ALA Executive Board
Fall Board Meeting

TOPIC: ALA Ahead to 2010: Final Progress Report

ACTION REQUESTED: Discussion

REQUESTED BY: Keith Michael Fiels, Executive Director
                                     Mary W. Ghikas, Senior Association Executive Director

DATE: October 13, 2010

Over the past two years, we have presented a series of implementation reports to the ALA Executive Board. These have been cumulative lists of projects and activities undertaken – across the Association – to implement the 2010 plan. The attached report shifts the focus from activities to impacts.

In developing an initial framework for the 2010 implementation and evaluation, a distinction was drawn between goals and objectives, which were approved by Council, and strategies, which were developed by members and staff. The fundamental question regarding strategy is: *Did the strategies allow us to achieve or make progress toward achieving the objectives?*

For each objective, we then ask ourselves the following questions:
- *What has actually occurred or been accomplished toward achieving the objective?*
- *Do members believe we have made progress?*
- *Can we see any impact on public perceptions, attitude?*
- *Are there other measurable impacts?*

The Executive Summary includes only the "impact" statements related to each objective. Each page of the following final report focuses on one goal and objective. The goal, objective and outcome (defined as impact on members and/or public) are at the top of each page. Below are a list of strategies and activities, for those seeking additional information.

In reviewing both projects and outcomes, some threads are noticeable:

(1) ALA has developed a more structured, integrated and comprehensive approach to advocacy and advocacy training.
(2) Significant attention has been given to strengthening the research base that underlies both effective advocacy and future association planning.
(3) Efforts such as Emerging Leaders, the work of the Task Force on Electronic Member Participation, the Virtual Conferences and implementation of ALA Connect have expanded participation and leadership opportunities within the Association.
(4) Continuing education and credentialing have been a major focus – with significant expansion in the amount of CE delivered and delivery formats, recognition of the first

Certified Public Library Administrators, launch of the Library Support Staff Certification Program, and development of a proposal to make ALA a recognized providers of CEUs.

(5) Diversity has been a strong focus– most notably the significant effort to support and expand Spectrum.

(6) Internationalization has been a strong theme across a number of goal- areas.

(7) The Association has more actively solicited member feedback – and members have responded.

(8) Broad collaborations have expanded the reach of ALA and its members. These collaborations have included AASL's leadership in the Partnership for 21st Century Skills, ACRL's work with NASULG and AASCU, LLAMA's engagement with the American Institute of Architects, PLA's work with the Bill and Melinda Gates Foundation, ALA Washington Office participation in AFL-CIO meetings on key legislative issues, and many other examples.

(9) Throughout all goal areas, the impact of technology has been pervasive – underlying new opportunities and creating new challenges.

(10)   The budget development process and the 2010 initiative program have focused on strategic priorities and allowed ALA to more quickly respond to emerging opportunities and challenges.

(11)   2010 implementation has truly been an Association-wide endeavor, with the work of staff and members across the Association, in divisions, round tables, committees and a wide variety of working groups all engaged in this work.

Overall, the implementation of the 2010 plan has provided a solid framework for new initiatives and new strategies over the last five years. The goals and objectives have remained relevant, and have provided a strong focus for the work of Presidents, Treasurers, the Board and other member leaders, as well as for ALA management and staff. Regular communication with membership on progress toward meeting the goals and objectives of the plan has kept the plan in focus, and the consistent reporting framework has allowed us to gather summative data that will be particularly helpful as we evaluate strategies and discuss impact evaluation for the new 2015 plan. Lessons learned will be actively used as the 2015 implementation gets underway this fall.

