# IAML(UK & Irl) Strategic Plan, 2013 – 2018

This plan sets outs IAML's objectives for the next five years. It will form the basis of an action plan for each year (initially for two years) which will enable realistic objectives to be set for each year and allow for flexibility as circumstances change.

It is recognised that the plan is ambitious and will need active involvement by all members and committees, but we feel that an outline from the outset of all the work needed and achievable, if only gradually, will lay a foundation for the branch's work for the coming decade. Some work will certainly be delegated to committees. No firm priorities have yet been set, as they may be dependent on opportunities and on the perceptions of members as to their urgency and desirability. There is inevitable duplication from section to section which may in time be lessened.

All references to IAML are to IAML (UK & Ireland).

## Role and Purpose

IAML(UK & Irl) provides a professional forum for librarians, archivists and others who support and preserve the world's musical heritage and its performance, study and enjoyment today. As part of an international association, it recognises the wide variety of music and music materials around the world, whether on paper, recorded or digitised.

The increasing globalisation of music calls for an all–embracing vision and flexible approaches to ensure that all who enjoy music, as professionals, amateurs or listeners, can gain access to the materials they need. Music has tremendous cultural, social, economic and educational value which impacts strongly on people's lives and on national interests. In recognising the central role of libraries in these, IAML seeks to support music in all its forms by:

- ensuring and enhancing access to music for all by facilitating good, responsive and flexible ways of housing, preserving and making available collections which develop and change in response to users' needs, expectations and developing technology;
- providing leadership for the collection and preservation of music materials, particularly those which are vulnerable, and for the use of emerging technology to preserve them;
- raising awareness of collections of music materials, and providing information about them
- anticipating and responding to change and developing new models to meet changing needs and emerging technology;
- contributing to the development of national and international standards for the bibliographic control of music, to improve knowledge and access by all music lovers, regardless of expertise;
- developing skills amongst librarians and library users in navigating collections of music and related materials in all formats, ensuring diversity and inclusivity;
- developing legal frameworks which support, strengthen and improve music library services and universal access to music, whilst properly protecting rights holders' interests;
- developing and delivering programmes that promote continuing education and professional development in music librarianship and related areas;

- encouraging collaboration between the many different types of libraries, to streamline and harmonise their activities, so improving access to them, at international, national and local levels;
- ensuring that all who perform, study, teach, research or simply enjoy music are aware of the varied and complementary services which the wide range of different libraries provide for their users.

## Core Values

IAML is committed to:

**Access** – Music and information about music should be findable, accessible and preserved.
**Inclusivity** – All who work with music, in libraries or beyond, are welcome as members. We value diversity in our association and the enhancements which a varied membership provides.
**Collaboration** – IAML reaches out to and cooperates with individuals, institutions and organisations involved in music creation, publishing and supply, performance, study, research, and intellectual property.
**Expertise** – IAML fosters excellence in music librarianship and all related disciplines through the professional development of its members and all in the music business.
**Advancement of knowledge, enjoyment and participation in music** – IAML promotes research and scholarship, amateur and professional performance and study, and the improvement of knowledge about music to those of all ages and all musical interests, across our own countries and across international borders.
**User focus** – IAML is committed to providing services and positive experiences which meet and exceed user expectations, embracing technological change in the most appropriate manner for the user.

## Strategic Plan:

# 1 Organisation

**Aim: The association is efficient, effective and transparent.**

**Objective 1: Improve access to information by and about the Association to meet the needs of members and other interested parties.**

Evidence of success: IAML's workings are efficient, effective, and transparent to its members and other interested parties.

