication channels are used as appropriate

Responsible people/groups:
Continuing Education Committee
Database and Directory Committee
Electronic Communications Committee
Executive Board
Newsletter Editorial Board
Publications Committee

Strategic Direction 2: Attract and strengthen involvement of diverse and broad-based constituencies in NASIG

Intent: To ensure that all parties engaged and interested in serials information are encouraged to be NASIG members, to participate in the annual conference and other programs, and to seek involvement in the operation of the organization. NASIG leadership seeks ways to achieve balance among the major players.

Key Actions:

- Define the players and their interests in serials information
- Provide content that is relevant to all sectors of the serials community at the annual conference and other venues
- Create an award for innovation in the serials community
- Explore including exhibit time at the annual conference
- Ensure representation of all sectors in the serials community in NASIG membership, on NASIG committees, and on the Executive Board
- Continue to promote programming, membership and participation in NASIG from all parts of North America

The following critical success indicators will mark achievement in Strategic Direction 2:

- Membership in NASIG from under-represented constituencies increases
- Attendance at NASIG conferences and other programs by under-represented constituencies increases
- NASIG's Executive Board and committees exhibit balanced representation of all member constituencies
- Commercial sector participation in NASIG increases
- Membership from non-US countries in North America grows, and programs are offered in non-US regions of North America
- Nominations for awards have increased

Responsible people/groups:
　　Awards & Recognition Committee
　　Continuing Education Committee
　　Electronic Communications Committee
　　Executive Board
　　Nominations Committee
　　Professional Liaisons
　　Program Planning Committee
　　Publications and Newsletter Committees

Strategic Direction 3: Re-invent programming in all areas

Intent: NASIG develops programming that excites interest, provokes discussion, and elevates participation within the serials community.

Key Actions:

- Review annual conference programming structure with the goal of reinvigorating the conference experience
- Develop a flexible base of programming that could be presented both onsite and online
- Develop and expand approaches for mentoring programs
- Establish a method for monitoring current events and identifying hot topics to include in all programming
- Develop programs that address the needs of all sectors of the serials community

The following critical success indicators will mark achievement in Strategic Direction 3:

- Each annual conference is a sell-out
- NASIG programming is in demand in venues outside of the annual conference and stimulates subsequent discussion and action
- NASIG programming attracts new and repeat participants

Responsible people/groups:
Continuing Education Committee
Executive Board
Program Planning Committee

Strategic Direction 4: Implement a dynamic public relations program

Intent: Raise the visibility of the organization and convey to NASIG members, non-members and the media that NASIG is *the* respected North American voice on serials-related issues.

Key Actions

- Promote active NASIG representation at other association meetings and conferences
- Establish NASIG's positions on key serials-related issues and produce them in a format that can be easily disseminated when opportunities arise
- Emphasize NASIG's role as a serials advocacy group at every opportunity
- Establish relationships between NASIG and the media and issue press releases on serials-related topics
- Develop, implement and maintain a marketing plan for the organization

The following critical success indicators will mark achievement in Strategic Direction 4:

- NASIG members are invited to present at major conferences
- NASIG has increased visibility in other organizations and in the media:
  - --Major library-related publications (*American Libraries, LJ*, etc.) mention NASIG
  - --Major mainstream publication/media outlets (*Chronicle of Higher Education, NY Times*, NPR Radio, *Science*, etc.) mention NASIG
- Membership is increasingly diverse
- New partnerships are continuously developed
- Organizations and media approach NASIG for position statements and information

Responsible people/groups:
Executive Board
Newsletter
Publications Committee
Committee(s) to be determined

Strategic Direction 5: Review options for using technology and employing staff to support NASIG operations

Intent: NASIG thrives on a high level of participation by its members and seeks to avoid volunteer burnout.

Key Actions

- Analyze key areas of volunteer support, (e.g., membership, finance, meetings and communications)
- Assess the need for administrative support of committee and Executive Board activities
- Assess whether web-based functions have added to or decreased the workload
- Identify specific functions and duties that may be appropriate for administrative support
- Review bylaws regarding staff and recommend changes if appropriate
- Educate membership about the issues
- Review Appendix B for its usefulness as a tool to develop potential staffing models

The following critical success indicators will mark achievement in Strategic Direction 5:

- The business of the organization (elections, renewals, registrations, etc.) is carried out more effectively and efficiently
- Committee chairs report that their tasks are manageable
- Vice President/President-Elect finds it easier to recruit member volunteers
- Nominations and Elections Committee identifies candidates willing to run for office
- Necessary modification of organizational structure allows the hiring of staff if deemed appropriate

Responsible people/groups:
Executive Board
Finance Committee
Committee(s) to be determined

Strategic Direction 6: Generate funding to support the vision of the organization and remain fiscally sound

Intent: Financial solvency and sustainability are indicators of a strong organization rather than a strategic goal. Nevertheless, NASIG remains financially sound through continuous fiscal analysis, oversight, and careful planning to support its programs and services.

