Texas Library Association Strategic Plan 2026–2029

I. Introduction

In our Fall 2024 strategic retreat, board, and volunteer leaders envisioned a TLA that not only continues our legacy of advocacy and professional excellence but also reinvents our internal operations for a rapidly changing environment. Coupled with insights from the November 2024 member satisfaction survey—highlighting cost sensitivity, networking value, and the need for more accessible programming, this plan sets the course for the next three years.

II. Our Vision

In 2029, TLA will be recognized as:

- **A Resilient, Financially Sustainable Association** With diversified revenue streams that ensure stability even amid changing political and economic climates.

- **A Champion of Intellectual Freedom and Legislative Impact:** A trusted resource for members facing intellectual freedom challenges and legislative issues.

- **A Leader in Professional Growth and Inclusive Engagement:** An innovator in offering varied accessible professional development that meets the evolving needs of all library professionals.

- **An Agile, Transparent Organization:** One that has transformed its governance and operations into a streamlined, responsive, and efficient system.

III. Strategic Pillars, Annual Goals, and Tactics

Pillar 1: Ensuring Resilient Financial and Resource Management

Three-Year Outcome:
TLA achieves sustainable growth through diversified funding, proactive resource planning, and a balanced approach to managing new initiatives amid an evolving political and economic landscape.

Annual Goals & Tactics:

- **Year 1:**

    o **Goal:** Review and reinforce current revenue streams and funding strategies.

    o **Tactics:**

        ▪ Analyze existing funding models and assess the impact of current dues and grant funding.

        ▪ Identify potential new funding opportunities and cost-saving measures.

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- Develop a model for monitoring and communicating TLA's financial resilience.
- **Year 2:**
  - **Goal:** Implement targeted initiatives to further diversify revenue sources and strengthen financial planning.
  - **Tactics:**
    - Launch pilot projects for innovative revenue streams (e.g., hosted buyer forums, thought leadership resources).
    - Enhance budgeting and forecasting processes to adapt to potential economic shifts.
- **Year 3:**
  - **Goal:** Solidify financial resilience and integrate a robust resource planning framework.
  - **Tactics:**
    - Develop an annual financial resilience report to monitor progress and inform strategy adjustments.
    - Establish contingency plans for disruptions, ensuring TLA can swiftly respond to environmental changes.

Pillar 2: Championing Intellectual Freedom and the Value of Libraries

Three-Year Outcome:
TLA serves as the foremost advocate for libraries in Texas, building on decades of expertise and leadership. TLA equips members with the knowledge and support needed to respond to intellectual freedom challenges and navigate changing environments.

Annual Goals & Tactics:

- **Year 1:**
  - **Goal:** Define robust advocacy metrics and reinforce relationships with key stakeholders.
  - **Tactics:**
    - Conduct a baseline assessment of current legislative challenges and member needs.
    - Initiate roundtable discussions with policy leaders and industry stakeholders to showcase TLA's expertise.
- **Year 2:**
  - **Goal:** Launch targeted advocacy initiatives that address both intellectual freedom challenges and emerging policy issues.

- **Tactics:**
    - Develop and pilot advocacy campaigns that leverage our success stories and data insights.
    - Expand strategic partnerships with national and state policy influencers.

- **Year 3:**
    - **Goal:** Demonstrate measurable advocacy outcomes and establish TLA as the definitive resource for legislative guidance.
    - **Tactics:**
        - Roll out an advocacy toolkit and schedule regular engagement events.
        - Publish an annual report that highlights TLA's impact and member success stories.

Pillar 3: Empowering Professional Growth and Inclusive Engagement

Three-Year Outcome:
TLA's professional development offerings become more varied, accessible, and welcoming — reflecting the needs of all library professionals while reinforcing our commitment to cost-sensitive programming.

Annual Goals & Tactics:

- **Year 1:**
    - **Goal:** Expand and assess our current professional development offerings.
    - **Tactics:**
        - Conduct a needs assessment across membership segments, focusing on cost sensitivity and accessibility.
        - Pilot on-demand and micro-credential modules that are both affordable and accessible.

- **Year 2:**
    - **Goal:** Diversify programming and introduce targeted, inclusive content tracks.
    - **Tactics:**
        - Develop specialized learning tracks (e.g., early career, special library types, non-MLS professionals).
        - Enhance digital and in-person networking opportunities, integrating feedback on micro volunteering and tool training (e.g., TLA Engage).

- **Year 3:**
    - **Goal:** Scale successful programs and formally launch recognized certification and micro credential initiatives.
    - **Tactics:**

- Finalize and launch certification programs and leverage partnerships with higher education institutions.

- Use member testimonials and data to refine and market these offerings for broader reach.

Pillar 4: Transforming Governance and Operational Agility

Three-Year Outcome:
TLA's governance and internal operations are restructured to be simpler, more agile, and highly responsive—providing a solid foundation for our expanding portfolio of projects and technology platforms.

Annual Goals & Tactics:

- **Year 1:**

  - **Goal:** Conduct a comprehensive review of our current governance structure and operational processes.

  - **Tactics:**

    - Engage an external consultant to evaluate and map our current systems.

    - Collect feedback from board members, staff, and volunteers on operational pain points.

- **Year 2:**

  - **Goal:** Implement targeted governance restructuring initiatives to simplify and streamline our operations.

  - **Tactics:**

    - Revise bylaws and standing rules based on the review findings, focusing on reducing complexity.

    - Pilot new operational workflows and update board/officer training programs.

- **Year 3:**

  - **Goal:** Institutionalize best practices in governance and operations, ensuring long-term agility and responsiveness.

  - **Tactics:**

    - Establish continuous improvement protocols with regular performance reviews and feedback loops.

    - Develop a "best practices" guide for ongoing governance and operational excellence.