In 2013–2014:

- Update website and ensure that it looks professional.
- Expand greatly information on the website, adding: position statements and guidance for members, as identified by the Executive, Advocacy and other committees, strategic and action plans, committee remits and dates, as well as appropriate links to further information and to other appropriate organisations.
- Consider whether the formation of a Publications Committee would aid oversight of publications in print and online.
- Examine current committee structure to ensure that it meets the Association's needs.
- Update as necessary and bring together on the website guidelines for all officers and committees.
- Ensure that committees and officers have agreed remits to produce tangible outcomes and provide information on their ongoing work on the website, the IAML discussion list, Newsletter and Annual Report.
- Ensure that committees and officers include goals met and articulate future goals in the Annual Report, which will provide the membership with more evident outcomes, which the Executive Committee can evaluate and respond to.
- Check that documentation on the IAML website is up to date with updates ongoing.
- Investigate the cost and practicalities of the digitisation of IAML's archive.
- Ensure Jubilee events are well publicised and reported

For 2015 –2018:

- Consult members on what further information members and others would find useful.
- Investigate and create more useful information which users can consult on the website.
- Find and commission authors for further website content.
- Fund and undertake digitisation of the IAML archive.
- Ensure that plans for a further strategic plan for 2019 – 2024 are timetabled.

## Objective 2: Collaborate with other organisations for mutual benefit

In 2013–2014:

- Continue to investigate (and ultimately seek to establish) partnerships with publishers of music research resources to provide consortial pricing for IAML members.
- Continue to work with user organisations and to develop further links with such.
- Consider whether participation in some committees by external representatives would be helpful.
- Consider periodic annual meetings jointly with other appropriate groups and stakeholders to achieve economies of scale, generate fresh conference content and foster closer working.
- Consider, through the Courses & Education Committee, an expansion of courses and/or e-learning events—perhaps targeting historically underserved populations or on new topics – that generate income for the organisation and help increase membership.
- Consider which Jubilee events/activities can be joint with other organisations.

For 2015–2018:

- Continue to monitor and develop all the above.
- Investigate further beneficial links with other organisations.

## Objective 3: Develop and sustain the necessary financial resources to ensure the vitality of the Association, its programmes and services.

Evidence of success: IAML has the financial means to achieve its goals.

- The cost of participating in IAML is affordable in relation to typical budgets and salaries of target members.
- IAML receives sufficient income from courses it runs.
- IAML receives increased income from advertisers in print and online publications and activities.

In 2013 –2014:

- Research membership rates of comparable professional organisations and continue a policy to increase dues and subscription rates gradually to avoid steep increases.
- Consider reduced membership rates for new members for a limited period.
- Consider the desirability and implications of offering subscriptions by instalments by direct debit.
- Investigate whether benefits might accrue from discounted membership subscriptions, jointly with other organisations
- Continue to monitor the desirability of electronic access to Brio and the possibilities for royalty income to increase income and replace any lost subscription income.

- Executive Committee to study the value and feasibility of self-publishing Brio electronically (in part or in full) to regain institutional subscription income and reduce printing costs.
- Monitor the costs of the ASW to ensure it breaks even or raises revenue, while also considering its affordability to encourage more attendees.
- Work with MLT to increase bursaries and ensure that they are taken up.
- Work with MLT to consider IAML project funding.
- Seek new advertisers and investigate appropriate potential website income, and increase such income through revised rates.
- Assist MLT to encourage further donors by having a prominent link on the IAML website.
- Continue to monitor interest rates and investments to ensure that they keep pace with inflation.

For 2015–2018:
- Increase dues and subscriptions by the rate of inflation unless increased membership obviates the need for this. Monitor advertising income and continue to seek new advertisers.
- Budget courses to generate some surplus to support the operating budget.
- Ensure that operating budget is not in deficit.
- Consider the development of marketing and recruitment plans.
- Ensure that income is sufficient to consider employing administrative or professional assistance if needed.
- Carry forward ongoing work from 2013 – 2014.

## 2 Value of the Profession and Advocacy

**Aims: IAML's activities are relevant to current issues in librarianship and music, and non-members understand the mission and goals of the Association. IAML promotes and supports the equitable and ethical use of music in learning and leisure, participates in the evolution and dissemination of scholarly communication, and seeks to ensure that music is available in all appropriate libraries. Its official positions on these issues are widely known and influential.**

Evidence of Success: IAML's activities are relevant to current issues in librarianship and music and its positions on the importance and availability of music materials are widely known and influential.

