



COLLEGE OF MICRONESIA-FSM

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July 8, 2016

To: Karen Simion, Vice President of Instructional Affairs

From: Jennifer Helieisar, Director of Learning Resources Center

Subject: Trip Report
IFLA BSLA PIALA Workshop on Strategic Planning
Santa Fe Hotel, Guam, June 28-July 4, 2016

On June 25th, I left Pohnpei for Guam to participate and help coordinate activities for the Pacific Islands Association of Libraries, Archives, and Museums (PIALA) Building Strong Library Associations (BSLA) Workshop on Strategic Planning held at the Santa Fe Hotel.

The strategic planning workshop was a result of PIALA's participation in the International Federations of Library Associations and Institutions (IFLA)'s BSLA program that encourages associations to submit proposals for projects that can benefit and strengthen their associations and its members. PIALA wanted to focus on a strategic planning to help provide direction, structure, and consistency in how operations and activities are carried out. IFLA supported the proposal and provided the funding that enabled PIALA's board members, which includes the officers and representatives from each island entity to participate in the workshop, and a trainer was selected by IFLA to facilitate the workshop for the participants.

The workshop began on June 28th and ended on July 1st. On the first day, participants set ground rules for participating in the workshop and looked at library associations and how they impact society compared to PIALA's role in the Pacific region. On day two, participants reviewed the vision, mission, and values of the PIALA association and identified areas where changes can be made based on PIALA's role in the Pacific communities. Priorities were also set based on what directions PIALA needs to focus on in the next three to five years. On day three, participants looked at relationships that PIALA can form with other stakeholders and identified evaluation strategies for each goal or objective set in the strategic plan. On day four, the strategic plan was finalized to include communication with PIALA members on the draft and concluded with evaluation of the workshop, distribution of certificates, a group photo, and a luncheon for all participants at the Grill.

By the end of the workshop, the PIALA board members had drafted the following key areas of focus for the PIALA association:

Proposed vision

PIALA will be the guiding star to navigate the sea of information for a culturally rich society

Proposed mission

The mission of PIALA is to enhance the quality of leadership in order to support and strengthen libraries, archives, and museums across the Pacific islands.

Proposed values

1. Our respect for multi-cultural heritage
2. Our dedication to build family connections within our profession
3. Our ability to develop/foster strong relationships across the community
4. Our commitment to equitable access to information
5. Our passion for literacy and learning

Proposed strategic directions

1. Strengthen the Association
2. Strengthen the Profession
3. Strengthen the Membership

Proposed strategic goals

1. Strengthen the Association
 - 1.1 We will ensure PIALA is a financially sustainable organization
 - 1.2 We will improve communication within and beyond the association
2. Strengthen the Profession
 - 2.1 We will enhance the knowledge and skills of information professionals
 - 2.2 We will promote the profession to the community
 - 2.3 We will facilitate the sharing of information in the region
3. Strengthen the Membership
 - 3.1 We will grow our membership
 - 3.2 Our members will value their membership

Next steps will be sharing and dissemination of the draft strategic plan to PIALA members for their information and to be discussed and adopted at the next general meeting at the annual PIALA conference in November in Yap.

The workshop was made possible by funding provided by IFLA BSLA. It would not have been successful without the combined efforts of the participants and the IFLA trainer, Gillian Hallam. Special thanks to our Guam representative, Roland San Nicolas and his wife, for hosting a dinner for the participants, as well as going out of their way to assist with printing workshop materials and delivering lunches for the participants.

Attached are the program of the workshop and a draft of the strategic plan for PIALA.



President, Lola Schutz

Vice-President, Pioria Asito

Secretary, Jennifer Helleisar

Treasurer, Kendra Ise

**PACIFIC ISLANDS ASSOCIATION OF LIBRARIES,
ARCHIVES, AND MUSEUMS (PIALA)**



**PIALA Building Strong Library Associations (BSLA)
Strategic Plan Workshop**

June 28 – July 01, 2016

Guam, USA

General Information

Hotel in Guam

Hotel Santa Fe

132 Lagoon Drive, Tamuning, Guam 96913

Telephone: +1 671-647-8855

Fax: +1 671-647-8860

Email: stay@hotelsantafeguam.com

Transport

You will be picked up from the A.B. Won Pat International Airport and driven to the Hotel. Please look for a driver holding a sign with your name.