Related previous documents:

2005-2006 EBD #12.33 (Annual Conference 2006)
2006-2007 EBD #12.7 (Fall 2006)
2006-2007 EBD #12.29 (Midwinter 2007)
2007-2008 EBD#12.26 (Fall 2007)
2007-2008 EBD #12.42 (Spring 2008)
2008-2009 EBD #12.20 (Fall 2009)
2009-2010 EBD #12.32 (Spring 2010)

	A	B	C
1	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
3	**I**	***ADVOCACY & VALUE OF THE PROFESSION: ALA and its members are leading advocates for libraries and the library profession.***	
5	**I.I**	***Increase support for research and evaluation to provide evidence regarding the value and impact of libraries.***	Household surveys (national) are now conducted annually (vs. previously every 3-4 years); the number of other national surveys has also increased. Compilations of research data -- e.g. "Condition of Libraries, 2002-2009," and the annual "State of America's Libraries" make this research more accessible to advocates and the public.
7	**I.II**	**Increase public awareness of the value and impact of libraries of all types.**	According to the Harris Poll, September 2008, 68% of Americans have a library card, up 5% since 2006. This is the greatest number since ALA began to measure library card usage in 1990. In-person visits are also up 10%, compared with a 2006 ALA household survey.
9	**I.III**	**Increase public awareness of the value and impact of librarians and library staff.**	A KRC Research household survey in 1/09 found that 86% of respondents strongly or somewhat agreed with these statements: *Professional school librarians are critical to student achievement. Librarians in college and research libraries are experts in information management.*
12	**I.IV**	**Mobilize, support & sustain grassroots advocacy for libraries & library funding at local, state, & federal levels.**	Member perception of ALA performance in the area of advocacy improved, with the 2009 gap analysis survey showing an importance rating of 4.09 and performance rating of 3.03 (gap=1.06), compared to the 2004 survey which showed an importance rating of 4.01 and performance rating of 2.91 (gap=1.18)
15	**I.V.**	**Increase collaboration on securing legislation favorable to libraries.**	Washington Office work with coalitions and new allies has expanded during this period. For example, ALA was instrumental in founding the "Schools, Libraries, Healthcare Boardband Coalition" to address a wide variety of broadband issues and successfully lobbied for stimulus funds for "anchor" institutions. Similarly, ALA remains directly involved in a new coalition that sought reforms to ECPA, FISA and the PATRIOT Act. Key new groups include several Arab-American and Muslim organizations.
18	**I.VI**	Increase public awareness of the importance of intellectual freedom and privacy and the roles of libraries in a democracy.	A KRC Research household survey in 1/09 found that 75% of respondents strongly agreed with the statement - "Because it provides free access to materials and resources, the library plays an important role in giving everyone a chance to succeed." 75% of respondents in the 2006 household survey also strongly agreed with the statement. In July 2008, ALA surveyed over 1,000 librarians to better understand their role in and attitudes toward protecting patron privacy. 96% agreed that people should have more control over their personal information and 88% believe they have an important role to play in educating the public about the privacy risks they face today.

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20	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
22	**II**	**EDUCATION: Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff.**	
24	II.I	Ensure that accreditation standards reflect the needs and core values of the profession.	The *Core Competences of Librarianship* statement was adopted by ALA Council in January 2009, joining the previously-adopted *Core Values of Librarianship* in ALA policy. Work is underway on inclusion in the *Standards for Accreditation,* as part of the ongoing *Standards* review process that includes comment collection from practitioners, educators, and a wide range of stakeholders.
27	II.II	Increase availability of and access to continuing education and continuous learning opportunities for librarians and library staff.	In 2009, ALA divisions and offices offered over 112 online CE courses, attended by 3,527 individuals. This is approximately double the number offered in 2005. In 2010, Online Learning was added to the home page of the ALA website to facilitate access and to aggregate professional development opportunities in one place by topic area and sponsoring unit.
30	II.III.	Make ALA continuing education programs and publications affordable and accessible in a wide variety of media and formats.	Continuing education is offered through an expansive array of formats, including face-to-face (both national and regional), webinars, podcasts, online classes and self-paced courses. Some events, e.g., ACRL's "Springboard" and "OnPoint chats," are offered at no additional charge.
33	II.IV	Establish standards for educational programs for library support staff.	Standards for the Library Support Staff Certification Program were approved in 2009; the initial applications for LSSCP certification were received in early 2010.
35	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
37	**III**	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
39	III.I	Increase ALA's promotion of all forms of literacy.	ALA aggressively championed literacy -- in many forms, across all age groups -- through such programs as ECRR (pre-school), Kids@your library, The American Dream Starts@your library, AASL Standards for the 21st Century Learner, and ACRL's discipline-specific information literacy standards.
41	III.II	Increase ALA's influence in promoting First Amendment rights, intellectual freedom and privacy.	ALA works actively with First Amendment groups such as the Media Coalition, Free Expression Network, Center for Democracy & Technology, and many more. There is a continuing relationship with the Open Society Institute, on a project related to privacy. ALA's First Amendment education program expanded, including the "front lines" book series and other programs and publications.

