

**Supplemental Information to
Tyler Public Library Operations White Paper**

**ALA Strategic Plan
Alternatives to ALA Membership**

GAWTP Government Watchdog Committee

August 23, 2022

American Library Association ('ALA')

Summary of 'Strategic Directions'

The Strategic Directions, Goals and Strategies of the ALA have been an area of intense focus since June, 2015. Their Strategic Directions clearly articulate their intention to train and reward librarians to be activists that relentlessly promote the ALA Goals rather than serve their communities' desires and needs.

The Strategic Directions 'Mission' includes the development, promotion and improvement of the profession of librarianship. The ALA's goals and values are achieved mainly through recruiting, training, re-educating and offering rewards and recognition to librarians **who basically act as the ALA's activists in the local libraries they serve.** Librarians received 'continuing education' that ingrain ALA 'advocacy' as their responsibility and duty to the ALA (with no mention of the wishes of the communities they serve).

Throughout the seven pages of the ALA's Strategic Directions, the clear emphasis is on the **librarians' responsibilities to ceaselessly, unremittingly advocate in order to achieve the ALA's Core Values and Goals of diversity, equity, and inclusion.** See quotes below from the ALA's Goals and Strategies:

"Advocacy is integrated into the daily work of librarians and library staff"

"**Advocacy is part of educational preparations for librarians and library staff**"

"Recruit, mobilize and inspire a **growing network of the library advocates** at the local, state, national and international levels"

Blatantly, the ALA proclaims within its 'Goals' that "the requisite structures are in place for the ALA to engage in effective advocacy on information policy ***in the long run.***"

Make no mistake this effort has been in the making for decades, brilliantly and patiently infiltrating every aspect of libraries and librarianship.

To try to comprehend the reasoning behind the ALA's efforts, one only need look at the ALA's current leadership, their new president elect (an avowed Marxist) and their major funding sources (including direct funding from George Soros' Open Society Foundation and a long list of left and far left donors).

When librarians buy into the ALA's Goals and Strategies it essentially allows the ALA to run the library according to the ALA's Goals instead of serving the patrons. Such is the case at the Tyler Public Library.

What entices librarians to commit to becoming an ALA disciple when this wrongful ideology can lead to disciplinary action, dismissal, constant public criticism and

complaints from the tax-payers and elected officials who pay their salaries? What makes librarians so determined in “addressing, dismantling, and transforming policies, structures and biases through the organization and field of librarianship”?

Perhaps the answer lies in the fact that, according to the ALA’s 2021 membership reports, the ALA has infiltrated every aspect of 38% of all libraries in the U.S. **Librarians have invested their lives and careers in the ALA and few have the courage to stand up against such a well-funded organization that heretofore was perceived as a “fine” American institution.**

The ALA offers librarians affirmation and recognition as part of their strategies under the topic of Professional and Leadership Development. Awards reinforce to the librarian that they are doing the right thing. Librarians are rewarded and recognized for achievements that line up with the ALA’s Strategic Directions, even when those goals may be in direct opposition to the desires of the very patrons that are paying the librarian’s and staff’s salary.

Conservatives are just now learning about the ALA’s anti-Christian, Anti-Family, Anti-American, Marxist and Socialist goals. **Meanwhile, librarians have spent their entire college and professional career inundated with the ALA dictating every aspect of libraries, education, accreditation, grants, awards, ‘meaningful recognition’, even providing legal advice and insurance and teaching librarians how to combat book challenges rather than advance the protection of our children from sexually explicit materials.**

Put yourself in the librarian’s shoes for a moment: imagine if, after decades of what you thought was a successful career, you discovered that your mentors are actually exploiting children’s young impressionable minds, pushing anti-family, anti-conservative, anti-American ideas. Add to that the thought that YOU have received praise and awards for helping them? Many would find it easier to turn a blind eye and continue the lie rather than stand up against their friends and the ALA with the truth.

In the Tyler Public Library, we have allowed the librarian and her staff to spend our taxpayer dollars to receive unfettered encouragement and education from the ALA for years. Now, however, the bright light of sunshine has revealed the truth behind ALA’s goals. It is time to act boldly and decisively to save the Tyler Public Library.

Recommendations:

1. Completely withdraw from ALA and TLA membership and avoid future involvement
2. Do not allow library staff to use our tax payer dollars to attend any ALA or TLA conferences
3. Remove all ALA and TLA related policies from the City of Tyler Library Policies

AMERICAN LIBRARY ASSOCIATION STRATEGIC DIRECTIONS

Mission

The mission of the American Library Association is to “provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.”

