

TO: ALA Executive Board

RE: *Ahead to 2010* Initiative Projects

ACTION REQUESTED/INFORMATION/REPORT:

Approval is requested for the allocation of 200,000 in Net Assets for additional *Ahead to 2010* Initiative Projects in Fiscal Year 2009.

CONTACT:

Keith Michael Fiels, Executive Director, ALA

DRAFT OF MOTION:

The ALA Executive Board approves the allocation of \$200,000 in net asset balance funds for new *Ahead to 2010* projects for fiscal year 2009.

DATE: January 16, 2009

BACKGROUND:

Beginning in Fiscal Year 2006, the Association began making funds available for a series of projects designed to (1) advance the ALA *Ahead to 2010* Strategic Plan and (2) increase the organization's ability to respond to opportunities and challenges (*Goal 6, Organizational Effectiveness, Objective 1: Increase ALA's ability to respond to effectively to a changing environment*).

Ahead to 2010 projects are intended to be one-time capacity-building projects that advance the goals and objectives of the ALA strategic plan. Any ALA unit or group of units may develop a proposal for a 2010 initiative project. Proposals are funded based on (1) their relevance to the goals and objectives of the strategic plan; (2) their cost effectiveness; and (3) the degree to which they promote collaboration among ALA units (*Goal 6, Organizational Effectiveness, Objective 4: Increase and improve communication, cooperation and collaboration throughout the association, its divisions and round tables*).

The following pages provide a listing of the *Ahead to 2010* Initiative Projects, including summaries of the projects, project coordinator (s) and budget (Appendix 1). An overview of all projects by fund follows the project descriptions (Appendix 2).

The 33 projects funded over the last three years have focused on a wide range of strategic objectives: Almost half (15) of the projects have focused on advocacy efforts at the state, local and national level (Goal I). Others have focused on Organizational Excellence (Goal VI), Membership (Goal V), Education (Goal II) and Public Policy (Goal III). Many of the projects have allowed the association to respond quickly to a changing environment, threats, and opportunities, a key objective of the strategic plan. Many have supported collaborative efforts that would not have been otherwise possible.

The *Ahead to 2010* funding plan, approved by the Board in Fall 2005, calls for \$250,000 in such projects to be funded annually by 2010. In 2006, the Executive Board approved the use of year end net asset balances from the ALA General Fund in order to fund 2010 Initiatives. In 2007, funds were partially allocated in the operating budget and partially were funded from net asset balances. In FY 2008, funds were also allocated from both the operating budget year end net assets. Due to financial constraints, no 2010 funds could be allocated in the 2009 budget.

The proposed allocation would allow the association to undertake important strategic initiatives to further the strategic plan despite the current budget reductions in ALA operating units. Funds would be allocated to projects through a proposal review process in April 2009. Because net asset funds can carry over beyond the current fiscal year, it is anticipated that some projects would run through the end of calendar 2009.

Appendices:

Ahead to 2010 Projects: Project Descriptions
Ahead to 2010 Projects: 2006-2008

Ahead to 2010 Projects

Project Descriptions

FY 2006

Increasing Access to ALA Continuing Education for Organizational Members

Project Coordinator: Mary Ghikas

Budget: \$25,000

In spring 2007, ALA contracted with McKinley Marketing to examine the potential for increasing access to ALA continuing education for members through organizational membership. The project involved meetings and interviews with staff, both telephone and electronic surveys of members (primarily library directors in libraries of various types and sizes), and examination of the practices of four “benchmark” associations (selected on the basis of size, membership composition and other factors).

The major findings of the research were as follows: (a) There were mixed feelings about “bundling” continuing education and organizational membership, expressing concerns about “cannibalizing” existing revenue streams. (b) The current ALA organizational membership program suffered from low awareness and lack of a strong value proposition. (c) Time (including the need to travel), budget and specialized content were the three primary factors that influenced the decision to register for ALA-sponsored continuing education programs.

Based on the study, McKinley Marketing recommended a potential structure for a pilot project to test a new “organizational membership plus CE” package.

Public Relations Newswire

Project Coordinator: Emily Sheketoff

Budget: \$4,000

PR Newswire is an excellent way to disseminate breaking news to a large audience very quickly. When the Washington Office has used it in the past (e.g., to quickly spread the word when Carol Brey-Casiano met with the Attorney General), it generated great “pick-up.” This service is not needed everyday – only about five times a year for significant

news. The Washington Office proposed creating an account with *PR Newsletter* for \$4,000 to pay for four to five news releases.