**Objective 1: Increase the visibility of IAML among library and music organisations, users of all kinds, and librarians, and develop the professional resources needed by them.**

In 2013–14:
- Have on the website clear statements of the value of music and of music libraries and their cultural, social, educational and economic significance.

- Identify and make public the factors which present unique challenges in music libraries, tailoring them for differing sectoral needs.
- Identify and publicise the unique needs of music library users and increase awareness of the challenges those needs present.
- Review current position papers for currency and collocate them prominently on the website.
- Produce a succinct, positive booklet on music libraries.
- Encourage all libraries to publicise their electronic resources (in-house and remote access).
- Encourage the use of the website for current information and for activities in IAML and in libraries themselves.
- Initiate and develop further mutually beneficial links on the websites of IAML and other organisations.
- Evaluate the feasibility of an "Ask a Music Librarian" service.
- Continue to manage, improve, enhance and develop existing IAML music resource-discovery tools and other resources such as the IAML Library.
- Develop policies for the maintenance and development of a IAML e-Archive.
- Develop and disseminate official positions on intellectual property, access and communication and produce guidelines on issues important to librarians and users.
- Ensure that all IAML conferences and seminars highlight the importance and development of advocacy.
- Charge all IAML committees with responsibility for advocacy and encourage members to act as ambassadors, providing appropriate guidance and materials as necessary.
- Use the Jubilee events to attract further supporters and publicise IAML's work.

For 2015-2018:
- Continue to work to ensure that outside organisations look to IAML for information on current music or librarianship issues.
- Ensure that abstracts and/or PowerPoint presentations (and where possible conference papers) from meetings are preserved and archived in the IAML Library or the e-Archive and are reported in the Newsletter, and develop a consistent policy and workflows for archiving them.
- Ensure that presentations at IAML conferences and papers in IAML publications are cited in works on relevant issues.
- Develop more online presentations of sessions at conferences and other events.
- Work to ensure that pages on IAML's website are high in search engine rankings on relevant issues.
- Determine what mechanisms are in place for determining analytics for the website.
- Continue to develop website links.

- Re-evaluate the roles and expectations of liaison positions and consider additional liaisons, inviting them to IAML events, as appropriate.
- Encourage members to continue to provide articles and news for Brio and Fontes Artis Musicae.
- Put forward papers/presentations of exceptional quality and content to appear in other venues/conferences and coordinate efforts.
- Organize efforts to ensure that articles on music/librarianship topics are submitted to targeted (high impact) peer reviewed journals or other publications beyond IAML and assign responsibility for that.

## Objective 2: Develop the bibliographical and professional resources needed by music librarians and users of all kinds.

In 2013-2014:
- Continue to publicise to increase use of IAML bibliographical projects.
- Provide expert advice on the documentation and discovery of music materials.
- Continue to collaborate on the Music Libraries Trust's projects list.
- Explore new avenues for financial support to develop appropriate professional resources.
- Continue to contribute to and support the development of IAML bibliographic projects internationally.
- Ensure that all new developments in cataloguing, classification and related professional standards and practices are communicated to the membership, with links, where appropriate, from the website.
- Examine the progress of system suppliers in adapting to new standards.

For 2015-2018:

- Ensure the currency of links to bibliographical and other similar resources on the website.
- Continue work as outlined for 2013 – 2014.

## Objective 3: Increase the visibility of IAML to political and media organisations and social media networks.

In 2013 -14:
- Establish what goals would be accomplished by having a Facebook page or other social media activities (Twitter, Wikipedia, blogs, YouTube), ensuring that links appear on the discussion list.
- Develop a media contacts list for library and music related press venues.
- Develop a contact list of library/archives professionals working in high-profile organisations in the music or performing arts arenas and perform outreach to those individuals.