Meeting Location

All meetings will take place in Hotel Santa Fe.

Reimbursement of Expenses

Expenses for meals will be reimbursed to you. You must keep copies of your receipts to be reimbursed for your meals.

Refreshments will be provided on all meeting days.

Contacts

For any inquiries about your hotel or your program, contact:

Jennifer Helieisar

PIALA Secretary

Email: jen.hainrick@gmail.com

Meeting Objectives

1. To build a cohesive executive board, with members understanding each others' strengths, and to establish a culture of shared commitment to PIALA's goals
2. To agree upon the strategic objectives for PIALA for 2016-2020
3. To develop the operational plans and board structures needed for the achievement of the strategic objectives
4. To plan for the financial sustainability of PIALA for 2016 onwards.

PARTICIPANTS

Gillian Hallam Trainer



Gillian Hallam is Adjunct Professor with Queensland University of Technology, recognizing her academic career as an educator and researcher. She has developed and run a series of specialized courses in legal research, health librarianship, evidence based library and information practice and research support services. In recent years, Gillian has been involved in a range of consultancy activities with National and State libraries, public libraries, academic libraries, and special libraries Gillian has a strong international profile: she is a core trainer with the IFLA Building Strong Library Associations program, delivering workshops in Ukraine, Sri Lanka, the Middle East, and the Asia-Pacific region. She has an active professional life, having served on the Board of the Australian Library and Information Association (ALIA) as President and as Director; she serves on the IFLA Standing Committee for the Continuous Professional Development and Workplace Learning (CPDWL); and in 2011 she was named Information Professional of the Year by the Special Libraries Association (SLA) Australia-New Zealand Chapter.

Atarino A. Helieisar Chief Law Librarian & Publication Manager FSM Supreme Court Law Library Federated States of Micronesia



Mr. Atarino Helieisar's experiences as a public servant started back in 1999 when he was hired to work at the College of Micronesia-FSM Learning Resources Center as a library assistant, working in particular with the U.S. and U.N. documents Depositories. In the year 2000 and 2001, he received the *Student Choice Award* voted by students at the College of Micronesia-FSM National Campus for two consecutive years. The awards were given to recognize his full support, assistance, and encouragement to students during each school year. In 2004, he was promoted to coordinate both the U.N. & US Depositories until 2007. In January 2007, Mr. Helieisar was hired at the Federated States of Micronesia (FSM) Supreme Court Law Library as the Chief Law Librarian in charge of the four FSM Supreme Court Law Libraries within the four FSM States (Yap, Chuuk, Pohnpei and Kosrae).

Mr. Helieisar is also an active member for the Pacific Islands Association of Libraries, Archives and Museums (PIALA). His leadership style and qualities won the trust and respect of his colleagues from the Pacific region to elect him President in 2008 and re-elected him in 2011 to serve two consecutive terms until 2015. By virtue of his standing in PIALA, he was selected as an associate member representing the Pacific region/Oceania to the International Federation of Library Associations and Institutions

(IFLA) [International Leaders Program](#), a two year Program from 2012-2014 designed to train and increase the cohort of leaders who can effectively represent the wider library sector in the international arena. Mr. Helieisar was also selected to be the first Pacific Librarian recipient for the [2015 FCIL Schaffer Grant for Foreign Law Librarians](#) at the American Association of Law Libraries (AALL) 2015 Annual Meeting in Philadelphia where he presented his paper entitled “*The Federated States of Micronesia Supreme Court Law Libraries: Bridging Legal Information in the FSM States & Beyond.*” Mr. Helieisar is also the author of many articles on library development in Micronesia including [Library Advocacy in Micronesia](#) and [Resource Sharing Developments in Micronesia](#).

Erica Ruwepin
Head Librarian, Yap Public Library
Yap, FSM



Erica Ruwepin was born in 1968 and has been a librarian for the past eight years, first at the Yap High School library and then at the Yap Public Library. She has been a supervisor for the past three years.

Erica has been active in PIALA with her participation at annual conferences and also as a participant in the Pacific Librarians Training Institute (PLTI) and Leaders for Pacific Libraries (LPL) programs from 2006 to 2009.

Erlinda Cabrera Naputi
Acting Library Director, Joeten Kiyu Public Library
Saipan, CNMI



Erlinda Cabrera Naputi, Acting Library Director and also Acting State Librarian for the Joeten Kiyu Public Library. She devoted over 23 years to the Joeten–Kiyu Public Library, just 6 months shy from the actual opening, December 19, 1991.

