STRATEGIC PLAN

OVERVIEW OF STRATEGIC PLAN

LRA Mission Statement: The Literacy Research Association is a community of scholars dedicated to promoting research that enriches the knowledge, understanding, and development of lifespan literacies in a multicultural and multilingual world. LRA is committed to ethical research that is rigorous, methodologically diverse, and socially responsible. LRA is dedicated to disseminating such research broadly so as to promote generative theories, informed practices and sound policies. Central to its mission, LRA offers mentorship and support to future generations of literacy scholars." (The Literacy Research Association, 2015).

LRA's Strategic Plan is intended to enrich and support LRA's mission. To that end, research endeavors are a central concern within and across all aspects of the proposed plan.

Process: LRA strategic planning, initiated by President Janice Almasi in 2015, began with a membership survey focused on areas for growth and change. Using the results of the survey, and with the support of KWMG's expertise in strategic planning, Board members convened in Spring 2015 to discern the focal areas for LRA's future development.

Members identified six strands for strategic planning development: 1) Research, 2) Governance, 3) Diversity, Equity, and Inclusion, 4) Policy and Advocacy 5) Communications, and 6) Mentoring and Energy. Board members drafted possible goals and outcomes for each of the strands.

In February 26, 2016, President Pat Enciso led the Executive Committee in developing practices and metrics for the Strategic Plan Draft that would support accountability for goals established in previous EC and Board meetings. EC members worked together to revise the purpose statements for each of the defined strategic planning domains so that clear, actionable aims could be identified.

Overview of EC draft development process (Feb 2016):

- We first worked together to craft the wording for the Governance strand and then used wording in the goal statement to create categories for brainstorming.

- Using post-its on the wall, we recorded thoughts about possible sources and forms of action and accountability under each identified category from the goal statement.

- In a short time, we had generated more than fifty ideas for the Governance strand.

- Subsequently, we worked in pairs, using the Governance goal statement as a model, to compose goal statements for each of the remaining four domains.

During the April 2016 Board Meeting, the February 2016 (Executive Committee) draft of goal statements, potential actions, and metrics was presented to the Board for review. Board members suggested a more focused presentation of the five strands, emphasizing the goals, strategies, and implementation practices. Board members agreed that LRA membership should be asked to submit suggestions for implementation and accountability measures.

During the October 2016 Executive Committee meeting, President Pat Enciso and Executive members reviewed and refined the draft document for parallel structure. Executive members also drafted a plan for engaging members, including Past Presidents, during the 2016 annual conference. Budget considerations will be addressed following a full review of members' survey responses.

LRA Members were asked (via email, Guidebook, and in the Business Meeting) to provide feedback on the Strategic Plan. Specifically, members were asked to submit feedback on the Strategic Plan via an online survey tool, related to three categories:

1) For Strand (1-5), what outcomes are important?

2) For Strand (1-5), what measures of accountability might be useful and manageable for interpreting change?

3) For Strand (1-5), who (including yourself) might be responsible for this action or continuing practice?

We collected feedback from the membership (N=10 surveys) and the Past-Presidents. President Rebecca Rogers collected feedback from the Board of Directors during the December 2016 Board meeting. Dr. Yolanda Sealey-Ruiz also led the Board of Directors in examining the strategic plan through an anti-bias lens. In February 2017, the EC examined the feedback collected from each of these groups and worked on

Measures of accountability, timelines, and responsible parties for each strand of the Strategic Plan. In April, 2017 both the Board and the Executive Committee worked on the research strand of the plan.

STRANDS

Research, Governance, Diversity, Equity, & Inclusion, Policy & Advocacy, Communications, Mentoring and Energy

L ITERACY ™
R ESEARCH
A SSOCIATION

Research

LRA is a research organization committed to the generation and dissemination of literacy research. As per the mission statement, LRA aims to promote research that is "ethical, rigorous, methodologically diverse, and socially responsible." The organization produces and disseminates research through our conference and publications (Journal of Literacy Research, Literacy Research: Theory, Method, Practice, and LRA's Newsletter.) The annual conference is also a major site for sharing peer-reviewed research. In the context of the conference, there are many places where research is considered: the review process for conference proposals, the presentation of research, the awards given to recognize outstanding research, and opportunities for mentoring researchers. As with all of the strands, there is considerably overlap amongst research and other strands (e.g. mentoring, advocacy, communication, diversity, equity, and inclusion).