Core Organizational Values

The Association is committed to:

- Extending and expanding library services in America and around the world
- All types of libraries - academic, public, school and special
- All librarians, library staff, trustees and other individuals and groups working to improve library services
- Member service
- An open, inclusive, and collaborative environment
- Ethics, professionalism and integrity
- Excellence and innovation
- Intellectual freedom
- Social responsibility and the public good

Key Action Areas

Advocacy for Libraries and the Profession

ALA actively works to increase public awareness of the crucial value of libraries and librarians, to promote state and national legislation beneficial to libraries and library users, and to supply the resources, training and support networks needed by local advocates seeking to increase support for libraries of all types.

Diversity

Libraries play a crucial role in empowering diverse populations for full participation in a democratic society. In the library workforce, programs of recruitment, training, development, advancement and promotion are needed in order to **increase and retain diverse library personnel who are reflective of the**

society we serve. Within the Association and in the services and operations of libraries, efforts to include diversity in programs, activities, services, professional literature, products and continuing education must be ongoing and encouraged.

Education and Lifelong Learning

ALA provides opportunities for the professional development and education of all library staff members and trustees; it promotes continuous, lifelong learning for all people through library and information services of every type.

Equitable Access to Information and Library Services

ALA recognizes the critical need for access to library and information resources, services, and technologies by all people, especially those who may experience language or literacy-related barriers; economic distress; cultural or social isolation; physical or attitudinal barriers; racism; discrimination on the basis of appearance, ethnicity, immigrant status, housing status, religious background, sexual orientation, gender identity, gender expression; or barriers to equal education, employment, and housing.

Intellectual Freedom

Intellectual freedom is a basic right in a democratic society and a core value of the library profession. ALA actively defends the privacy and right of library users to read, seek information, and speak freely as guaranteed by the First Amendment.

Literacy

ALA assists and promotes libraries in helping children and adults develop the skills they need, including the ability to read and use technology, understanding that the ability to seek and effectively utilize information resources is essential in a global information society.

Organizational Excellence

The association is inclusive, effective and responsive to the needs of ALA members.

Transforming Libraries

ALA provides leadership in the transformation of libraries and library services in a dynamic and increasingly global digital information environment. Every library is a hub of community engagement, innovation and continual learning.

Strategic Directions

Advocacy

ALA and its members work with libraries, the broader library community and members of the public to advocate for the value of libraries and for public support for libraries of all types at the local, state, federal and international level.

This work includes a broad continuum of activities, including raising public awareness of the value of libraries, training and supporting library advocates, advancing legislation and policies that support information and library services in all types of libraries, and effectively responding to specific opportunities and threats.

Advocacy efforts support ALA's core values, provide a vision of innovation, focus on the impact of libraries and librarians, enable the future of libraries and promote libraries as centers of community engagement, lifelong discovery, and learning.

Goals

- There is deep public understanding of the value and impact of libraries of all types on the communities they serve, the broad range of services offered by libraries, and the indispensable role of the librarian and library staff in providing these services.
- Decision-makers and stakeholders see a nationwide network of library advocates, advocating for libraries of all types.
- The library is a hub of community engagement and continual learning: a place to form the critical thinking skills fundamental to learning in a technologically evolving world, to access information, and to create and share new knowledge.
- Libraries are funded with staff and resources to meet the needs of their communities.
- Across a diverse library community, there is a shared focus and common understanding of advocacy and a sustained commitment to work collaboratively to reach common advocacy goals.
- Advocacy is integrated into the daily work of librarians and library staff.
- Advocacy is part of educational preparation for librarians and library staff.
- All libraries and all states have an advocacy plan.
- ALA plays a key role in formulating legislation, policies, and standards that affect libraries and is recognized in the U.S. as the voice for libraries and librarianship.
- ALA works with a wide range of partners and stakeholders to achieve library advocacy goals.
- ALA equips the library community with resources and training, available in a wide variety of formats and venues.

Strategies

1. Develop a sustained national advocacy campaign to increase public awareness of the value, impact and services provided by librarians and libraries of all types.
2. Provide coordinated resources and training to keep library advocates informed and engaged.
3. Recruit, mobilize and inspire a growing network of library advocates at the local, state, national and international levels.
4. Gather, develop, and disseminate research documenting the value, outcomes and impacts of libraries of all types.
5. Explore funding, organizational and governance structures and their impact on libraries of all types in order to ensure the sustainability and future of libraries.
6. Identify advocacy best practices, using research and evidence to increase support and funding for libraries of all types.
7. Identify and work with partners and stakeholders to achieve advocacy goals for all types of libraries.