Appointed as Acting Director in March 2015. She currently oversees 14 full time employees and a collection of 70,000 comprised of books, magazines, DVDs, videos, local art work and painting. We also provide 20 internet workstations, WIFI, and a Video Teleconference Room. Through our bookmobile service, we reach out to our community members who are not able to visit the public library due to transportation.

Erlinda currently represents CNMI in the Pacific Islands Association of Archives, Libraries, and Museum (PIALA). I also served as the Vice President for Commonwealth Association of Archives, Libraries, and Museum (CAALM) from 2013- 2014.

Felisa Jean Remoket
Library Aide, Meyuns Elementary School
Republic of Palau
Secretary, Palau Association of Libraries



Felisa Jean Remoket is 24 years of age and is a Palauan citizen. She was born in Pohnpei (FSM) on January 08, 1992. She is currently working at Meyuns Elementary School as a Library-aide, for about three years now. Through her career, she finds herself enjoying working with students and colleagues. She also loves to challenge herself with anything to do with students beside my current profession.

Imengel Mad
Education Specialist, Ministry of Education
Republic of Palau



Ms. Mad is currently working at Ministry of Education. She received her Associate of Science degree in Secretarial Science at Micronesian Occupational College and her Bachelor of Science degree in Hospitality Management from U.S. International University. She later received her Master of Science degree in Library Science Program at the University of North Texas (UNT).

Ms. Imengel Mad began her library career as library technician at Palau Community College Library. She then joined the Ministry of Education as a computer lab manager at her Alma mater, George B. Harris Elementary School and currently continued her work at the Ministry of Education as Education Specialist under the Division of School Management.

As an active member of the library community, Ms. Mad is currently the President of Palau Association of Libraries and has held various positions in the regional library association, PIALA. Ms. Mad is proud of her previous accomplishment including recipients of PEIR (Pacific Educator in Residence) scholar in 2010-2011; Libraries for the Affiliated Pacific Islands (LEAP) scholarship 2011-2013; and a member of International Library and Information Studies Honor Society – Beta Phi Mu.

Jennifer Helieisar
Director, Learning Resources Center, College of Micronesia-FSM
Pohnpei, FSM
Secretary, PIALA



Jennifer Helieisar has worked in the library profession since April 1997, when she was hired as a library technician at the College of Micronesia-FSM (COM-FSM) Learning Resources Center (LRC). She was promoted to Director of the LRC in August 2011, overseeing the operations of six campus libraries across the college system.

She earned her bachelors in Elementary Education at the University of Guam in 2010. She furthered her studies and earned her masters in library science degree at the University of North Texas as part of the Library Education for the U.S.-Affiliated Pacific (LEAP) cohort, made possible by the Institute of Museum and Library Services (IMLS) grant via Pacific Resources for Education and Learning (PREL).

She represented Pacific Islands Association of Libraries, Archives, and Museums (PIALA) association at the 2014 IFLA Building Strong Library Associations (BSLA) Convening in Jakarta, Indonesia with colleague, Imengel Mad in March 2014 and again at the IFLA BSLA Global Meeting held in Manila, Philippines in May 2016. She currently serves as Secretary for PIALA and as President of the Libraries, Archives, and Museums of Pohnpei (LAMP) association.

Lola Schutz
Instructional Librarian, College of Marshall Islands
Majuro, Republic of Marshall Islands
President, PIALA



Lola Schutz is a Chuukese citizen, residing in the Marshall Islands. Her interest in libraries began at the Micronesian Institute of Biblical Studies formerly (MIBS), which is now renamed to Pacific Islands University (PIU), where she worked in the library while a student there. She has had teaching positions at several schools, at Rita Christian School in 1992, at Majuro Middle School in 1996, and then Marshall Islands High School in 1997 to 2014. Since 2014, she has been serving as an instruction librarian at the College of Marshall

Islands library.

She earned an associate degree in Elementary Education and Liberal Arts in 1997, a certificate program in Library Information Science (LIS) at the University of South Pacific, and a Bachelor of Science in Elementary Education at the Brigham Young University in Hawaii in 2011. She is also certified in Counseling as well as Teaching English as a Second Language (TESOL). She was elected as President of PIALA in July 2015 and is currently studying for her masters at the University of North Texas (UNT), majoring in Library Information Science (LIS).