GOALS	OUTCOMES	IMPLEMENTATION PRACTICES
Methodologically Diverse	Research disseminated within and outside of the organization represents a range of methodologies and epistemological perspectives. Problems of intellectual and educational significance are addressed via multiple methodological and epistemological perspectives simultaneously.	Area chairs seek proposals for studies representing diverse methodologies and epistemologies for invited sessions. Intentional efforts to invite themes/sessions for publications and presentations that invoke multiple perspectives on issues of educational significance Review policies and procedures for research awards to consider diverse methodologies
Rigorous	High quality program sessions of studies that are theoretically coherent, thoroughly informed by existing research, methodologically strong, and educationally significant Publications of studies that are theoretically coherent, thoroughly informed by existing research, methodologically strong, and educationally significant	Mentoring opportunities for novice and prospective proposal reviewers Review of procedures and qualifications for becoming a reviewer Mentoring opportunities for novice and prospective manuscript reviewers Educational opportunities on conceptualizing, conducting, and writing about research Coordination with other organizations (e.g., Reading Hall of Fame) to provide mentoring opportunities Review conference program for opportunities for participants to share and receive feedback on works-in-progress
Ethical	Conference presentations and publications represent original work not presented or published elsewhere. Conference presentations and publications that adhere to ethical standards Conference presentations and publications are fairly reviewed	Reflexive review of manuscript and conference proposal review practices Statement of ethical considerations added to annual Call for Proposals Statement of ethical considerations added to reviewer instructions for proposals and manuscripts Checklist/confirmation of ethical procedures added to proposal submission process
Socially Responsible	LRA produces and disseminates research through multiple outlets and through different platforms: journals, research reports & policy briefs. LRA produces and disseminates research that is clearly written and accessible to audiences outside of the literacy research community	Reflexive review of meaning and practice of 'socially responsible' Explore training opportunities for writing about research for diverse audiences Explore alternative, accessible avenues for disseminate research to diverse audiences (e.g., podcasts)

STRATEGIC PLAN

Governance

The aim of governance is to make decisions that facilitate a relationally healthy, financially sound, and publically visible. organization with the larger goal of establishing a voice in the national conversation about the role of literacy research in social change. We will accomplish this by establishing and sustaining member involvement, ethical practices, democratic decision-making, and commitment to diversity, equity and inclusion. All structures and actions related to governance will be transparent and in alignment with the aims of the strategic plan and the LRA mission.

GOALS	OUTCOMES	IMPLEMENTATION PRACTICES
Relationally healthy	Members feel a sense of agency, trust, and belonging Leaders feel a sense of agency, trust, and belonging Multiple perspectives are heard and honored in leadership and in larger organizational activity Members understand how they can know about the organization's financial condition and processes related to financial decision-making. Democratic decision-making practices are followed across the organization	• Expand efforts in mentoring toward leadership, particularly for historically underrepresented groups • Include focus on ethics in Board annual training. • Create and post flowchart of organizational structure • KWMG develop database spreadsheet listing leadership members: Area chairs, ICG, EC, Chairs, Awards Committees • Create and post Q&A documents related to conference site selection • Expand access to annual business meeting and associated reports – e.g. webinar • Make the Board minutes publicly available on the website • Ongoing member education about governance structures and processes (e.g. PPH, ByLaws) • Alignment of the PPH and strategic plan
Financially sound	LRA meets operational expenses LRA is financially sound even if conference is canceled LRA's executive and board members can project financial growth and risk	• Board is educated in reading and assessing budgets • Develop a long-term financial plan (LRA 2020) • Diversified investments with LT returns > inflation rate • Well established process for tax deductible donations that perpetuate funding for current operations and awards • Estate planning that encourages major contributions
Publically Visible	LRA maintains an effective, informative, and widely viewed website LRA is referenced by other professional organizations, policy makers, and the public LRA fosters interaction between the organization and other professional organizations, policy makers, and the public	• Maintain a viable website • Promote organization's research & publications through various social media tools

Diversity, Equity, and Inclusion

As a professional organization, LRA stands poised to take a proactive leadership role with respect to diversity, equity, and inclusion[1]. We will do this by naming and rejecting injustices in our organization that cut across lines of race, language, class, sexual orientation and gender, ethnicity, religion, and ability. We will seek to include diversity and difference within our organizational structures, processes and policies (e.g. diversity of thought, perspective, people). We will do this through practices that connect diversity and inclusion to excellence, equity, and humanity. This includes the creation of organizational spaces for members to build relationships across difference with the goal of exchanging perspectives, building understanding, and creating equity. All aims should be transparent and in alignment with the strategic plan and the LRA mission.