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43	III.III	Increase ALA's influence in promoting equity of access and fair use.	ALA has strongly supported equity of access through the ORS/Gates study, OITP work on broadband access and support of state library efforts to increase funding, and access to e-rate discounts. ALA's success in advocating for library inclusion in BTOP, BIP and NBP (and the ARRA in general) supports equity of access. OITP has overseen the Copyright Advisory Network and International Copyright Scholars, responding to questions on fair use.
45	III.IV	Increase ALA's influence in promoting the preservation of our cultural heritage.	ALCTS offered the first ever National Preservation Week, May 2010, working with organizations such as The Library of Congress, IMLS, Society of American Archivists and others. Over 1,200 people attended the free webinars and over 75 libraries contributed their programs to the website. ALA Graphics worked with ALCTS on a poster and handbook. Preservation Week will be a continuing program.
47	III.V	Support grassroots efforts to influence local, state, federal, and international policies and standards that affect library and information services.	In 2007, a new Office for Library Advocacy was established, charged with developing resources, training and studies to support local & state library advocacy.Beginning in 2007-2008, ALA provided funding to 25 chapters to use CAPWIZ, an advocacy software program. In 2008-2009, funding for CAPWIZ was provided to all 50 chapters and the District of Columbia; 49 chapters are unit Capwiz.
49	III.VI	Increase understanding of international issues affecting library and information services and generate support for international partnerships that strengthen library and information services.	ALA, in conjunction with MLA, SLA and ARL, participated in the tsunami relief effort, marking a first for that kind of global library relief effort.
52	III.VII	Expand and strengthen alliances with organizations that share common goals to advance policy issues.	ALA developed or expanded working relationships with a broad range of strategic partners, e.g. Gates Foundation, Verizon, Dollar General, Univision and others. Washington Office has developed a stronger relationship with the FCC and NTIA (Dept. of Commerce) and RUS (Dept. of Agriculture). Washington Office has been part of the Google Policy Fellow program.
55	III.VIII	Protect free, permanent public access to government information.	In response to the proposed closure of EPA libraries, ALA and ALA members rallied broad support from the scientific community and others, leading to reopening of libraries. ALA advocated for the Federal Research Public Access Act, which would ensure free, timely, online access to the published results of research funded by 11 U.S. federal agencies. ALA also participated actively in the Open Access Working Group and the Library Copyright Alliance, and commented on topics such as the NIH Public Access Policy, Federal Depository Library Program and the proposed Google Book Settlement.