Information Policy

ALA's information policy efforts empower people to use libraries and information based resources to improve their lives and communities. Information policy comprises laws, regulations, court decisions,

doctrines, and other decision-making and practices related to information creation, storage, access, preservation, communication, accessibility, and dissemination.

ALA advocates in diverse policy areas including intellectual freedom, privacy, civil liberties, telecommunications, funding for education and research programs, funding for libraries, copyright and licensing, open access, government information, and literacy. Progress in these policy areas enables libraries to advance important societal goals such as employment, education, entrepreneurship, equity, personal empowerment, community engagement, creation of new knowledge, literacy, and civic participation. ALA's interests reside at the local, regional, state, national, and international levels. ALA serves as a knowledgeable resource and advocate on policy issues within these areas for ALA members, library professionals, decision makers and influencers, the media, and the public.

Goals

- ALA is among the first tier of groups that governments and other organizations turn to and trust on information policy issues.
- Treaties (and other international statements), legislation, regulation, court cases, corporate policies, and other important information policy outcomes incorporate ALA positions.
- ALA policy positions are easily available, accessible and comprehensible to all audiences.
- ALA leaders have sufficient understanding of information policy so that they may be effective policy advocates. Some of these leaders are cultivated as national policy champions. The ALA and library communities at large understand the basics of information policy and why it is important for libraries.
- The requisite structures (including social media and other technology) are in place for ALA to engage in effective advocacy on information policy in the long run.

Strategies

1. Develop and revise positions and strategies for each information policy issue based on ALA values and priorities and substantive (facts and data) and analysis of threats and politics.
2. Develop and maintain information policy messaging and mechanisms to communicate with all relevant audiences.
3. Lead and participate in effective coalitions, with member participation, to take action in addressing information policy issues.
4. Initiate policy advocacy (including research) towards the attainment of ALA information policy goals.
5. Develop and maintain a process for coordinating information policy activities across policy topics and ALA units.

Professional and Leadership Development

Recognizing that the professional and leadership development of all who work in libraries is essential to high-quality professional practice and the future of libraries and information services, ALA will:

- Provide professional development opportunities appropriate to all levels of experience and expertise, in multiple formats/venues, with diverse presenters and educators;
- Provide leadership development opportunities both within the Association and for the field;
- Maintain strong but flexible accreditation standards and processes;

- Coordinate the multiple opportunities available throughout ALA to provide coherent and accessible continuing education frameworks for all members;
- Attach meaningful recognition to learning opportunities;
- Increase diversity and inclusion within the field;
- Provide clear pathways that help members set and meet professional and leadership development goals;
- Develop a pervasive culture that encourages continuous learning based on content and forms of recognition provided by ALA;
- Align leadership development and continuing education with the best thinking about the changing information environment and ALA's Center for the Future of Libraries.

Goals

- ALA is a premier provider of quality professional development, including continuing education, for a global membership.
- All library staff and trustees have the education and training they need to be successful in a disruptive environment, with pathways and a suite of options that meet them where they are.
- There is a commitment to ongoing professional development and continuing education with formal, meaningful recognition (e.g., certification, digital badging, micro-credentialing).
- It is easy for members to get involved in ALA.
- Association-wide mentoring engages emerging leaders and supports diversity. Paths to leadership within the Association are clear, and people at all levels want and are helped to be library leaders. Leadership is recognized as both formal and informal, managerial and non-managerial.
- Peer-to-peer learning/interaction facilitated by ALA helps members reach their goals.
- Librarianship and library leadership reflect the communities they serve as well as the world around them.
- The outcome of learning is knowledge supporting positive individual and organizational change.
- The MLIS curriculum addresses changing 21st-century library and information services and community needs. • Library administrators and trustees value and support all library staff having professional and leadership development opportunities.
- Libraries are viewed as exciting places that offer various career paths for people who want to work in them.

Strategies

1. Develop the ALA professional development space as one centralized online space to search and discover all ALA learning options (all formats, all topic areas, all levels, all ALA sources) and related tools including self-assessment, recognition, and tracking. Integrate face-to-face, online and blended learning.
2. Develop pathways to support and guide networking, professional development, continuing education, and mentoring.
3. Develop clear education tracks and streams of content for continuing education, with formal, meaningful mechanisms to recognize achievement.