- Establish and develop communications for IAML, to ensure that press releases are produced on all important events and initiatives and press contacts cultivated.
- Ensure that all IAML press releases also appear on our own website.
- Consider whether the formation of a Publicity Committee would ensure wider publicity.
- Use Jubilee events to develop contacts and publicise IAML's work.

From 2015–2018:
- Continue to develop appropriate social media activity.
- Continue to develop relationships with media, politicians and other organisations.
- Continue to respond to relevant calls for input.

## Objective 4: Use new technologies to build greater public awareness, understanding and support for the Association, music libraries and music librarianship.

In 2013–2014:
- Begin a blog addressing issues relevant to music and performing arts librarianship.
- Create a list of Association experts on relevant subjects.
- Investigate models/strategies of how other organisations or institutions are using YouTube and other social media and how those messages are being packaged.
- Have a vetting process for videos and/or blog posts to move forward with official blessing or appoint a committee/representative to monitor/populate blogs.
- Establish and develop online communications, as appropriate and feasible.

From 2015–2018:
- Establish how relevant/current issues in music and librarianship are identified and recorded.
- Ensure that all relevant music library articles and publications are reported to RILM.
- Continue all ongoing work in this area from previous years.

## Objective 5: Develop and disseminate official positions on intellectual property, access, standards and other relevant issues.

In 2013–2014
- Gather all existing official IAML statements, review them for currency, and collocate them in a prominent position on the IAML website.
- Charge individuals or groups within IAML to actively engage with relevant organisations and committees for the purpose of developing official positions on emerging intellectual property issues which have an impact on

the operations or users of music collections, including a statements on rights of all kinds and links to other appropriate material.

- Re-examine the administrative structure for ways to make IAML's advocacy initiatives and responses more flexible and timely. Identify individuals who are library advocates and copyright specialists whose opinion can be sought on an as-needed basis, and develop criteria for deciding whether a given draft official statement should be vetted by an expert.
- Prepare position statements on other areas of concern, as identified by the Advocacy Committee and others.

For 2015-2018:

- Continue all work above


## Objective 6: Enable and encourage members' individual advocacy efforts.

In 2013-2014:

- Identify specific advocacy issues relevant to music librarians or those who work with music materials in library settings, and who may need or wish to advocate at their own institutions, with dealers, with publishers, or in public discourse.
- Consider whether the Advocacy Committee needs to engage other members for specific areas of concern.
- Design member awareness and education initiatives for each advocacy issue identified by the Advocacy Committee.
- Produce position statements on specific issues that IAML members can access and use as needed for individual advocacy, on such matters as the value of employing music specialists in libraries; how the unique needs of music users translate into music library services; budgets; facilities for branch libraries; procedures for managing performance sets; the value of retaining collections of outmoded formats such as vinyl discs, etc. Consider what information members commonly need to help local strategic planning, in order to enhance membership benefits.
- Seek advice from members on what information would be useful.
- Plan to maintain an internal messaging or alerting service targeting IAML members to raise members' awareness about timely issues and notify members when their advocacy is called for, for example when to contact appropriate MPs or others about a particular urgent issue.
- Commission studies, position papers and white papers about issues that require specialized expertise or in-depth study.

For 2015-18:

- Establish scope and rationale for systematic and regular data-gathering about the music publishing and sound recording industries, begin to collate it and make that data available to IAML members
- Continue the work outlined above.

**Objective 7: Increase legislators', publishers' and vendors' awareness of the Association's official positions on intellectual property issues.**

In 2013–2014:

- Ensure that IAML's views on intellectual property issues are clearly revealed on the website.
- Ensure that IAML's commitment to intellectual property rights are widely known, increasing contacts where necessary.
- Issue press releases widely when IAML takes a position on an issue or takes a significant step toward accomplishing one of its advocacy goals.