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57	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
59	IV	**BUILDING THE PROFESSION: ALA is a leader in recruiting and developing a highly qualified and diverse library workforce.**	
61	IV.I	Increase leadership development opportunities for librarians and library staff.	The Emerging Leaders (EL) Project, begun in 2007 as a presidential initiative (Leslie Burger), is a new leadership development program which enables newer librarians across the country to participate in problem-solving work groups, network with peers, gain an inside look into ALA structure, and have an opportunity to serve the profession in a leadership capacity. As of April 2010, there have been 430 participants in the program.
64	IV.II	Increase the diversity of the library profession and workforce to reflect a changing profession.	(1) The Spectrum Initiative, now in its 2nd decade, has increased the diversity of the library profession, adding over 600 Spectrum scholars. The Spectrum Presidential Initiative to raise $1M to support both master's-level scholarships and 2 ($25,000) doctoral scholarships, was launched at the 2009 Annual Conference. The initiative has raised $321,000 to date, including 100% ALA Executive Board support and a $100,000 gift from the family of a librarian. (2) With the University of Pittsburgh, through funding from IMLS, the Spectrum Doctoral Fellowship program provided full tuition and annual stipends to 12 fellow for the 1st 2 years of doctoral study.
67	IV.III	Support nationwide efforts to increase recruitment and retention of librarians and library staff.	In 2005, the LibraryCareers.org website was initiated by the ALA Recruitment Assembly to promote and illustrate library careers to the general public and potential library staff. As of April 2010, the site has had nearly one million page views. A companion Recruitment Clearinghouse was developed to serve as a resource for those conducting recruitment initiatives at the local, state and national levels.
70	IV.IV	Support efforts to increase career development opportunities for all librarians and library staff.	Within the planning period, the initial CPLA candidates completed all required coursework and ALA-APA began recognizing Certified Public Library Administrators. A standard for library support staff certification was approved in 2009 and ALA-APA began accepting candidates for LSSCP certification. In 2010, ALA/HRDR, working with ALA Divisions and other units, is completing the application process to be recognized as a provider of CEUs. An Online Learning page was added to the home page of the ALA website.
73	IV.V	Through ALA-APA, advocate for improved compensation for librarians and library staff.	At the 2010 Midwinter Meeting, the ALA-APA Council voted to adopt the ALA-APA Salary- and Status-Related Policies. At Annual Conference 2009, the ALA-APA Council adopted a Resolution on Support for Overtime Pay Protections. ALA-APA supported the Lilly Ledbetter Fair Pay Act, passed in 2009. ALA-APA is currently supporting the Fair Pay Act (S.904/H.R.2151) and Paycheck Fairness Act (H.R.12 and S.182).

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75	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
77	V	MEMBERSHIP: Members receive outstanding value for their ALA membership.	
79	V.I	**Increase the value of the Association to its members through identifying and responding to changing member needs.**	**A May 2008 membership survey conducted by Harris Interactive found that 88% of respondents were highly to moderately satisfied with ALA.**
82	V.II	**Increase opportunities for association involvement that is customized to individual interests.**	**ALA launched ALA Connect, a community wokspace with social networking features. 8,963 members, and 1,408 non-members, logged in to ALA Connect. [Note that this number is approximately twice the number of members historically listed in the ALA Handbook, representing the members on official ALA groups.] All official ALA groups have working and conversation space in ALA Connect during the 1st year. In addition, any member may establish a "Connect" group -- to facilitate a project, gather information on a timely issue, or form a "community of practice."**
85	V.III	**Increase opportunities for electronic and virtual involvement in association activities.**	**In 2009, ALA Council approved key policy recommendations of the Task Force on Electronic Member Participation. Implementation of changes in policy and practice is underway.**
88	V. IV	**Provide high quality programs, workshops, and publications in print and electronic format.**	Association professional development events are evaluated and generally receive high marks from participants. Evaluation data for individual events is available.
91	V.V.	**Effectively communicate the value of association , division, and round table membership.**	**A "Why ALA?" site launched (part of the ALA website) in 2010. ACRL articulated member benefits based on member surveys that focused specialized resources, unique community, advancement, recognition. (http://www.acrl.org/ala/mgrps/divs/acrl/about/membership/benefits.cfm)**