4. Articulate the role of engagement within the Association in professional and leadership development.
5. Facilitate and increase opportunities for informal, collaborative, and peer-to-peer, member-to-member learning/activity at face-to-face events and in online spaces.
6. Develop an association-wide mentoring/ peer-to-peer network, building on components throughout the Association, its division and round tables, affiliates and chapters, to engage emerging leaders and support diversity and inclusion.
7. Enhance recruitment/retention for diversity across the profession.
8. Focus on changing practice in a rapidly evolving environment; adjust competency statements, standards, and content to the skills and knowledge needed in libraries as they continuously evolve.
9. Work with graduate programs in LIS to rethink and reenergize LIS curricula and accreditation and improve the connections with changing workforce skill requirements.

Equity, Diversity, and Inclusion

The American Library Association recognizes that equity, diversity, and inclusion (EDI) impacts all aspects of work among members of the Association, within the field of librarianship, and within the communities served by libraries. This work includes addressing, dismantling, and transforming policies, structures and biases throughout the organization and the field of librarianship. ALA, through its actions and those of its members, is instrumental in creating a more equitable, diverse, and inclusive society.

Goals

- Commit to ameliorating marginalization and underrepresentation within the Association and the communities served by libraries through increased understanding of the effects of historical exclusion.
- Expand the work of ALA and its allies in building a diverse and inclusive profession.
- Provide context and understanding of the concepts of equity, diversity, and inclusion and recognize their intersectional and complex nature.
- Empower ALL ALA members to participate in the life of their organization.
- Establish resources and support so libraries and librarians can be effective advocates for the inclusion of all individuals in the life of their community.
- Establish ALA as a major voice for the values of equity, diversity, and inclusion in all areas of information policy.
- Provide safe, respectful space for diverse voices and perspectives.

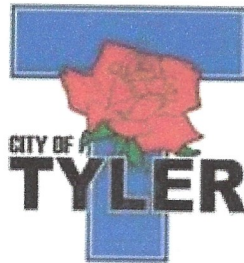
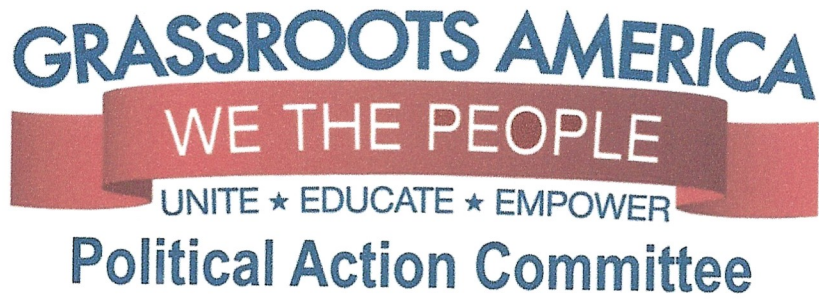
Strategies

1. Conduct or provide professional development opportunities that address issues of equity, diversity, and inclusion.
2. Review ALA alliances and coalitions to increase focus on equity, diversity, and inclusion.
3. Build a national advocacy campaign based on existing advocacy assets which focus on the values of equity, diversity, and inclusion; empower all ALA members to advocate within their workplace, their community and beyond.
4. Gather, develop, and disseminate research documenting the value of equity, diversity, and inclusion.

5. Review information policy positions and strategies and revise as needed to clearly articulate the values of equity, diversity and inclusion.
6. Work with graduate programs in Library and Information Science (LIS) to increase focus on equity, diversity and inclusion within LIS programs and within the subject matter of the curricula.
7. Enhance recruitment, mentoring and networking activities by all parts of ALA (including ALA Chapters) – building on and expanding all components of the Association (including Spectrum), as well as its affiliates and chapters – to build a diverse and inclusive leadership for the Association and the profession.
8. Ensure that the values of equity, diversity and inclusion are embedded in all continuing education, including ALA and ALA Division conferences, relating to all aspects of the profession and its practice.
9. Develop continuing education specifically focused on understanding and addressing unconscious bias, power dynamics, microaggressions, white privilege and other topics related to equity, diversity and inclusion.
10. Critically examine the way that equity, diversity, and inclusion are addressed and coordinated throughout the Association.