For 2015–2018:

- Create a mechanism to ensure that IAML's representatives to other organisations are aware of all current advocacy issues.

## 3 Membership

**Aim: Membership of IAML is valued by and beneficial to a broad range of organisations and individuals, and membership reflects the broad diversity of the music and populations we serve.**

**Objective 1: Retain members and increase outreach efforts to members from under-represented groups.**

Evidence of Success: IAML's membership increases, is diverse and mirrors the demographics of the populations we serve.

In 2013–2014:

- Examine ways in which the membership can be increased and diversified by reaching out to the populations served, including those who work in libraries, music professionals, producers and consumers.
- Develop and clarify the benefits of membership.
- Develop active methods of retaining members and student members.
- Consider how the Membership Secretary's work can be most effectively supported and whether a Membership Committee would assist the work.
- Invite local music professionals and students to the opening reception and session of the Annual Study Weekend as guests and/or offer potential recruits reduced or free registration for sessions.
- Increase presence in social media.
- List benefits of membership on website.
- Explore the potential of a mentoring programme.
- Provide website information on defence of services (password protected?)

In 2015-2018:

- Consider what IAML can provide for members of various other relevant associations and music professionals and prepare targeted invitations to them.
- Evaluate the benefits and implications of joint, discounted membership subscriptions with other organisations
- Track career paths of student members and bursary recipients and discover how IAML helped them, what more IAML could do to assist them in career preparation and to keep them as members if they are not working specifically in music libraries.
- Increase student involvement across the association – encourage submission of articles for Brio and the Newsletter and consider sections aimed at students.
- Consider reduced membership rates for early-career members for a set period.
- Consider the benefits and implications of instalment payments by direct debit.
- Consider different membership rates for relevant groups outside the traditional IAML population.
- Set up a mentoring programme for those new to the profession/music libraries.

## Objective 2: Increase outreach efforts to organisations that are under-represented, including those whose holdings reflect many types of music.

Evidence of success: IAML supports music collections of all types and formats.

In 2013-2014:

- Examine IAML's relationship with other library and user associations/ organisations (CILIP, Library Association of Ireland, SCONUL, FIL, RLUK, IASA, Making Music, ABCD, RMA, NAMHE, Society for Musicology in Ireland, etc.) and how that works. Explore how to apply that to our relationships with other organisations such as MOLA, theatre and dance librarian groups. What can we offer them as members?
- Investigate specifically further involvement in RMA Learned Societies initiative.

For 2015-2018:

- Ensure that articles in Brio and conference presentations on all types of music and collections continue to appear.
- Work to ensure that members are increasingly from organisations with holdings reflecting many types of music.
- Encourage representatives to other associations to develop a true presence at those meetings. Possible opportunities:
  - Present relevant papers or sessions as they fit with meeting programs

- Report "News from IAML" at annual meetings
- Post "News from IAML" in association newsletters, listservs, blogs, etc.
- Post "news from [other organisation]" in IAML newsletter or on listservs, blogs, etc.
- Develop ways to work with music professionals, producers and consumers as a clearinghouse for resources.

### Objective 3: Investigate opportunities to offer members cooperative buying agreements that provide valuable resources at reasonable costs.

Evidence of success: IAML provides to members cooperative buying agreements, access to valuable resources at a reasonable cost that might not otherwise have been affordable to purchase/license.

In 2013–2014:
- Explore whether current cooperative agreements are satisfactory for all current and potential members (institutional and personal)

For 2015–2018:
- Explore negotiating IAML member discounts with music publishers, book publishers and the various university presses, particularly those whose books aren't discounted through wholesalers.
- Explore negotiating a subscription for IAML members with Naxos and/or Alexander Street Press, Oxford Online, and others, possibly at a specific membership level, possibly with an add-on fee. This might be a membership incentive for teachers, private researchers or others who do not have access to these music databases through any other affordable means and for libraries that do not subscribe.
- Advertise widely the availability of digital resources in libraries, in-house and remote.