Roland San Nicolas
Reference and Information Literacy Instruction Librarian
University of Guam
Guam, USA



Roland San Nicolas was born and raised on Guam. Graduated in 1995 from University of Portland with BS degree in Allied Health Sciences. Attended UOG over next 15 years earning 44 graduate credits in Education, and Marine and Environmental Biology. Earned MLIS from University of North Texas in 2013.

Started career as a Science and Math teacher in 1995 at Father Duenas Memorial School and taught for 14 years. Was appointed Vice Principal of Notre Dame High School in 2009 and served in this capacity for 6 years. Was selected as Reference and Information Literacy Instruction Librarian in August of 2015 at the RFK Library at UOG.



**BSLA Workshops for PIALA
Guam, 28 June 2016 – 1 July 2016
Core Trainer: Gill Hallam**

Workshop goals

1. To build a cohesive executive board, with members understanding each others' strengths, and to establish a culture of shared commitment to PIALA's goals
2. To agree upon the strategic objectives for PIALA for 2016-2020
3. To develop the operational plans and board structures needed for the achievement of the strategic objectives
4. To plan for the financial sustainability of PIALA for 2016 onwards.

Day 1: Tuesday 28 June 2016			
Time	Topic	Desired outcomes	Notes
9:00am	Session 1: Orientation Welcome and introductions		
9:10am	Objectives for the workshop <ul style="list-style-type: none"> • Our ground rules • What are the 3 most significant things that you would like to see this workshop achieve? 		Sticky notes
9:30am	Getting to know each other <ul style="list-style-type: none"> • Your reasons for being a member for the Board • Key strengths you believe you each bring to the board • Specific areas of expertise that you wish to develop • 3 personal goals for the coming year • 3 professional goals (your work, your association, PIALA) • Selecting one colleague who you know well, consider the attributes you know they bring to the board 	Participants confirm the mutual respect and recognition of people's strengths Participants demonstrate commitment to the year ahead	Sticky notes
10:30am	Break		
11:00am	Session 2: Contemporary library associations Overview of the attributes of a strong library association <ul style="list-style-type: none"> • What is a professional association? • What constitutes good governance? • What are the contextual factors which impact on associations? 	Participants have a clear understanding of the complex factors which determine the success of a library association	Materials selected from: BSLA Module 1 Topics 1 & 2 BSLA Module 2 Topics 1, 2, 3, 4, 6, 7, 9 BLSA Module 3 Topics 1, 3
12:00pm	Lunch		
1:00pm	Session 3: PIALA today		
1:00pm	Review of PIALA's activities & achievements <ul style="list-style-type: none"> • Step 1: Create a mind map • Step 2: Interpret the mind map through a SWOT analysis 	Participants translate the theoretical discussion in Session 2 into the realities of PIALA as a library association	Flip chart paper Coloured pens Blue-Tack SWOT worksheets (BSLA Module 2 Annex 4)
2:30pm	Break		
3:00pm	Session 4: Overview of the strategic planning process		
	Strategic planning <ul style="list-style-type: none"> • Vision for the association • Mission and values • Strategic goals • Review of sample strategic plans 	Participants gain some insights into the theory and practice of strategic planning	Materials selected from: BSLA Module 2 Topic 5 BSLA Module 2 Annex 5: Strategic plan ALIA Strategic Plan 2016-2020 ALIA Strategic Plan 2011-2015 LIANZA Strategic Plan 2014-15 EBLIDA Strategy 2016-2019 CILIP Shape the Future ALA Strategic Directions UQL IDL Strategic Framework
4:15pm	<ul style="list-style-type: none"> • Summary of Day 1 • Insights into Day 2 		
4:30pm	Close		