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93	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
95	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
97	**VI.I**	**Increase ALA's ability to respond effectively to a changing environment.**	ALA 2010 funding has enabled a variety of small projects responsive to member needs and environmental changes. An ALA Data Dashboard concept was developed by a member/staff group and will be implemented late in 2010.
100	**VI.II**	**Increase the amount and diversity of the revenue sources to support ALA programs and services and meet current and future member needs.**	Members and staff have worked on a variety of grant-funded projects. Both members and staff have been engaged in new business development. ALA Publishing has added new revenue sources, including e-books, e-courses, print/e-book bundles, sponsored webinars, online workshops, e-newsletters, American Libraries Buyers Guide, and partnerships with other publishers for content and distribution to a non-library market.
103	**VI.III**	**Continuously improve ALA's technology capabilities in order to achieve the association's goals & meet member needs.**	Major changes in the planning period have included implementation of a new design for the website, implementation of ALA Connect, shift to "managed services" to improve system stability, significant expansion of support for user-generated content and social networking, and development of RFPs and initial search/selection processes for a new CMS and new financial management system.
106	**VI.IV**	**Increase and improve communications, cooperation, and collaboration through the association, its divisions and round tables.**	The number of inter-unit working groups has increased significantly, including: Conference Communications, Membership Marketing, International Marketing, Web Editorial, and others.
109	**VI.V**	**Provide greater opportunities for members to assume leadership positions within the organization.**	The Emerging Leaders Program and ALA Connect have significantly expanded opportunities for the development and exercise of leadership.
112	**VI.VI**	**Strengthen efforts to recruit & retain members.**	ALA Divisions and ALA Membership Development have conducted membership campaigns, both individually and jointly. There has been a significant effort to recruit and retain student members, including membership campaigns (including joint campaigns with a variety of chapters and institutions), a student version of AL Direct, and student-directed program from ALA Divisions (e.g. the ALSC sessions in OPAL for students). Student membership stands at 9,665 in 2009, compared to 9,615 in 2005.
115	**VI.VII**	**Strengthen efforts to support and collaborate with Chapters and Affiliates.**	CAPWIZ and advocacy training have been expanded through ALA Chapters; plans are currently in place to expand to ALA/AASL Affiliates.

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3	**I**	***ADVOCACY & VALUE OF THE PROFESSION: ALA and its members are leading advocates for libraries and the library profession.***	
5	**I.I**	***Increase support for research and evaluation to provide evidence regarding the value and impact of libraries.***	**Household surveys (national) are now conducted annually (vs. previously every 3-4 years); the number of other national surveys has also increased. Compilations of research data -- e.g. "Condition of Libraries, 2002-2009," and the annual "State of America's Libraries" make this research more accessible to advocates and the public.**
6		**Strategies Employed**	**Selected Major Actions & Accomplishments**
7	I.I.1	Identify target areas for potential research, development, & evaluation projects, including those appropriate to support media relations initiatives, policy advocacy, and key programmatic priorities.	(1) ACRL issued "Value of Academic Libraries: A Comprehensive Research Report and Review," (http://www.acrl.ala.org/value/) to help academic libraries participate in the conversation about the value of libraries and to identify resources to support them. (2) ACRL commissioned research on "What Chief Academic Officers Want from Their Libraries" in 2006. (www.acrl.org/ala/mgrps/divs/acrl/publications/whitepapers/Finalreport-ACRLCAOs.pdf)
8	I.I.2	Seek external funding to increase research and development.	Gates Foundation funding for comprehensive study on the extent of public computing, internet connectivity & internet-related services, & the impact of public library funding changes between fiscal years has been extended until 2012. (ORS)
9	I.I.3	Monitor relevant current research projects in academic institutions, foundations, & government agencies.	Wiki on the value of libraries: http://wikis.ala.org/professionaltips/index.php/Value_of_Libraries (2) AASL completed third year of "School Libraries Count!" Longitudinal Study.
10	I.I.4	Create a clearinghouse for relevant research on libraries.	(1) Published 3 studies in new selected research series:*A Good Match* ; *Libraries Connect Communities, 2006-2007, 2007-2008 & 2008-2009* . (2) LNCC project collects data from over 200 participating networks, cooperatives, consortia (ORS/ASCLA) (3) Established ALA Research Series peer review panel with ORD Director as editor. (ORS) (4) ACRL annually collects & publishes data on academic & research libraries (e.g. collections, expenditures, personnel, enrollment, trends). (5) ORS, ALSC, AASL & YALSA worked together to create www.ala.org/additup -- a website that provides talking points and access to recent research related to the importance of libraries for youth.
11	I.I.5	Develop evidence-based advocacy messages from new and existing research and data.	(1) The Gates Foundation grant (I.I.2) integrated "Public Libraries & the Internet" study (FSU Information Institute/UMCP) & ALA public library funding study to create comprehensive assessment. Based on assessment, PIO/ORs developed key message & secured coverage. Media coverage had an impression rate of 295.5 million readers, listeners & viewers. (2) OFD used the Diversity Counts report (U.S. Census data) and From Awareness to Funding (OCLC) to develop new case statements for Spectrum Scholarship program. (3) PIO used household (Harris & KRC) and ALA membership surveys to update and create messaging. (4) Office for Library Advocacy used household (Harris & KRC) and ALA membership surveys to update and create messaging (Add It Up website and Quotable Facts). (5) With ALA 2010 funding, PPO is collaborating with PIO to mine success stories from library reports on community cultural programming, including ALA-sponsored programming initiatives, to place in regional and national media markets.