## 4 Education

**Aim: IAML's professional development programmes foster excellence in those who work with music collections and IAML works to increase user information literacy and knowledge of music libraries.**

Evidence of success: IAML achieves an enlarged programme of courses and online instruction and members are sharing experiences of user education of all kinds. The Courses and Education Committee publishes a list of courses at the start of every year.

### Objective 1: Increase enrolment in IAML-sponsored training and professional development programmes.

In 2013–2014:
- The Courses and Education Committee investigates what demand there may be for a greater variety of courses and potential uptake.

- The Courses and Education Committee continues to investigate expanding the reach of its annual presentations to LIS students.
- The Courses and Education Committee investigates what further trainers might be needed and identifies potential trainers.
- Examine, update and tailor to differing sectors Core Competencies documentation to support efforts for music library education internally and externally and to inform library staff recruitment processes.
- Maintain and update a list of topics and curricular ideas to include in library and information studies courses, put on website and inform institutions of its existence, sending information in advance of presentations.
- Investigate course and ASW advertising to ensure that it reaches a wide range of potential attendees (nationally and internationally).
- Consider the value of including sessions for library and information students in the ASW.

For 2015-2018:

- Establish a wider range of courses, commensurate with current needs and trends, also considering more "bite-sized" offerings.
- Achieve an enlarged group of trainers for both course and online training.
- Explore how significant parts of annual meeting programmes can be selected and "broadcast" as a virtual conference for audiences unable to attend meetings.

**Objective 2: Use technology to provide training and professional development opportunities through webcasts and other web-based activities.**

In 2013-2014:

- Advertise IAML training via social media
- Investigate the feasibility of recording training events of all kinds.
- Investigate the inclusion of IAML training and professional development events on YouTube.
- Explore further whether any credits for participation in IAML events can be achieved in any courses.
- Evaluate the use of Skype and e-mail to maintain contact and mentor new professionals.

For 2015-2018:

- Investigate webinar software and assess its potential
- Consider whether significant presentations at study weekends and other events could be "broadcast" to those who cannot attend.
- Continue to assess what further online training presence can be achieved and work towards it.
- Develop a sound mentoring scheme.

## Objective 3: Consider what IAML does to educate and inform users

In 2013–2014:

- Prepare guidance for users and ensure it appears prominently on the IAML website
- Pool experience of user education in academic and public libraries and gather such information on the website.
- Investigate the possibility of sessions on music library use, projects and future collaboration at the meetings of other organisations.
- Use the website to advertise events and exhibitions in libraries.

For 2015–2018:

- Update guidance for users to meet changing needs and provide information about new developments
- Prepare and deliver to other organisations updated presentations on music libraries.

# 5 Technology

**Aim: IAML makes effective use of technology to achieve its mission.**

**Objective 1: Develop a plan to improve and sustain the Association's information technology infrastructure and expertise in order to better support the work of IAML officers, groups and projects.**

Evidence of Success: IAML has an interactive website and active social media presence and more automated processes and methods of communication.

In 2013–2014:

- Evaluate current use of technology and investigate further possibilities
- Continue to investigate further platforms for the ongoing development and dissemination of projects

For 2015–2018:

- Provide training and professional development opportunities through webcasts and other web–based workshops.
- Make available on the web audio and/or video recordings of IAML conference sessions.
- Manage IAML ballots online.
- Make available information in the most current and used media formats; websites, etc.
- Ensure that all IAML projects have a sustainable and affordable platform

**Objective 2: Provide systems that support collaboration among members and that permit direct and timely publication of approved content to the web.**

In 2013–14:

- Investigate further how individuals and groups in IAML's administrative structure can host and support access to online collaborative workspace and other tools to do the business of the Association.
- Examine how authentication and authorisation can be achieved for password protected areas of the website.
- Begin to develop blogs and interactive areas on the website.

For 2015–2018:

- Continue work and development in all the above areas