As articulated in its Strategic Plan for 2001–2005, the mission of the Association for Library Collections & Technical Services (ALCTS) is to provide leadership to the library and information communities in developing principles, standards, and best practices for creating, collecting, organizing, delivering, and preserving information resources in all forms. ALCTS strives to provide this leadership through its members by fostering educational, research, and professional service opportunities. Of the many objectives included in the ALCTS Strategic Plan, the division focused on three during 2003–2004: organization; publication; and education.

Organization

In spring 2003, the ALCTS membership passed a bylaw change enabling the development and use of a new category of ALCTS’ organizational structure, the “Interest Group.” The interest group category merges the programmatic and publication capabilities of a committee with the open forum and expanded membership characteristics of a discussion group.

At its 2003 annual meeting in Toronto, the ALCTS Board substantively addressed its own composition and its relationships with division- and section-level groups within ALCTS. One of the outcomes of these discussions was the notion of the “business committee,” defined as one whose role is primarily management of the business of the division. It was agreed that such committees included Budget and Finance, Education, Fundraising, International Relations, Leadership Development, Membership, Nominating, Organization and Bylaws, Planning, Program, and Publications.

In addition, the board agreed that all other division-level committees were topical in nature and that their work would best be carried forward in the interest group format. Each was, therefore, offered the opportunity to reconstitute itself as an interest group or to disband. To date, three have chosen to reconstitute themselves as interest groups, three are considering the possibility, and one has decided to disband. While, as noted above, the International Relations Committee will continue to function as one of the division’s business committees, the ALCTS Board has reconstituted the committee’s membership and has revised its charge in order to expand the work of the committee in support of the division’s goals in the international arena.
Publication

Under the dynamic leadership of Publications Committee chair Genevieve S. Owens, ALCTS reinvigorated its publications program virtually from top to bottom. Owens worked with executive director Charles Wilt to craft the division's publishing business plan. Within that framework, then, she systematized the calendar and editorial processes for the division's publications.

The period 2003–2004 saw turnover in two of the division's key editorial positions, namely, the editors of the scholarly journal *Library Research & Technical Services* (*LRTS*) and the monographic series *ALCTS Papers on Technical Services and Collections*. Search committees chaired by Jack Montgomery and Rosann Bazirjian facilitated, respectively, the appointments of Pamela Bluh as editor of the *ALCTS Papers* series and Peggy Johnson as editor of *LRTS*. Finally, Owens brought the *Library Materials Price Index* (*LMPI*) into line with this same editorial model by recommending to the ALCTS Board the dissolution of the Publications Committee's *LMPI* subcommittee and the creation, instead, of an *LMPI* editor position. Board approval of this recommendation completed the division's reimagining of its publications program.

The ALCTS publishing business plan includes the following among its objectives: “Create an electronic product that enables online access to all ALCTS publications on a fee basis utilizing PDF, e-commerce, and rights-management software.” It has become abundantly clear that our dependence on the association's own e-commerce capabilities (or lack thereof) is hampering our ability to accomplish that objective. It is imperative that ALA further develop its e-commerce capabilities if ALCTS is to realize new revenue streams and more effectively reach a new, younger demographic of membership.

Education

Continuing education has long been a cornerstone of the service program provided by ALCTS to its members. For years, the division's mix of preconferences and institutes has been deservedly respected for its intellectual content and its financial success. In response to demographic changes in its membership base, constrained library resources that affect professional development and travel support, and new learning modalities emerging as a consequence of technology evolution, the division has been taking an increasingly holistic view of its educational mandate and of the organizational relationships needed to realize that mandate. In 2003–2004, ALCTS entered into agreements with both the Program for Cooperative Cataloging and the Library of Congress' Cataloging Distribution Service for the maintenance and delivery of continuing education content. The division also sought to capitalize on the work of other organizations—including, most recently, the Greater Western Library Alliance—to deliver continuing education content to ALCTS members, rather than having to develop that content in-house.

The progress made toward accomplishing the objectives identified in the 2001–2005 Strategic Plan is palpable and deliberate. The instantiation of strategic and tactical planning as the framework for demonstrating success is truly division-wide. ALCTS is now engaging in second-generation planning in concert with ALA's Ahead to 2010 Initiative and with an eye toward actively contributing to that initiative's realization.

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