Day 2: Wednesday 29 June 2016			
Time	Topic	Desired outcomes	Notes
9:00am	Welcome and overview of the day		
	Session 5: Shaping the future		
	Shaping the future <ul style="list-style-type: none"> The vision, mission and values for PIALA 	Putting theory into practice: participants interpret their understanding of Session 4 to develop the foundation for the PIALA strategic plan	Sticky notes Flip chart paper Coloured pens Worksheets
10:30am	Break		
11:00am	Shaping the future cont. <ul style="list-style-type: none"> The vision, mission and values for PIALA 		
12:00pm	Lunch		
1:00pm	Session 6: Developing the strategic directions		
	Determining the strategic directions <ul style="list-style-type: none"> Identifying the strategic priorities for PIALA 	Participants build on the new vision and mission to identify the strategic priorities for PIALA	Sticky notes Flip chart paper Coloured pens Worksheets
2:30pm	Break		
3:00pm	Determining the strategic directions cont. <ul style="list-style-type: none"> Identifying the strategic priorities for PIALA 		
4:15pm	<ul style="list-style-type: none"> Summary of Day 2 Insights into Day 3 		
4:30pm	Close		

Day 3: Thursday 30 June 2016			
Time	Topic	Desired outcomes	Notes
9:00am	Welcome and overview of the day		
	Session 7: Strategic relationships		
	Developing an understanding of the importance of key stakeholders who can help PIALA achieve the strategic goals	Building on the strategic directions, participants identify the stakeholders who can contribute to the future success of PIALA	Materials selected from: BSLA Module 4 Topics 1, 2, 3, 4 BSLA Module 5 Topic 3
10:30am	Break		
11:00am	Session 8: Evaluation strategies		
	Ensuring that all planning activities include processes to monitor and evaluate the effectiveness and impact of activities undertaken by the library association <ul style="list-style-type: none"> Moderate and affirm the new strategic directions 	Participants understand the imperative of review and evaluation and agree upon the strategic directions for PIALA	Materials selected from: BSLA Module 2 Topic 8 BSLA Module 3 Topic 4 BSLA Module 4 Topic 7 BSLA Impact Evaluation Worksheets: BSLA Module 3 Annex 3: Performance measurement
12:00pm	Lunch		
1:00pm	Session 9: The principles of operational planning		
	Overview of what is involved in developing effective operational plans	Participants understand the building blocks for operational plans	Materials selected from: BSLA Module 2 Topics 5, 7 BSLA Module 3 Topics 3, 5 UQL IDL Strategic Framework: Key actions
2:30pm	Break		
3:00pm	Session 10: Developing an operational plan		
	Working with one of the new strategic directions, begin to develop an operational plan	Putting theory into practice: participants apply their understanding of Session 9 to the immediate context of PIALA's strategic directions to produce the first draft of an operational plan	Worksheets BSLA Module 2 Annex 6: Operational plans UQL IDL Strategic Framework: Key actions template Sticky notes Flip chart paper Coloured pens
4:15pm	<ul style="list-style-type: none"> Summary of Day 3 Insights into Day 4 		
4:30pm	Close		

Day 4: Friday 1 July 2016			
Time	Topic	Desired outcomes	Notes
9:00am	Welcome and overview of the day		
	Session 10: Developing an operational plan cont.		
	Continue to work with the agreed strategic directions, to develop the relevant operational plans	Participants develop agreed operational plans for PIALA's new strategic directions	Worksheets BSLA Module 2 Annex 6: Operational plans UQL IDL Strategic Framework: Key actions template Sticky notes Flip chart paper Coloured pens
10:30am	Break		
11:00am	Session 10: Developing an operational plan cont.		
	Continue to work with the agreed strategic directions, to develop the relevant operational plans		
12:00pm	Lunch		
1:00pm	Session 11: Communication plans		
	Understand the importance of communicating well with all stakeholders <ul style="list-style-type: none"> The requirements for an effective communications plan Focus on the PIALA's own communications requirements 	The development of a clear communications plan to disseminate PIALA's new strategic plan	Materials selected from: BSLA Module 2 Topic 9 BSLA Module 5 Topic 3 BSLA Case Study no 20: Communications BSLA Module 2 Annex 8: Comms plans
	Break		
3:00pm	Session 12: Review and evaluation		
	The conclusion of the workshop: <ul style="list-style-type: none"> Review the processes and outcomes from the workshop Complete the workshop evaluation forms Distribute certificates to the participants 	Happy, satisfied participants ☺	BSLA evaluation forms BSLA certificates
4:30pm	Close		