Workshop on Telecommunications Reform and Libraries

Project Coordinator: Emily Sheketoff

Budget: \$30,000

To better prepare the library community for the upcoming telecommunications policy debate, the Office for Information Technology Policy (OITP) wanted to convene a workshop, bringing together library leadership and telecommunications policy experts to discuss the principal issues being raised in the policy debate. The workshop was intended to produce a high level, clear statement of principles that delineate library roles and infrastructure needs of Internet access and content providers. These principles now serve as a key resource for library advocacy on telecommunications policy at the national and local levels. Another output was a set of expert papers and commentaries that analyze in depth telecommunications issues. These papers, published on the web, underpin and provide background information for the published principles statement.

Library Corps Feasibility Study

Project Coordinator: Mary Taylor

Budget: \$10,000

All of the ALA divisions have members who are taking a wealth of knowledge and experience with them into retirement, a member segment which will only increase in size in the years to come. These members of ALA's divisions could form a cadre of retired experts available to provide needed assistance to libraries. This is envisioned as a one-on-one service where the volunteer would visit the library and work directly with staff. The volunteer would assist the library as negotiated in such areas as training, community advocacy, budgeting, connectivity, and hardware/software issues. In addition to these outcomes, the library would provide an evaluation of the volunteer, and the volunteer would provide a report. In time, an accumulation of reports on similar situations could be used to develop best practices to share among the participating libraries, and beyond. This project funded a study of the project's feasibility conducted by Dr. Susan K. Martin.

Development of ALA/ALTA Advocate Newsletter

Project Coordinator: Kerry Ward

Budget: \$10,000

The ALA/ALTA Advocacy Registry was a subscription program approved by the ALA Executive Board and the Association for Library Trustees and Advocates (ALTA) Board at the 2004 Annual Conference. The Registry provided an opportunity for citizens who support libraries to become informed and active advocates. The Advocacy Registry was

launched at the 2005 Midwinter Meeting, with complimentary subscriptions provided to anyone who attended the Advocacy Institute.

The proposed newsletter would keep advocates informed of library news, issues and opportunities to support libraries, with content developed by ALTA, Chapter Relations, the Public Information Office, and the Washington Office. Ultimately, the e-newsletter was folded into the “I Love Libraries” website as the site’s newsletter for the public and library advocates.

Magazine for the Public: Feasibility Study Research

Project Coordinator: Leonard Kniffel

Budget: \$50,000

This portion of the ongoing *@ Your Library* public awareness project involved contracting with Netburn-McGill of New York for a feasibility study. It also included a focus group on feasibility conducted by Library Communication Strategies. It was established that a high-quality controlled-circulation magazine, to be distributed free to the public in virtually all 35,000 libraries in the United States and Canada plus other cultural and community organizations, was highly feasible. The funds also helped carry the project into the next planning phase, with the development of a prototype by Imagination publishers and a proposal to the Carnegie Foundation for the implementation of the publication.

Member Satisfaction Survey

Project Coordinator: Juana Rodriguez

Budget: \$15,000

This survey was intended to assess member satisfaction in relation to a benchmark survey conducted in 2005. The survey tracked the satisfaction indicators used in the previous survey, allowing ALA to assess progress in improving overall satisfaction, evaluate the success of strategies undertaken to improve satisfaction following the benchmark survey, and to identify areas for service improvement in the next two years.

Capital Campaign for Cultural Communities Fund

Project Coordinator: Deborah Robertson

Budget: \$9,000

This project supported efforts to raise funds for the Cultural Communities Fund, which was intended to promote public cultural programs in libraries of all types. Plans included coordination with the Development Office and *American Libraries* efforts to create visibility for endowment giving to meet the \$1.4 million challenge grant from the National Endowment for the Humanities (NEH). Specific activities undertaken by the Public Programs Office (PPO) included: updating brochure/pledge card package; mailing

campaigns seeking support from previous donors, as well as seeking referrals; providing input to Development Office/AL regarding donors to feature; developing an ad for use in American Libraries and other publications.