Key Actions:

- Ensure revenue streams meet annual operating expenses
- Develop new revenue sources
- Develop a plan to increase operating reserves
- Analyze budget for economies and efficiencies
- Develop contingency plans aimed at protecting the organization
- Explore tiered conference fees
- Examine financial viability of continuing education programs

The following critical success indicators will mark achievement in Strategic Direction 6:

- Revenues cover expenses
- Conferences consistently generate revenue
- Operating budget covers operating expenses
- Membership dues adequately contribute to operating expenses
- Operating reserve is sufficient to cover contingencies

Responsible people/groups:
Bylaws Committee
Executive Board
Finance Committee

Appendix A: Communication Options to Explore

A. Existing print channels
      1. Proceedings
      2. Paper mailings such as conference brochure, bylaws change
         proposals and election ballots
      3. Paper forms

B. Existing digital channels
      1. Newsletter
      2. NASIGweb
      3. NASIG-L
      4. NASIGnet e-lists used by committees and task forces
      5. Digital forms – volunteer, grant applications, etc.

C. Face-to-Face Forums
      1. Annual conference
      2. Continuing education events
      3. Executive Board meetings

D. Evolving communication channels
      1. Membership directory
      2. Conference handout packet
      3. Other publications

E. New channels
      1. Conference calling
      2. Web chat
      3. Teleconferencing and other distance education mechanisms for
continuing education events

Appendix B: Staffing Options
(Taken from Betty Kjellberg's final report from strategic planning retreat, 1/22/2003)

This table presents three models for staffing a small association:
- Model A   Staff is directly employed by the association
- Model B   The association directly employs some of its staff; many services are outsourced to persons more skilled in particular areas
- Model C   Staffing is provided under contract through an association management company; no staff is employed directly by the association

Factor	Model A Employed	Model B Mix of employed & contract	Model C Contract
Salary	Assn. sets; represents ongoing expense; must plan for raises in future	Assn. responsible only for employee; pays contract fee to contractors	Assn. pays contract fee but no salaries
Payroll taxes	Assn. pays	Assn. pays for employees; contractors responsible for own	No direct expense for assn. (firm covers)
Benefits	Assn. responsibility (many small assns. don't provide much)	Assn. responsible for employee; contractors resp. for own	No direct expense for assn. (firm covers)
Dedication to mission	Likely to be very strong.	Employee tends to be strongly involved; contractors vary	Assn. is one client among many—dedication varies with firm
Employee skills	Employees must be able to do all tasks needed by assn.	Assn. hires limited skills; contracts for specialized skills not held by employee	With larger firms, breadth of skills can be great
Turnover	Assn. at mercy of employee terminations	Employees may leave; contractors there for length of contract, subject to any cancellation clauses	Assn. has no control of firm employees; owner has longevity, other employees may leave. Work in contract is covered—person may change but work gets done
Related expenses	Assn. needs to have computers, copier, fax, postage meter, etc.; overhead costs are sole responsibility of assn.	Same as model A	Assn. can use equipment owned by firm for a fee; overhead costs spread among client
Control	Assn. completely manages/supervises all employees	Assn. directly manages employees; sets direction for contractors	Assn. has less control over how work is done; no control over which employee of firm does work for assn.
Work	Work goals are determined by Executive Board as needs change	Staff work is determined by Executive Board; contracts are made on "as needed" basis	Work is determined by annual contract. New demands require contract renegotiation and additional fees
Liability	Assn. has liability associated with employment and labor practices	Same liability for employees; law is vague & changing relative to contractors	Firm carries most liability, although some areas are "gray" (e.g., sexual harassment)

APPENDIX C

<u>**The 5 Stages of Nonprofit Organizations**</u>

Stage one — imagine and inspire
- Organization is not yet formalized; this is the vision or idea stage
- Primary question: "can this dream be realized?"
- Characterized by: lots of enthusiasm, energy, creativity

Stage two — found and frame
- Start up phase when organization receives its official nonprofit status; all activities of founding and framing occur
- Primary question: "how are we going to pull this off?"
- Characterized by: excitement, high levels of interest by many people accompanied by fear that formalizing the dream will result in loss of its magic

Stage three — ground and grow
- Organization is concerned with building its activities and growing the "business"
- Primary question: "how can we build this to be visible?"
- Characterized by: establishing systems of accountability; need for growth may be overwhelming. Phase may have a mundane feeling of "taking care of business" but also has enticing intersections, choices, and challenges

Stage four — produce and sustain
- Mature phase of organization's life when production is at its peak and sustaining the organization is a high priority
- Primary question: "how can the momentum be sustained"
- Characterized by: productivity that sometimes feels like autopilot. Work is done effectively and enthusiastically

Stage five — review and renew
- Organization is reinventing itself in some way through a process of review and renewal
- Primary question: "what do we need to do to redesign?"
- Characterized by: revisiting one or more aspects (mission, vision, products, services structure), sometimes changing them drastically and sometimes only making slight modifications. Depending on scope of modifications, organization may cycle back through an earlier stage.

Decline and dissolution: Sometimes an organization is forced or chooses to shut its door. In this 5-stage model, dissolution is *not* considered an inevitable stage of an organization's life cycle but rather, one of the routes an organization can find itself taking.