IFLA BSLA PIALA Workshop
Guam, 28 June – 1 July 2016

Operational Plan

Action	Responsibility	Outcome/Impact	Timeline	Priority
Strategy 1: Strengthen the Association	Strategy Manager: Treasurer:			
<i>Goal 1.1 We will ensure PIALA is a financially sustainable organization</i>				
1.1.1 Establish a Finance Committee • Treasurer, Erlinda Naputi, ...	Treasurer	Finance Committee established	Nov-Dec 2016	A+
1.1.2 Develop a Fundraising Plan to identify potential revenue streams, with target levels of funding, and responsibilities • Sponsorship revenue • Advertising revenue • Conference revenue • Merchandising revenue	Finance Committee	1. Fundraising Plan created 2. New revenue streams 3. Increased income	March 2017	A
1.1.3 Investigate the opportunities for differential pricing for the conference • To charge non-members more than members • To use the conference as opportunity to collect membership dues	Finance Committee Membership Committee	1. Increased revenue 2. Membership growth	June 2017	B
1.1.4 Review PIALA membership (see Action 3.1.2) • Review membership categories • Review membership fees • Consider discounted membership fee for prompt payment of dues	Finance Committee Membership Committee	1. New membership categories 2. Revised membership fees 3. Membership growth 4. Increased revenue	Nov 2017	C
Links to other goals				
<i>2.2 We will promote the profession to the community</i>				
<i>3.1 We will grow our membership</i>				
<i>3.2 Our members will value their</i>				

membership				
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Action	Responsibility	Outcome/Impact	Timeline	Priority
Strategy 1: Strengthen the Association	Strategy Manager: Secretary: Jenny Helieisar			
<i>Goal 1.2 We will improve communication within and beyond the profession</i>				
1.2.1 Establish the PIALA Media & Communications Team	Secretary	Team established	Nov-Dec 2016	A+
1.2.2 Develop the branding for PIALA, including new logo (see Action 3.2.2)	Media & Comms Team	New branding	April 2017	A
Communication with the Board				
1.2.3 Draft a Communications Code of Conduct for all members of the Board <ul style="list-style-type: none"> To ensure prompt attention is given to all email correspondence To ensure Board members provide correct contact details and advise of any changes 	Media & Comms Team	1. Code introduced 2. Board members respond to emails 3. Correct contact details	March 2017	A
1.2.4 Review the procedures for the minutes of Board meetings <ul style="list-style-type: none"> Have (1) Executive version (2) Members' version of the minutes Post 2-3 key messages after each Board meeting to the PIALA Facebook page 	Secretary	New procedures adopted	March 2017	A
Communication with members				
1.2.5 Create new list-serv for emails to members <ul style="list-style-type: none"> Ensure all current members' names are on the list Old list-serve expires New procedures are introduced to ensure that the list is always kept current 	Media & Comms Team Membership Committee	List-serv is kept current	June 2017	B
1.2.6 Conduct a survey of members to identify their preferred channels of communication, e.g. newsletter, email, mail, Facebook, LinkedIn etc.	Media & Comms Team	Improved communication	June 2017	B
1.2.7 Develop a Communications	Media & Comms	Communications	Sept 2017	C

Action	Responsibility	Outcome/Impact	Timeline	Priority
Plan for communication with members, to schedule regular communication with members on matters of interest, including cross-posting from local associations, with a range of people involved in creating and distributing the messages <ul style="list-style-type: none"> PIALA website, newsletter, email, mail, Facebook, LinkedIn etc. 	Team	Plan		
Communication with the community				
1.2.8 Undertake research to identify key contacts in the media (eg personal contacts and connections) <ul style="list-style-type: none"> Develop a file with all relevant media contact details 	Media & Comms Team Local associations Journalism student*	Media contact file	Nov 2017	C
1.2.9 Develop a Communications Plan to distribute information about PIALA and its activities and events through press releases etc	Media & Comms Team	Communications Plan	Nov 2017	C
1.2.10 Investigate the opportunity to involve an intern* in the work of PIALA, eg to write stories, press releases etc targeting a range of media outlets	Media & Comms Team	Intern appointed	Nov 2017	C
Links to other goals				
<i>2.2 We will promote the profession to the community</i>				
<i>2.3 We will facilitate the sharing of information across the region</i>				
<i>3.1 We will grow our membership</i>				
<i>3.2 Our members will value their membership</i>				

Action	Responsibility	Outcome/Impact	Timeline	Priority
Strategy 2: Strengthen the Profession	Strategy Manager: Imengel Mad			
<i>Goal 2.1 We will enhance the knowledge and skills of information professionals</i>				