The entire (five-year plus) Cultural Communities Fund campaign has just been completed and met a successful conclusion. Please see:

<http://www.ala.org/ala/newspresscenter/news/pressreleases2008/december2008/ppoccfconclusion.cfm>

Ad Campaign: Radio Public Service Announcement (PSA)

Project Coordinator: Mark Gould

Budget: \$13,000

This Initiative funded a public service announcement radio spot created by ALA that encouraged the public to visit local libraries during National Library Week and beyond. It ran in eight major U.S. markets to supplement additional public awareness done on behalf of ALA during National Library Week. Based on the success of the pilot project, the En Tu Biblioteca campaign has used radio PSAs in a national campaign.

Diversity Web Course Development

Project Coordinator: Tracy Hall

Budget: \$10,000

The ALA Office for Diversity (OFD) developed a highly regarded series of presentations on workplace diversity. The series has three distinct modules: a workshop for library trustees, a staff in-service training module on customer service to a diverse clientele, and a third module on service to diverse youth. Based on demand, OFD planned to design a series of web-delivered modules on workplace diversity. These would enable the OFD to reach a broader audience. The course design would use a range of web design and social software strategies to build highly interactive and participative modules.

This project has been held pending arrival of a new Director of the Office for Diversity.

FY 2007

Advocacy Resources and Training

Project Coordinator: Mark Gould

Budget: \$50,000

The Public Information Office's Advocacy Coordinator has organized many Advocacy Institutes during the past several years. Previously funded by the World Book Goal

Award and a Ford Foundation grant, additional funding was needed to continue the momentum and respond to member desires for increased advocacy efforts. A series of six Advocacy Institutes was funded in 2008: at the ALA Midwinter Meeting, Annual Conference, and at six Chapter conferences during the year.

Additionally, this funding helped broaden the scope of the Advocacy Institutes, supporting the newly created “Advocacy University,” initiative, which calls for increased outreach – training and resources – at the local level. This initiative is outlined in the Advocacy Vision Plan, an outgrowth of *ALA Ahead to 2010*.

State Level Advocacy: Helping States Combat Taxpayer Bill of Rights Initiatives

Project Coordinator: Michael Dowling

Budget: \$15,000

Goal Area I, Strategic Objective IV of Ahead to 2010: Mobilize, support and sustain grassroots advocacy for libraries and library funding at local, state, and federal levels. At the 2006 Midwinter Meeting, ALA Chapters expressed concern over attempts in a number of states to approve Taxpayer Bill of Rights Initiatives, predominately known as TABOR, by either referendum or legislation. These initiatives, if approved, would have a devastating effect on funding for libraries, as was the case in Colorado, the only state to have passed such a law.

At the 2006 Annual Conference, the Advocacy Institute focused on TABOR, and ALA Council passed a resolution opposing these initiatives, and urging state and regional associations to work to defeat these initiatives.

The Chapter Relations Office (CRO) worked with a consultant to put together a comprehensive website to educate librarians, and others, on what these initiatives were, their potential impact on libraries, up-to-date reports on these initiatives across the country, messaging and talking points, and putting together coalitions with others in opposition.

<http://www.ala.org/ala/aboutala/offices/cro/chapters/legislativeissues/tabor/tabor.cfm>

CRO worked to raise awareness by placing articles on TABOR on discussion lists, chapter newsletters, and in ALA publications.

Thanks to the efforts of state and regional library associations, in partnership with many others, all of the initiatives were defeated in Fall 2006. CRO continues to monitor efforts to enact new legislation, or place initiatives on ballots.

State Level School Library Advocacy

Project Coordinator: Michael Dowling

Budget: \$15,000

Goal Area I, Strategic Objective IV of Ahead to 2010: Mobilize, support and sustain grassroots advocacy for libraries and library funding at local, state, and federal levels.

Due to concerns that school librarians and media specialists would be adversely affected by the push for '65 Percent' legislation for school funding in states, the American Association of School Librarians (AASL) approved a position statement calling for the inclusion of certified school library media specialists as part of the National Center for Education Statistics (NCES) "Instruction" classification. The Chapter Relations Office (CRO), AASL, and the Advocacy Officer, proposed to work with state representatives to NCES to change the definition through information and advocacy.

CRO, with help from AASL and the Office of Research and Statistics (ORS), have pursued efforts to make the definition changes at NCES, but have not been successful. Funds were allocated to expand access to Capwiz advocacy software to more state associations to help fight '65 Percent' efforts. Nearly 10,000 messages have since been sent to legislators supporting school libraries.