The key actions areas are approved by the ALA Council as programmatic priorities on an annual basis. The strategic directions, goals and strategies represent areas of intense focus for the next 3- 5 years. The goals articulate the outcomes we would like to achieve and answer the question: “what would success look like?” The strategies articulate how we would move toward the achievement of these goals. For each of the strategic directions, an implementation plan outlines objectives that support each strategy and tactics to achieve these objectives. These are updated on an ongoing basis as part of a continuous process of assessment and evaluation, and are reflected in the Association’s annual action plan and budget. Adopted by ALA Council June 28, 2015

Equity, Diversity, and Inclusion strategic direction was adopted by ALA Council at 2017 Midwinter Meeting in Atlanta, GA.



Texas Based Alternatives to ALA Membership

GAWTP Government Watchdog Committee

August 23, 2022

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Texas Public Librarian Certification Guide – 2022

<https://www.librariancertification.com/librarian-certification-guides/texas-public-librarian-certification/>

Certification Process:

- Education Requirements
- Experience Requirements
- Testing Requirements
- Background Checks
- Application Process

While many states require certification of public librarians, Texas is one of the few states that does not require certification. Instead, Texas encourages public librarians to receive continuing education in other ways.

State certification of public librarians hasn't been required in Texas since 2007, when Governor Rick Perry signed S.B. 913 into law. This law re-established the Texas State Library and Archives Commission. It also contains a provision that eliminates the commission's certification of county librarians.

If you're interested in becoming a public librarian in Texas, this article will tell you everything you need to know. Even though Texas doesn't require public librarian certification, there are certain education and experience requirements you should be aware of.

As the role of public librarians has expanded and shifted over the years, continuing education has become essential to equip librarians with necessary skills. Now, librarians must assume a number of diverse responsibilities, from organizing community programs to mastering advanced technology.

Education requirements ensure that public librarians are proficient at the wide range of duties associated with their jobs. Also, as the position has become more regulated, public librarians have gained greater earning potential.

Public Librarian Certification Process

As already stated, there is no official public librarian certification in the state of Texas. However, there are certain separate requirements that library directors must maintain in order for their public libraries to keep their accreditation statuses.

If you are the director of a public library in Texas, you must obtain at least ten hours of continuing education every year in order for your library to maintain its accreditation. You are not required to submit your workshop certificates to the Texas State Library and Archives Commission. However, you should keep a record of your continuing education hours in your files.

Education Requirements

According to the [Texas Administrative Code](#), public librarians must meet **one** of the following education requirements:

[https://texreg.sos.state.tx.us/public/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=13&pt=1&ch=1&rl=84](https://texreg.sos.state.tx.us/public/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=13&pt=1&ch=1&rl=84)

- Fifth year degree in librarianship from an institution accredited by the American Library Association (ALA)
- [Master's degree in library or information science](#) from an institution accredited by the ALA
- Higher credential from a library school offering an ALA-approved program in library or information science

Find all [Library and Information Science degree programs in Texas](#).

If you've received education outside of the United States or Canada, you can submit a written request to the state librarian. If your institution and coursework are in line with the standards required by the ALA, you may be certified as a professional librarian.

Alternatively, if you were employed by a Texas library on June 15, 2007 (the day S.B. 913 was signed into law) and you were issued a Grade I – Special County Librarians Certificate, you may be considered a professional librarian. However, this designation is only valid for the library where you were employed on June 15, 2007.

When searching for a school or program, look for those that have been accredited by the American Library Association, as this will give you the best chance of meeting education requirements in and outside of the state of Texas.

Thankfully, the ALA provides a helpful [directory of accredited programs](#). This makes it convenient to find a great local program that's best for you.

Experience Requirements

Most public libraries desire candidates who have strong professional backgrounds and experience related to the public librarian role. Because librarians must be comfortable working with complex technology, assisting library patrons, and managing library staff, relevant experience is an important prerequisite.

You can obtain relevant experience in several different ways. Many libraries offer internships for public librarian candidates who are still in school. Or, look for employment opportunities that have to do with technology, management, or customer service.

Testing Requirements

There is no specific test you are required to take to become a public librarian in the state of Texas. You simply must meet the above education and experience requirements to be considered a professional librarian.

Other states may have unique testing requirements for public librarian certification. So, if you're from Texas but are interested in becoming a public librarian in a different state, be sure to research testing requirements in that state.

Background Checks

As with many jobs, becoming a public librarian typically involves passing a background check. Background checks ensure the standards of the public library system are upheld. They also ensure the safety of our staff, library patrons, and communities.

Most of the time, a criminal background check will include any history of convictions, pending criminal cases, and prison records. It may also include a drug test, reports of arrests that did not lead to convictions, and traffic violations.