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14	**I**	***ADVOCACY & VALUE OF THE PROFESSION: ALA and its members are leading advocates for libraries and the library profession.***	
16	**I.II**	**Increase public awareness of the value and impact of libraries of all types.**	**According to the Harris Poll, September 2008, 68% of Americans have a library card, up 5% since 2006. This is the greatest number since ALA began to measure library card usage in 1990. In-person visits are also up 10%, compared with a 2006 ALA household survey.**
17		**Strategies Employed**	**Selected Major Actions & Accomplishments**
18	I.II.1	Create public awareness initiatives that highlight the unique and essential role of libraries.	(1) Campaign for America's Libraries continued partnership with *Woman's Day* (readership of 22 million). The value of the partnership, now in its 8th year, is approximately $2 million/year. (2) The FINRA Smart Investing @ your library project highlighted a critical library role. (RUSA) (3) With external partners, ALCTS developed "Preservation Week@ your library." (4) The Public Programs Office programs raise the profile of the library in the community and identify it as an important cultural center. An average of 450 people attend programs presented by library sites on ALA exhibition tours; an average of 125 people attend reading & discussion programs at libraries. (5) ALA/ABOS/ARSL inaugurated National Bookmobile Day (4/12/10). (6) Booklist became a National Reading Group Month partner in 2008, promoting library book groups to a general national audience.
19	I.II.2	Develop key messages about the value and impact of libraries of all types.	(1) AASL developed Learning4Life (L4L) to deliver key messages at the local and national level about the role of SLMS in preparing students for the 21st century. (2) ORS, ALSC, AASL and YALSA worked together to create www.ala.org/additup, a website that provides talking points & access to recent research on the importance of libraries for youth. (3) ACRL published (2010) *Advocacy, Outreach and the Nation's Academic Libraries: A Call for Action.* (4) Phase two of the Campaign for America's Libraries (PIO) encouraged library usage by Spanish-speakers, ("En tu biblioteca") & by parents and children ("Connect with your kids"): ·　　Libraries are changing and dynamic places. Librarians are experts, on the forefront of the information age. In a world that's information rich, they are information smart. ·　　Libraries are places of opportunity. Libraries are part of the American dream -- a place for education and self-help. They bring opportunity to all. ·　　Libraries bring you the world. Libraries also help you make sense of the world.
20	I.II.3	Amplify ALA messages through strategic partnerships inside & outside the library world.	(1) Library Business Alliance advocacy program was developed by WO. (2) OIF partnered with McCormick Freedom Museum & Chicago Tribune to promote BBW. (3) ALA Graphics & Polaris produced personalized READ posters with members of Congress for their districts. (4) Booklist's Book Group Buzz blog partners with Women's National Book Assoc. National Reading Group Month. (5) PPO partnered with museums, arts groups, public television & other cultural and scientific organizations to develop & promote program initiatives. (6) ALA Graphics collaborated with the official marketing, tourism, & partnership organization for the City of New York (NYC & Co), who licensed the ALA *Where the Wild Things Are* READ poster image to create PSAs that appeared on phone kiosks throughout NYC.
21	I.II.4	Coordinate communication & public relations activities through ALA to maximize impact.	ALA units coordinated key efforts, including (1) Teen Read Week (YALSA/PIO), (2) the EPA Libraries campaign (WO/PIO/Graphics), (3) Bookmobiles@your library (WO/OLOS/CONF), and others. (4) New @yourlibrary email/site for the public developed by Publishing and Communications will have soft launch at 2009 Annual Conference.