Rural & Tribal Library Advocacy

Project Coordinator: Satia Orange

Budget: \$15,000

The ALA Council agreed to a national advocacy campaign emphasizing the needs and contributions of rural and tribal libraries, including utilizing the @ your library® campaign to meet this goal, with the campaign beginning in FY 2006. Advocacy and public awareness were identified as priorities for ALA's strategic plan, *ALA Ahead to 2010*.

The majority – about 80% – of America's public libraries are small and rural, and it can be reasonably assumed that rural school percentages are about the same. An advocacy campaign addressing this audience was intended to reach well into the grassroots and provide the needed messaging and tools to support these libraries at the local level. The goal of this project was to develop a national advocacy campaign promoting the needs and contributions of rural and tribal libraries to help ensure that these voices are heard.

A team of American Indian library professionals completed the *Tribal Libraries Toolkit* in the spring of 2008. In addition, TRAILS (The Tribal Libraries Procedures Manual), initially published in 1992 by Dr. Lotsee Patterson for the U.S. Department of Education, was updated and presented at the IMLS 2008 Tribal Archives, Libraries, and Museums Conference. The document was shared with over 200 tribal librarians in attendance, and final copies will be shared with others in print format, online, and print-on-demand by the 2009 ALA Annual Conference.

National Privacy Discussion
Project Coordinator: Judith Krug
Budget: \$25,000

This 2010 Initiative grant enabled efforts by the Office for Intellectual Freedom (OIF) to advance ALA's National Conversation on Privacy. OIF organized a meeting between members of the Intellectual Freedom committee and representatives from national privacy groups and civil liberties organizations to discuss the potential for a national event to discuss and consider the importance of individual privacy. Participating organizations included the Electronic Frontier Foundation (EFF), the Electronic Privacy Information Center (EPIC), the Privacy Clearinghouse, the American Booksellers Foundation for Free Expression (ABFFE), the American Association of Publishers (AAP), PEN America, and the Thomas Jefferson Center at the University of Virginia.

Every participant enthusiastically endorsed the idea of organizing a national event to raise awareness about privacy and to spark a multitude of local conversations addressing the value of privacy as the underpinning of civil liberties and intellectual freedom that will help mobilize support for legislative and administrative reforms aimed at preserving individual privacy.

The participants identified core privacy issues centered on the concept of preserving intellectual privacy and aimed at preserving the right to receive information, express oneself, and avoid chilling the right to assemble and participate in the democratic process. The group then helped to develop a tentative timeline of tasks that would culminate in a national forum on privacy event.

With the support of the participants, ALA-OIF submitted a grant request to the Soros/Open Society Institute (OSI). In May, 2008, Soros/OSI awarded ALA-OIF a \$350,000 seed grant in support of ALA's privacy initiative.

Delivering the Library Message
Project Coordinator: Emily Sheketoff
Budget: \$20,800

At the 2007 ALA Annual Conference, a full day of specialized training for ALA members was offered. Each division and roundtable was invited to nominate two people; representatives from each Chapter, Federal Legislative Library Advocacy Network members and coordinators for National Library Legislative Day were also invited.

On the Friday morning prior to the Conference, June 22, 2007, Advocacy "Guru" Stephanie Vance, designed a federal legislative training for library supporters and conducted a workshop that included how to prepare for a Congressional visit, following up from home, the importance of Congressional Staff, keys to advocacy and what legislators can be expected to do. Ms. Vance repeated this workshop in the afternoon to the Advocacy Institute.

Then in the afternoon, Commcore Consulting Group (a professional public relations training company) conducted a workshop on improving librarians' skills for addressing the media on key issues that libraries face in their communities, including dealing with negative issues in a crisis situation and raising visibility for the library. All participants were also provided with workbooks for Advocacy and Media Training.

En Tu Biblioteca Campaign

Project Coordinator: Mark Gould

Budget: \$25,000

The Metropolitan Group of Portland, Oregon, a strategic communications group, was tasked to work with the Campaign for America's libraries to create a targeted communications program to reach Spanish speaking audiences in the U.S. As a result, the Metropolitan Group conducted partnership outreach and brought together ALA and Univision Radio. This partnership has led to a wide array of products, services and additional projects as a successful result of the original initiative.

