

WiLS 2018 STRATEGIC INITIATIVES

Each year, WiLS staff and board work together to choose a few key initiatives to benefit members and to advance the mission of the organization.

The process to choose these initiatives begins with information gathering and listening to our members. Over the course of the year, we meet with members through individual visits, consortia meetings, facilitated discussions, and through more informal conversations at conferences or even by phone or email. The WiLS staff gathers together to review what we've learned over the year and to create some ideas for board review and input. After the board provides their feedback, the ideas are formalized and brought back to the board for final approval.

As a result of this process, we have established the following initiatives for 2018:

Review the internal structure of WiLS

There are some concerns with the current organizational structure of WiLS, developed in 2013:

- The director position is currently divided into 50% administration and 50% projects. Given the division of the director's time, there is not enough time dedicated to supporting people as staff continues to grow.
- The current structure does not allow for "lead" roles other than the director.
- While WiLS currently operates with a philosophy of transparency and openness and input and decision-making being present throughout the organization, this is informal practice that is not codified in the organizational structure.
- Having clearer understanding of capacity, financial goals, etc. would help plan for projects and know what work we can or should undertake.

In 2018, we will undertake a revision of the structure, with the goals to develop an organizational structure:

- that reflects and supports the dynamic nature of WiLS
- that provides ample support for WiLS staff members
- that gives all WiLS staff members the opportunity to lead and to grow
- that diffuses decision making throughout the organization
- that codifies some of the more informal philosophy of how we work as an organization
- that ensures sustainability of the organization, including financial sustainability and how the organization thrives through personnel changes.

Do a thorough assessment of cooperative purchasing

During the reorganization in 2013, we spent time thinking about the best services we could provide in new areas, but we did not change anything with cooperative purchasing. It seems like a good time for us to take the same "fresh eyes" approach to cooperative purchasing, considering both what will allow us to provide the best possible service to our members and also position us for future growth.