GOALS	OUTCOMES	IMPLEMENTATION PRACTICES
Institutional Diversity, Equity, and Inclusion	Enact diversity, justice, and equity in administrative decisions, leadership positions, governance structures	• Recruit and retain diverse members • Support a culture for engaging in anti-oppressive work within the organization and in scholarly pursuits. • Historically marginalized epistemologies will be made visible in our conference programming, publications, and other media that represent the organization. • We will interrogate our own history as an organization including persistent practices of racism, patriarchy, and elitism.
Interpersonal Diversity, Equity and Inclusion	LRA will create organizational spaces for members to build relationships across differences with the goals of exchanging perspectives, building understanding, and identifying change in support of equity.	• Nomination and selection of committee members will enact LRA's mission and reflect our commitment to diversity, equity, and inclusion. • Conference and journal reviewers will be trained to be aware of implicit bias and micro-aggressions • Support activities of ICGs, particularly those that reach across difference • Feature research collaborations that are working across difference and attending to intersectional identities (race, nationality, language, age, ability) • Expand and support funding for the pipeline to leadership for historically marginalized scholars • Create podcasts on various literacy research topics that showcase different research traditions, methodologies, and epistemologies.
Intrapersonal diversity, equity, and inclusion	Invite members and leadership to expand their understandings and commitment to diversity, equity, and inclusion	Support and enact anti-oppression education for all leadership.

Policy and Advocacy

The aim of LRA's policy and advocacy work is to promote a dialogue between the literacy research community and the diverse publics that both inform and are informed by this work. As a research community we recognize the complexity of the relationship between research, policy, and practice. Part of the effort must involve making research accessible. Of particular importance is prioritizing research that examines multiple perspectives, offering systematic, research-based responses to potentially unjust policies. Another part is introducing new theoretical and empirical understandings into the public sphere, especially those from underrepresented epistemologies, and making visible to the public the implications of literacy across the lives and lifespans of individuals and communities. This effort must also involve being in communication with diverse publics (e.g. teachers, parent groups, local, state, national policy makers, media) using diverse methods and approaches. To do this effectively, we will provide space for LRA members to learn from the wisdom of practice within the organization to learn the diverse ways in which people are engaged in those practices around research, practice, and policy.

GOALS	OUTCOMES	IMPLEMENTATION PRACTICES
Dialogue with diverse publics	Promote dialogue between the literacy research community and diverse publics	• Invite in-state teachers to the annual conference • Create relationships with Director of Government Relations from AERA, NCTE, ILA • Develop online formats for policy updates • Revise Local Arrangements Committee in PPH to include substantive engagement with local community • Collect perspectives from communities of practice/policy • Propose "cohort initiative" for scholars from HBCU's and HSIs • Make LRA visible/known to state and local professional organizations whose interests intersect with LRA's mission • Document "members in the news" on the website which will include examples of LRA members in dialogue with diverse publics
Accessible research	Create clear procedures and platforms for disseminating research	• Commission research syntheses, briefs, and annotated summaries • Sponsor LRA podcasts that showcase different research traditions on important reading/writing issues (e.g. comprehension) • Make visible the online database on the preparation of literacy educators (UTA database) • As much as permitted, make JLR and LR:TMP articles freely accessible for specific purposes • Make visible short podcasts that accompany JLR articles • Invite Conference Sessions that focus on how diverse decision-making bodies use evidence to make decisions • Develop and approve a marketing plan for journals to serve as a tool to promote and support the mission of LRA • Translate JLR and LR:TMP abstracts into Spanish and additional languages as determined by Publications Committee and editors.
Research-based responses to potentially unjust policies/initiatives	Develop research-based responses to potentially unjust policies/initiatives	• Initiate LRA sponsored research briefs • Encourage LRA conference sessions responsive to policy/initiative issues

Organizational expertise	Provide space for LRA members to learn about policy and advocacy from the wisdom within the organization	• Extend and support members' engagement with the Briefing Room , Town Hall Meeting, and Business Meeting • Commission annotated research summaries that compile research on policy from JLR, LR:TMP • Develop a story bank of literacy teachers as decision makers who address professional perspectives on state and federal policies and curricular reforms. • Compile a story bank & videos of LRA members who have contributed to policy & advocacy efforts • Initiate a pre-conference institute focused on "Engaging with diverse publics" • Review LRA's PPH and Bylaws (policy documents of the organization) for inclusivity, equity, and access

Communications

The aim of LRA's communication work is to: 1) represent and promote the organization's mission, practices, and contributions to literacy research, 2) facilitate member access to governance policies and procedures and governance updates (e.g., leadership opportunities, voting, policy changes), and 3) support member engagement in shaping emerging questions and concerns related to the organization and the broad field of literacy research, with the larger goal of establishing a voice in the national conversation about the role of literacy research in social change. We will accomplish this by establishing and maintaining a high quality digital platform, maintaining and regularly updating governance procedures, creating responsive and equitable sites for dialogue, and recruiting and insuring a broad representation of members' perspectives and concerns.