ALA, in collaboration with Univision Radio, kicked off its first-ever public service announcement (PSA) campaign targeting Hispanic/Latino populations in Fall, 2008. Univision Radio is airing PSAs about libraries in ten markets - Austin, Chicago, Houston, Los Angeles, New York, Miami, San Antonio, San Francisco and Washington, D.C. and promoting the use of the PSAs across its network of 70 stations. The stations running the ads reach fifty percent of the U.S. Spanish speaking population. The partnership is valued at approximately \$500,000, and the ad will also run in spring 2009.

Focusing on interpersonal relationships and building trust, the campaign presents the librarian as a trusted provider of information and support, capable of providing access to the wide range of opportunities represented by the local library. The primary message is, "Yo te puedo ayudar." ("I can help you.") in two PSAs: a 15-second and a 30-second PSA, both featuring Univision Radio personality Javier Romero. The 30-second PSA also features the voice of a librarian, who was recruited to record the PSA through the Midwest Chapter of REFORMA. The PSAs focus on how librarians can help people find books, information about health, getting a job, starting a business and more, in both Spanish and English versions.

A Spanish-language web site for the public - www.entubiblioteca.org - has been built to support the messages of the campaign. It contains broad messages about what libraries offer and encourages people to visit their local libraries. The site also contains downloadable bookmarks, a flyer/ad, poster and web buttons that libraries can download and print to use locally as-is, or can customize with individual library logos.

The ALA identified Hispanic/Latinos as an audience for a targeted outreach effort because data indicated that fewer than half of Latinos (49 percent) used their libraries in 2006, a statistic dramatically lower than the 63 percent for whites and 64 percent for

African Americans. The U.S. Census estimates that one in four people in the United States will be Latino by the year 2050. Member leaders have helped guide this effort. In addition, libraries in the top 20 Latinos markets were engaged by ALA in the project.

Library Magazine for Public: Prototype Development

Project Coordinator: Leonard Kniffel

Budget: \$25,000

This portion of the ongoing @ Your Library public awareness project involved contracting with Imagination Publishing for the development of a business plan and creating prototypes for a print magazine, its counterpart website, and a companion e-newsletter aimed at the public. In cooperation with the Development Office, a funding presentation was developed for Carnegie Corporation of New York and to gauge advertiser interest. The deliverables included a concept paper, presentation pieces, focus group survey results analysis, and the results of a library member survey concerning distribution. Imagination Publishing prepared a plan and timeline demonstrating the potential of a family-focused, newsstand-quality magazine dedicated to more and better library use for people of all ages. In 2008, Carnegie Corporation presented ALA with an award of \$270,000 for the development the website and e-newsletter content for the public.

Ilovelibraries.org

Project Coordinator: Marci Merola

Budget: \$25,000

This Initiative funded the development of the “I Love Libraries” website. Ilovelibraries.org is ALA's website for the general public, a place where those outside of the library community can visit to learn more about the health and vitality of today's libraries. Viewers can read reviews about newly published and award-winning books, watch videos produced by ALA and libraries around the country, and learn about the great things happening in libraries today. Viewers can also read about current issues and legislation affecting libraries, and contact members of Congress through the site in order to voice their support. While intended for the general public, members of the library community are encouraged to use Ilovelibraries as a tool to help them tell the library story when they cannot – 24/7, around the clock.

E-Government

Project Coordinator: Emily Sheketoff

Budget: \$28,000

A resolution was approved by ALA Council at Midwinter 2007 on e-government services. These services are expanding at the local, state and federal level, increasing the demand on libraries. The Office of Government Relations (OGR) worked with a

consultant to gather research on what is being done; what kind of training would be helpful for public library staffs to improve this service; and how we can change legislation to improve how libraries can deliver these services. The consultant helped identify public library staff who are now working with OGR staff to create a toolkit to address these issues. The toolkit should be ready for the 2009 Annual Conference.

ALA Web Site Redesign: Member Usability Testing

Project Coordinator: Sherri Vanyek

Budget: \$46,200

The ALA website supports all ALA units as they strive to improve information delivery, products, and services to members. A usability assessment was conducted in the fall of 2006, and in continuation of this work, it became evident that a redesign of the website was necessary to improve usability, information architecture, navigation, and content value and currency. The amount requested in this Initiative covered the first phase of the redesign project. It included a task analysis refinement, a content inventory, and the development of new information architecture, leading to a review of wireframes at the Annual Conference in Washington, DC in June, 2007. The wireframes were shared with members at the 2007 Annual Conference, and the member feedback was incorporated into later design decisions.