2.1.1 Establish an Education and Training Committee <ul style="list-style-type: none"> Imengel Mad, Lola Schutz, Ismael Perez, ... 	Imengel Mad	Education and Training Committee created	Nov-Dec 2016	A+
Professional education				
2.1.2 Identify all formal professional education programs in the region <ul style="list-style-type: none"> Post the information to the website Promote the information to PIALA members 	Education and Training Committee	<ol style="list-style-type: none"> Information disseminated Students enroll in courses 	Nov 2017	C
Training and development				
2.1.3 Develop Library 101 program <ul style="list-style-type: none"> To introduce work in libraries, archives and museums to develop the foundation skills of new staff and people interested Explore the opportunity to link the courses to PIALA conferences (financial arrangements PIALA : local association?) Pilot one session at PIALA Conference 2016 (Yap) 	Education and Training Committee Finance Committee	<ol style="list-style-type: none"> Library 101 created Offered in conjunction with PIALA conferences Pilot session 2016 Good attendance 	Pilot: Nov 2016 Full: Nov 2017	C
2.1.4 Explore opportunities for training programs <ul style="list-style-type: none"> Identify topics in demand, eg Preservation, Disaster Planning Capitalise on opportunities for visiting presenters Identify grant opportunities to include training component Consider online learning opportunities 2018+ (broadband) 	Education and Training Committee	<ol style="list-style-type: none"> Courses are offered and are well attended Increased revenue 	Nov 2017+	C
2.1.5 Explore the opportunities to develop and run a Future Leaders course <ul style="list-style-type: none"> Launch in conjunction with PIALA Conference 2017 (Pohnpei) 	Education and Training Committee Atarino Heliesar Education partners	<ol style="list-style-type: none"> Development of program Program launched with good attendance Increased revenue 	Nov 2017+	C
2.1.6 Explore the opportunity to develop Open Educational Resources <ul style="list-style-type: none"> Developed and shared by educators and trainers 	Education and Training Committee	Increased access and use of quality training materials	Nov 2017+	C

<ul style="list-style-type: none"> Stored and shared in a Google Docs site 				
Links to other goals				
<i>2.3 We will promote our profession</i>				
<i>3.1 We will grow our membership</i>				
<i>3.2 Our members will value their membership</i>				

Action	Responsibility	Outcome/Impact	Timeline	Priority
Strategy 2: Strengthen the Profession	Strategy Manager: Atarino Helieisar			
<i>Goal 2.2 We will promote the profession to the community</i>				
2.2.1 Establish a Promotions Committee	Atarino Helieisar	Promotions Committee established	Nov-Dec 2017	A+
2.2.2 Design and publish a flyer which introduces PIALA to the community	Promotions Committee Media & Comms Team	Flyer created	June 2017	B
2.2.3 Develop a database of the key organisations and businesses which would have common interests with PIALA: <ul style="list-style-type: none"> Businesses (eg top 10 in each state) Government departments and agencies Educational institutions NGOs UNESCO Peace Corps Embassies Rotary Clubs Chambers of Commerce Note existing connections and relationships and areas of common interest	Promotions Committee Local associations	Database created	Nov 2017	C
2.2.4 Identify opportunities to build relationships and partnerships with stakeholders for PIALA activities and events	Promotions Committee Media & Comms Team	<ol style="list-style-type: none"> Current relationships strengthened New relationships established Increased revenue 	Nov 2017	C

Links to other goals				
<i>Goal 1.1 We will ensure PIALA is financially viable</i>				
<i>Goal 1.2 We will improve communication within and beyond the profession</i>				
<i>Goal 3.2 Our members will value their membership</i>				

Action	Responsibility	Outcome/Impact	Timeline	Priority
Strategy 2: Strengthen the Profession	Strategy Manager: Roland San Nicolas			
<i>Goal 2.3 We will facilitate the sharing of information in the region</i>				
2.3.1 Establish a Resource Sharing Committee	Roland San Nicolas	Resource Sharing Committee established	Nov-Dec 2016	A+
2.3.2 Investigate the opportunities for resource sharing between Guam and post-secondary institutions across the region through MoUs, e.g. EBSCO PREL/REL	Resource Sharing Committee	MoUs set up	Nov 2017	C
2.3.3 Identify the various cultural collections and archives across the Pacific Islands	Resource Sharing Committee	Catalogue of Pacific Island resources created	Nov 2017	C
2.3.4 Explore the opportunities for grant funding to support the digitization of Pacific Island collections	Resource Sharing Committee	1. Projects identified 2. Grant proposals submitted	Nov 2017	C
Links to other goals				
<i>Goal 1.2 We will improve communication within and beyond the profession</i>				
<i>Goal 2.1 We will enhance the knowledge and skills of information professionals</i>				
<i>Goal 2.2 We will promote the profession to the community</i>				