GOALS	OUTCOMES	IMPLEMENTATION PRACTICES
Maintain LRA Identity	Represent and promote the organization's missions, practices and contributions	• We will establish and maintain a high quality digital platform • EC and BoD will identify annual charges for Technology and Publications Committees related to the implementation of the Strategic Plan • EC and BoD will review implementation of committee charges with Technology and Publications Committee Chairs.
Transparent, principled governance, policies and procedures	Facilitate member access to governance policies and procedures Identify platforms and integrate flow of communications	• EC and President will insure regular updates of governance procedures and maintenance of online access, including access to the PPH, Bylaws and Ethics Statements. • EC, BoD, and Technology Committee will seek and implement new formats and platforms for engaging members in governance decisions and practices • (e.g.live stream business meetings) • EC and BoD and Technology and Publications Committees will review and restructure elements of communications described in the PPH to fully integrate the communication strategic plan.
Engage members	Support and provide accessible platforms for member engagement in shaping emerging questions and concerns related to the organization and the broad field of literacy research, with the larger goal of establishing a voice in the national conversation about the role of literacy research in social change Sustain and support opportunities for cross-generational communication of LRA's history, traditions, and scholarly archives.	• Create responsive and equitable sites for dialogue • Recruit and communicate with members to sustain a broad representation of their perspectives and concerns • Develop useful and uniform templates for various forms of social media-based communication, that align with 501c3 status • Develop formats for regular, consistent, short-form storytelling • Identify practices for Technology Committee to coordinate member communications.

Mentoring/Energy

The aim of LRA's mentoring/energy work is to provide synergistic mentorship opportunities for scholars at all levels thereby creating sustained energy throughout the profession and the organization. We will accomplish this by engaging in reciprocal mentoring across experienced, mid-career, and emerging scholars. All structures and actions related to mentoring/energy should be transparent and in alignment with the aims of the strategic plan and the LRA mission.

GOALS	OUTCOMES	IMPLEMENTATION PRACTICES
Synergistic mentoring opportunities related to the organization	Draw on the expertise of experienced members and scholars to facilitate mentoring opportunities within the organization that advance the mission of LRA.	• Work with the Field Council and LRA committees to develop networking opportunities • Continue to support and implement the STAR minority scholars mentoring program • Develop and implement the Leadership Training Fellows Program to provide mentorship for mid-career members interested in pursuing pathways to leadership within the organization • Institutionalize substantive leadership (i.e., at least 3 hours) training for Board members, Area Chairs, Committee Chairs, and ICG Chairs to promote and sustain LRA's vision • Implement Anti-bias education for all LRA members. • Develop and disseminate flowcharts that help members understand pathways to leadership and organization involvement • Create an annual proposal for an LRA 101 Session at Conference to support learning about various aspects of the organization. • Establish a Welcome Center at the conference through which members can come to learn more about the organization and the conference. • Past President will administer Volunteer Survey every 4 years to update volunteer database • Create more opportunities for volunteers within the organization (e.g., Doctoral Student ICG and others to assist with conference as runners, session chairs, etc.)
Synergistic mentoring opportunities related to the profession	Draw on the expertise of experienced members and scholars to facilitate mentoring opportunities within the	• Develop and implement LRA support mechanisms for tenure and promotion of LRA members (e.g., paired mentoring across universities, conference sessions, conference activities, webinars, blogs) • Develop and implement activities to foster leadership within the profession (e.g., how to work within your university, the field, and related organizations). • Develop and implement Health and Wellness/Balanced life activities to support LRA members • Develop programming to support excellence in mentoring and being mentored. • Support opportunities for cross-institutional networking

| Synergistic mentoring opportunities related to research | Draw on the expertise of experienced members and scholars to facilitate mentoring opportunities among researchers. | • Develop and implement LRA support mechanisms for cross-institutional and within institutional research (e.g., paired mentoring across universities, conference sessions, conference activities, webinars, blogs) related to:
    • Publications
    • Grant writing
    • Research processes and methods
    • Dissemination
    • Proposal writing
    • Conference presentations |

---

[1] This strand was informed by the statement called "Diversity, Equity, and Inclusion: A Position Statement for Colleges of Education" (Kinloch, 2016) and Ethnicity, Race, and Multilingualism Committee's Statement "The Role of Literacy Research in Racism and Racial Violence" (ERM, 2016).