FY 2008

ALA Web Site Awards Database

Project Coordinator: Karen Muller

Budget: \$15,000

The web usability survey identified member issues with finding information about ALA's more than two hundred awards on the website. This initiative funded the development of a new database that improves ALA's ability to meet the specialized information needs of members and others seeking information on ALA's awards, including description of the award, sponsoring unit, past winners, application/nominations process and criteria. When completed, it will be searchable by unit, type of award (recognition, media, etc.), name of award, and year. Output from the database will be displayable on the *I Love Libraries* website, unit pages as appropriate, the ALA Awards page and *ALDirect*. Updating the database would be done through an online form. The project is currently underway.

Add It Up: Libraries Make the Difference in Youth Education and Development Toolkit

Project Coordinator: Marci Merola

Budget: \$40,000

The Office for Library Advocacy (OLA) worked with the Office for Research and Statistics (ORS), the American Association of School Librarians (AASL), the Young Adult Library Services Association (YALSA) and the Association for Library Service to Children (ALSC) to create *Add It Up: Libraries Make the Difference in Youth Education and Development*, a web-based advocacy resource. Using relevant statistics pulled from a wealth of reports both within and outside of the library world, the resource allows advocates to make the case for libraries in various stages of a child's development. The site will be launched for the ALA 2009 Midwinter Meeting.

Enhancing Statewide Grassroots Advocacy

Project Coordinator: Michael Dowling

Budget: \$25,000

Goal Area I, Strategic Objective IV of Ahead to 2010: Mobilize, support and sustain grassroots advocacy for libraries and library funding at local, state, and federal levels. To achieve this strategic objective, ALA took the first step in 2007 to support the participation of twenty-five Chapters in a Capwiz XC Affiliate program with ALA. The Capwiz XC Affiliate Program allows ALA and Chapters to work together to mobilize grassroots support. Through a coordinated effort between ALA, Chapters and other allied organizations, it facilitates a reach beyond the profession to tap into thousands of library users to advocate for libraries and library funding.

Capwiz XC expands the universe of contacts for everyone, and finally allows for the transformation of individuals who believe in libraries and library issues into advocates through easy-to-use technology that allows them to contribute to local, state and national efforts. In the first year, twenty-five Chapters easily came aboard, with a large number of other Chapters interested in participating. These funds will allow ALA to offer all of the Chapters to join from June 2008 to June 2009.

Federal Legislative Advocacy Brochure

Project Coordinator: Emily Sheketoff

Budget: \$10,000

This multi-purpose brochure for ALA's legislative and advocacy efforts attempts to explain library positions to the public to encourage new supporters to join in advocating for libraries, inform the Washington policy community about Federal legislative efforts on library issues, increase National Library Legislative Day attendance, and show outside

groups and coalitions how ALA's efforts have helped the library community. It also includes a promotion of the "I Love Libraries" website.

If the innovative layout is successful, the rights have been secured to adapt it for the Office for Advocacy or Chapter Relations.

Conference "Big Game" Prototype: The Great ALA Anaheim Mystery
Project Coordinator: Sherri Vanyek, Jenny Levine
Budget: \$10,000

The "big game" concept was first introduced at ALA's Gaming Symposium in July 2007. A big game is a large-scale game that takes place in the real world. In essence, the real world becomes one's own gameboard, and things in it become props in the games. Gamelab, LLC, was tasked to create a big game for attendees at the ALA Annual 2008 conference, called "The Great ALA Anaheim Mystery." It was to be an information quest, with clues hidden all over the conference campus—in meeting rooms, on the exhibit floor, in *CogNotes*, etc. Attendees were able to sign up on the conference wiki to join a team to play the game, which encouraged networking among attendees. Prizes were awarded to the winners. The big game was a great way for conference attendees to play and to create socializing opportunities at the conference.

Electronic Manuscript Management System
Project Coordinator: Charles Wilt, Troy Linker
Budget: \$30,000

Editorial Manager enables member and staff editors and reviewers to manage their workloads more efficiently by having one document flow through the process from submission to publication. Authors and copy editors have one document to revise and re-submit. This document handling process greatly increases the efficiency and timeliness of the journal article review process. At the Production Services end, this system would increase productivity and efficiency for the same reasons—one document handled through the entire process. Since the systems can deliver files in many formats, Production Services would be able to utilize whatever file format they need. The 2010 funding requested allowed for the initial system set-up, inclusion of an initial group of individual journal set-ups, and training.