Application Process

Applying to be a public librarian in Texas is similar to the application process for most other jobs. In some cases, libraries looking to hire will post their open positions on online job boards. If you're interested in working for a particular library, contact the library directly, or visit the library's website to search for available positions.

For example, the Austin Public Library's website has a [jobs listing page](#) where you'll find any open librarian positions. You may find that public librarian roles in different counties have slightly different experience qualifications and preferences.

In most cases, you can easily apply for a public librarian position online. There aren't typically any fees associated with the application process.

Before you apply, make sure you have met the necessary education requirements. In some cases, public libraries will hire you as a public librarian as long as you agree to meet the necessary education requirements within six months of employment.

Texas State Library and Archives Commission

<https://www.tsl.texas.gov/mission>

The Texas State Library and Archives Commission ('TSLAC') has been serving the people of Texas since 1909 and is funded by the Texas government. Its mission is to support reading, learning, historical preservation and to ensure Texans have the information they need to "lead informed, productive and fulfilled lives."

One of the TSLAC's four main areas is to "assist public, academic, and school libraries across the state in meeting the needs of their communities and students (Library Development and Networking)." Importantly, this Texas state governmental unit provides continuing education for public librarians along with a plethora of other services to ensure Texas libraries have the tools needed to provide excellent services, education and assistance to Texas librarians and our community.



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AND
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City University

<https://www.cityoftyler.org/government/departments/lean-six-sigma-city-university-performance-excellence/city-university>

Training the leaders of tomorrow, today!

City U Strategic Direction: to provide high-quality comprehensive training to all City personnel and to serve as a resource for information and tools to enhance the productivity and professionalism of our employees.

City U Vision: that the City of Tyler will have a well-trained, highly-skilled workforce that embraces opportunities for life-long learning and growth.

The City of Tyler's greatest asset is its employees. Therefore, the continuous improvement of the workforce is vital to Tyler's productivity and growth. City University is the City of Tyler's continuing education program for employees and the

2013 winner for the Texas Municipal League's Management Innovation Award

City University is open to all employees and offers classes in everything from customer service and how to lead a meeting to personal finance and business ethics.

City U allows employees to access courses within six tracks:

1. Core Competency Track
2. Innovation Track
3. Professional Development Track
4. Leadership Development Track
5. Life Management Track
6. Workforce Track

The Core Competency Track

This track addresses the basic skills needed by all employees of the City of Tyler such as New Employee Orientation, Cash Handling, Budget training and classes on City Policy.

New Employee Orientation is held the second Wednesday of every month. During this class, new hires meet with several different department representatives and learn important policies and procedures from Communications, Lean Six Sigma, Human Resources, Risk and Legal.

During the City Council meeting new hires are introduced to the community by the Mayor and Council Members and they receive a City of Tyler lapel pin.

The Innovation Track

Classes in this track focus on providing computer and technical courses to City employees, who have varying ranges of computer knowledge. City U allows staff that are more computer literate to take advanced and upper-level computer courses while allowing beginners to start at a level that is comfortable for them. The City utilizes Tyler Junior College's Continuing Education Program to provide the majority of computer courses at the City's on-site training room.

The Professional Development Track

Using both employee subject matter experts and contracted outside resources, continuing education classes are offered to employees to enhance their professional skills.

The Leadership Development Track

This track provides continuing education for employees who are currently in supervisory roles or those who wish to transition into a leadership role. The majority of these courses are contracted to consultants with experience in the specific topics. Some courses specific to the City of Tyler or city government are taught by City of Tyler personnel.

The Life Management Track

This track focuses on the financial and physical health of each employee.

The Workforce Track

Employees engaged in this track are provided the continuing education needed to successfully implement industry and safety standards set by the City of Tyler and Texas Department of Transportation.

Other City U Programs

Leadership Academy

This is a selective program that focuses on training the next generation of leaders for the City of Tyler. This is accomplished through 12 leadership training classes, monthly discussion sessions, mentoring and a capstone project.

The Leadership Academy class spends one year together developing skills that will help prepare them to fill critical leadership roles in the future. The group reads "7 Habits of Highly Effective People" with the Assistant City Manager and she conducts a book discussion with the group prior to each class. She provides insight on how to apply the lessons from the book to their everyday work life. Leadership Academy participants chose a City Leader as a mentor and met with them monthly to discuss their strengths and weaknesses and how they could improve upon their leadership skills. The monthly discussion sessions allow the group to network with each other, review what they learned in their training class and explore their thoughts.