



2018-2023 Strategic Plan  
January 31, 2018

**Mission Statement:** The HBCU Library Alliance works to transform and strengthen its membership by developing library leaders, preserving collections and promoting the value of HBCUs.

**HBCU Library Alliance Priorities:**

- A. **Membership:** Cultivate an inclusive HBCU Library Alliance positioned as the premier organization that fosters membership support, engagement and collaboration.
- B. **Professional Development:** Provide skill development/continuing education as the primary source for professional development in leadership, preservation and digital scholarship for HBCU libraries, while capitalizing on member expertise.
- C. **Finance:** Foster the financial health of the HBCU Library Alliance through fundraising, legacy funds, services and membership dues.
- D. **Network:** Establish the HBCU Library Alliance as an organization that actively engages and encourages partnerships to provide leadership in the pursuit of excellence for teaching, research and learning.

**A. Membership**

Cultivate an inclusive HBCU Library Alliance positioned as the premier organization that fosters membership support, engagement and collaboration.

**Action Steps**

- 1. Secure one-hundred per cent (100%) membership of all White House designated HBCUs by using an incremental dues structure. Board members and selected membership ambassadors will engage and incorporate all members into HBCU Library Alliance services and activities.
- 2. Open the HBCU Library Alliance membership to individuals, and by invitation, to libraries of organizations that are non-HBCUs.

**Expected Results**

- 1. The HBCU Library Alliance will take action on behalf of the collective body, thus strengthening the membership.
- 2. Increased program opportunities for member participation and organizational visibility.

## **2018-2023 Strategic Plan**

### **Membership cont'd**

3. A broader base for outreach by the HBCU Library Alliance to communicate the value of HBCUs.
4. Collaborative opportunities due to the diversity of membership and experiences.

**Budget Impact:** Overall increase in membership and membership dues.

**Additional Cost:** None

### **B. Professional Development**

Provide skill development/continuing education as the primary source for professional development in leadership, preservation and digital scholarship for HBCU libraries, while capitalizing on member expertise.

#### **Action Steps**

1. Collect data on membership expertise.
2. Research technology needed to create a searchable database.
3. Create a plan for data collection and promotional plan for fee-based consultation, course delivery and instruction.

#### **Expected Results**

1. Inventory and searchable database of HBCU Library Alliance expertise.
2. Fee-based face-to-face and web-based consultation and instruction provided by HBCU Library Alliance members.

**Budget Impact:** Additional revenue stream for the HBCU Library Alliance

**Additional cost:** Start-up cost for technology and staffing

### **C. Finance**

Foster the financial health of the HBCU Library Alliance through fundraising, legacy funds, services and membership dues.

#### **Action Steps**

1. Align expenditures with organizational priorities.
2. Finalize case and values statements for the HBCU Library Alliance campaign.
3. Create a diverse financial portfolio that includes multiple revenue opportunities.

#### **Expected Results**

1. A five-year budget plan that reflects HBCU Library organizational priorities.

**2018-2023 Strategic Plan**  
**Finance cont'd**

2. Official launching of the HBCU Library Alliance's \$2M campaign.
3. Financial portfolio that includes key foundations, grants and revenue projects to support the HBCU Library Alliance organizational priorities.

**Budget Impact:** Establishment of the HBCU Library Alliance endowment

**Additional cost:** Consultant, planning retreat and collateral materials.

**D. Network**

Establish the HBCU Library Alliance as an organization that actively engages and encourages partnerships to provide leadership in the pursuit of excellence for teaching, research and learning.

**Action Steps**

1. Identify potential organizations, vendors, universities and colleges to leverage resources through cooperative agreements that will increase the impact and reach of the HBCU Library Alliance.
2. Identify partnerships that can provide resources and training opportunities for the HBCU Library Alliance members.
3. Seek out services, programs and opportunities to share and promote HBCU Library Alliance archival collections to wider scholarly and public audiences on digital and other platforms.

**Expected Results**

1. Increase in cooperative agreements that benefit HBCU Library members and reduce vending costs for selective resources.
2. Increase in broader selection of training opportunities for members and access to resources
3. Development of a platform that allows members to have access to services and programs that promote a wider use of their archival collection.

**Budget Impact:** Increase in revenue from offering high-demand services and training.

**Additional cost:** Instructor fees for training, technology cost for delivering the training and costs for sharing and storing HBCU archival collections.