In May, 2008, ALA selected Aries System's Editorial Manager for the electronic manuscript management system as a result of a series of demonstrations and discussions. Seven division journals are taking part.

YA Diversity Campaign

Project Coordinator: Beth Yoke

Budget: \$8,000

The results of ALA's *Diversity Counts* study show that recruitment of persons of diverse backgrounds (including race, ethnicity, language background, sexual orientation, education, age, disability and economic status) to the profession is critical. Studies show that diverse youth want—and benefit from—interaction with mentors and adults from diverse backgrounds.

This Young Adult (YA) Diversity Campaign strives to retain diverse persons currently working in the profession and to recruit additional library professionals from diverse backgrounds. The Young Adult Library Services Association (YALSA)'s goal is to increase the number of librarians with diverse backgrounds who serve adolescents and to give library workers tools to help them serve the most diverse generation ever.

For FY08, the project supported an official Young Adult Services Spectrum Scholar. The project also supported a conference stipend to two YALSA members from diverse backgrounds. YALSA also participated in the 2008 REFORMA conference with a program called "Reaching Spanish Speaking Teens with Alternative Media."

The future vision for the project is to continue supporting a Spectrum Scholar, provide e-courses and face-to-face institutes to train library workers to meet the needs of diverse teen populations, and create readers' advisory and collection development tools for library workers to use with diverse teen populations. YALSA is hosting a "Reaching Today's Diverse Teens" Institute prior to the 2009 Midwinter Meeting.

Website Redesign: Graphic Design Testing

Project Coordinator: Sherri Vanyek

Budget: \$25,000

This project was needed to provide additional support to complete the redesign of the ALA Website. Some of the redesign activities completed were the graphic design, the content inventory (begun previously), development and validation of the information architecture, and the implementation of the redesigned site. Two clickable graphic designs were shown to members and non-members at ALA Midwinter 2008 and over the Web. A survey was used to collect their feedback, and survey results were analyzed. A final design was chosen in February. The new design was launched on September 22, 2008.

Organizational Excellence: ALA “Data Dashboard”

Project Coordinator: Mary Ghikas

Budget: \$25,000

At the Fall 2007 Joint Boards meeting (ALA Executive Board and the Executive Committees of the eleven ALA divisions), discussion focused examination of ALA’s using *Seven Measures of Success: What Remarkable Associations Do That Others Don’t*, a study from the American Society of Association Executives (ASAE) and The Center for Association Leadership, based on the methodology developed by popular author Jim Collins. A working group, representing each of the twelve boards, was formed to define follow-up steps. Based on both pre-meeting survey data and discussion by the Joint Boards, the highest priority improvement was becoming more “data-driven.”

The working group recommended development of a “data dashboard” that would provide both the ALA Executive Board and Division Boards, as well as staff and other groups within ALA, with information critical to shaping the future direction of the Association and providing relevant services to members. 2010 funds were provided for Phase I of the project. Paul Meyer (Tecker Associates) has been contracted to guide the process of defining a consistent, association-wide “data dashboard.” The project is scheduled for completion in spring 2009. Phase II of the project will be an internal implementation project, primarily impacting the Information Technology and Telecommunications Services (ITTS) budget.

Virtual Day on the Hill

Project Coordinator: Emily Sheketoff

Budget: \$4,000

Tuesday, July 1, 2008, the Washington Office celebrated Virtual Day on the Hill, in conjunction with the ALA Annual Conference. The Exhibitors Roundtable donated tee shirts which said, “Vote for Libraries” and many exhibitors donated 1-4 terminals in their exhibit spaces. A message about funding for libraries was placed on CapWiz, and everyone attending the Conference was encouraged to come to the Exhibit floor to Vote for Libraries and then to receive a tee shirt. Over 1400 messages were sent from the Exhibit floor.

Customer Service Onboarding Program

Project Coordinator: Cynthia Vivian

Budget: \$10,000

Onboarding is the process of integrating a new hire or newly promoted manager into an organization or new role. Onboarding begins when the individual accepts the position or promotion. The goal of the onboarding program is to provide a “consistent” positive introduction of new employee or newly promoted manager to a new work group and new role expectations.