Action	Responsibility	Outcome/Impact	Timeline	Priority
Strategy 3: Strengthen the Membership	Strategy Manager: Vice-President			
<i>Goal 3.1 We will grow the profession</i>				
3.1.1 Establish a Membership Committee <ul style="list-style-type: none"> Vice-President, Secretary, Lola Schutz, ... 	Vice-President	Membership Committee established	Nov-Dec 2016	A+
3.1.2 Create new list-serv for emails to members <ul style="list-style-type: none"> Ensure all current members' names are on the list Old list-serve expires New procedures are introduced to ensure that the list is always kept current 	Media & Comms Team Membership Committee	List-serv is kept current	June 2017	B
3.1.3 Review PIALA membership (see Action 1.1.3) <ul style="list-style-type: none"> Review membership categories Review membership fees Consider discounted membership fee for prompt payment of dues 	Membership Committee Finance Committee	<ol style="list-style-type: none"> New membership categories Revised membership fees Increased membership Increased revenue 	Nov 2017	C
3.1.4 Review the membership file (currently Excel) and explore opportunities for setting up a membership database with increased functionality <ul style="list-style-type: none"> Improved management of new memberships and renewals 	Membership Committee	<ol style="list-style-type: none"> Improved management of member records Increased membership Increased revenue 	Nov 2017	C
Links to other goals				
<i>Goal 1.1 We will ensure PIALA is a financially sustainable organization</i>				
<i>Goal 1.2 We will improve communication within and beyond the profession</i>				
<i>Goal 2.2 We will promote the profession to the community</i>				
<i>Goal 3.2 Our members will value their membership</i>				

Action	Responsibility	Outcome/Impact	Timeline	Priority
Strategy 3: Strengthen the Membership	Strategy Manager: Vice-President			
<i>Goal 3.2 Our members will value their membership</i>				
3.2.1 Introduce a process to welcome new members to the PIALA family and to thank members who renew their membership <ul style="list-style-type: none"> Email which highlights some of the PIALA's current activities and recent achievements, and highlights the next conference or training event 	Membership Committee Membership manager	1. PIALA as the family 2. Increased renewals	June 2017	A
3.2.2 Run competitions will engage members in the future of the association <ul style="list-style-type: none"> New logo (see Action 1.2.2) Annual competition for conference theme, on hosting island Collect ideas for other competitions and identify sponsors 	Membership Committee Board Conference Committee	1. Engaged members 2. Regional focus	Logo: April 2017 Ongoing	A B
3.2.3 Acknowledge the role of members in the newsletter, Facebook, website <ul style="list-style-type: none"> Profile of individual members Profile of institutional members Profile of association members Link to Communications Plan for members 	Membership Committee Media & Comms Team	1. PIALA as the family 2. Regional focus 3. Increased renewals	June 2017	B
3.2.4 Introduce a Member Recognition program for members <ul style="list-style-type: none"> Provide a badge/button/decal/magnet/bumper sticker when becoming a member of PIALA 	Membership Committee Media & Comms Team	Increased visibility of members	Nov 2017	C
3.2.5 Recognize the commitment, dedication and contribution of members <ul style="list-style-type: none"> Establish an award for PIALA leadership Acknowledge long-term membership 	Membership Committee Media & Comms Team	1. PIALA as family 2. Regional focus	Nov 2017	C
Links to other goals				
<i>Goal 1.1 We will ensure PIALA is a financially sustainable organization</i>				
<i>Goal 1.2 We will improve communication within and beyond the profession</i>				

<i>Goal 2.2 We will promote the profession to the community</i>				
<i>Goal 3.2 Our members will value their membership</i>				

Logo competition: Plan (criteria, identify sponsor for the prize, promotion, select judging panel): end Jan 2017, Competition open: Feb 2017, Review submissions: March 2017, Announce the winner: April 2017
Logo Selection Committee: Board members, local artists...