The focus of this initiative is organizational excellence and the 2010 strategic objective to *“Increase and improve communications, cooperation and collaboration throughout the association, its divisions and round tables.”* It is imperative from day one, that managers and staff know that ALA fosters a true and sincere belief in collaboration, teamwork and fulfilling ALA's vision, mission and goals. This knowledge and understanding will result in better customer service, improved internal and external communications, and increased cooperation and collaboration throughout the association. It will also strengthen staff efforts to support and collaborate with chapters and affiliates.

Funding will be used to work with a consultant to develop a customer services communications training program and provide initial training sessions. The program will be evaluated after the initial two training sessions along with an investigation of the "train the trainer" approach to future sessions.

Organizational Effectiveness: Increased Partnering

Project Coordinator: Deborah Robertson

Budget: \$5,000

This project will increase and improve the coordination of outside requests for partnering opportunities. It will be used by the Partnership Protocol Task Force to hire an information technology (IT) specialist to design an interface for tracking potential partnerships through contact, internal vetting across units, negotiation, and final product/project, if any.

The project supports *2010 Goal Area 6: Organizational Excellence, Strategic Objective 4: Increase and improve communications, cooperation, and collaboration throughout the association, its divisions, and round tables* and the Goal Area 3 objective to *“Expand and strengthen alliances with organizations that share common goals...”*

The anticipated outcome will be that organizations wishing to partner with ALA will receive excellent customer service; potential projects will be matched with the most appropriate units and member groups to design and implement programs; and ALA will be positioned to mine potential partnerships for the most advantageous opportunities for libraries and the association. The project is currently in progress.

Ahead to 2010 Projects
2006-2008

FY 2006 (net assets):

<i>Project Name</i>	<i>Project Coordinator</i>	<i>Funded Amount</i>
Improving access to CE	Ghikas	\$25,000
Public Relations Newswire	Sheketoff	\$4,000
Telecom Reform Workshop	Sheketoff	\$30,000
Library Corps	Taylor	\$10,000
Advocates eNewsletter	Ward	\$10,000
Magazine for Public	Kniffel	\$50,000
Member Satisfaction Survey	Rodriguez	\$15,000
CCF Campaign	Robertson	\$9,000
Ad Campaign	Gould	\$13,000
Diversity-Web CE Development	Hall	\$10,000
Total:		\$176,000

FY 2007 (FY2007 budget):

<i>Project Name</i>	<i>Project Coordinator</i>	<i>Funded Amount</i>
Advocacy Resources/Training	Gould	\$50,000
State Level Advocacy	Dowling	\$15,000
School Library Advocacy	Dowling	\$15,000

Rural & Tribal Libraries	Orange	\$15,000
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Total:		\$95,000
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FY 2007 (net assets):

<i>Project Name</i>	<i>Project Coordinator</i>	<i>Funded Amount</i>
National Privacy Discussion	Krug	\$25,000
Delivery of Library Message	Sheketoff	\$20,800
En Tu Biblioteca Campaign	Gould	\$25,000
Library Magazine for Public	Kniffel	\$25,000
I love libraries Website	Gould/Merola	\$25,000
E-Government	Sheketoff	\$28,000
Web Site Redesign: Member Testing	Vanyek	\$46,200
Total:		\$195,000

FY 2008 (FY2008 budget):

<i>Project Name</i>	<i>Project Coordinator</i>	<i>Funded Amount</i>
ALA Web Site Awards Database	Muller	\$15,000
School Lib/Youth Services Advocacy Toolkit	Merola/Walker	\$40,000
Enhancing Statewide Grassroots Advocacy	Dowling	\$25,000
Federal Legislative Advocacy Brochure	Sheketoff	\$10,000
Conference Big Game	Ross	\$10,000
Total:		\$100,000

FY 2008 (Net Assets):

<i>Project Name</i>	<i>Project Coordinator</i>	<i>Funded Amount</i>
Electronic Manuscript Management System	Wilt / Linker	\$30,000
YA Diversity Campaign	Yoke	\$ 8,000
Website Redesign	Vanyek	\$25,000
Organization Excellence: Data Dashboard	Ghikas	\$25,000
Virtual Day on the Hill	Sheketoff	\$ 4,000
Customer Service Onboarding Program	Vivian	\$10,000
Organizational Excellence: Partnering	Robertson	\$ 5,000
To be Allocated		\$43,000
Total:		\$150,000

Total 2006-2008 **\$716,000**