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24	**I**	***ADVOCACY & VALUE OF THE PROFESSION: ALA and its members are leading advocates for libraries and the library profession.***	
26	**I.III**	**Increase public awareness of the value and impact of librarians and library staff.**	**A KRC Research household survey in 1/09 found that 86% of respondents strongly or somewhat agreed with these statements:** *Professional school librarians are critical to student achievement. Librarians in college and research libraries are experts in information management.*
28		**Strategies Employed**	**Selected Major Actions & Accomplishments**
29	I.III.1	Create public awareness initiatives that highlight the value & impact of librarians & library staff.	(1) National Library Workers Day launched in 2005 -- "Libraries Work Because We Do." (ALA-APA) (2) ALA received support from the Carnegie Corporation to support a Carnegie Corporation of NY/NYTimes I Love My Librarian award through 2013. (PIO) (3) With support from Univision, ALA launched "Yo te puedo ayudar," focusing on the librarian as trusted provider of information. Univision Radio, working with ALA, created a radio public service campaign that aired PSAs in New York, Los Angeles, Chicago, San Antonio, San Francisco, Phoenix, El Paso, Houston, Austin, Miami, and Fresno and reached 75% of Latinos with a message promoting library usage. The Campaign is valued at $1 million in 2008-9. (PIO) (4) In June 2010, the ALA/ALA-APA certification programs were featured in the Association Forum of Chicagoland's magazine. (5) AASL conducted four webinars in conjunction with School Library Media Month (April) and developed ideas and activities for SLMS to use in promoting and celebrating SLMM. (6) in June 2007, ALA was featured in the Association Forum of Chicagoland magazine Signature Story: The Next Chapter, in an article highlighting its recruitment efforts for librarians and library workers.
30	I.III.2	In cooperation with the ALA-APA, build external strategic alliances to promote the status & salaries of librarians and library staff.	(1) ALA-APA and ALA OGR joined labor coalitions monitoring the Universal Health Care & Employee Free Choice Act & the Lilly Ledbetter Fair Pay Act. (2) ACRL worked with CUPA-HR to revise librarian descriptions in annual salary survey.
31	I.III.3	Secure grant funding to stimulate community appreciation & use of libraries/library staff.	Since 2005, 30,000 libraries (public, academic, school, tribal & special) have presented exhibitions, discussion programs and/or received themed collections as a result of PPO activities. At least 5 million library visitors participated in these programs, which generated broader awareness of the library's role as a destination for civic, cultural & educational programs. PPO has distributed nearly $1.7M in grant funds to 1,177 libraries; more than 58,000 libraries received themed collections valued at more than $9M.
32	I.III.4	In cooperation with the ALA-APA, equip ALA members with accurate and relevant information & tools to support	(1) ALA-APA regularly updates the Better Salaries Toolkit. (2) ALA ORS/ALA-APA provide librarian and non-librarian salary survey data in print and database formats.
33	I.III.5	Promote & maintain the LibraryCareers.org website & other web-based recruitment initiatives to illustrate library careers to the general public & potential library staff.	(1) The new website IA includes a redesigned Education & Careers section. (OA/HRDR) (2) An emerging leaders group developed a recruitment video (on YouTube) to link to the website. (3) SPECTRUM has a Facebook page and photo sets in FLICKR. (ORD) (4) Working with HRDR and the ALA Recruitment Assembly, several Emerging Leaders project teams have worked on recruitment initiatives, including: an online recruitment toolkit (http://careerfairtoolbox.wordpress.com/), a new recruiter's toolkit with materials (e.g., bookmarks, pens, novelty items) to be distributed at career fairs across the country. (5) During AC2010, members of the Recruitment Assembly approved the redesign of the LibraryCareers.org website; the launch is schedule for the 1st week in October 2010 and will highlight new recruitment tools and resources. (6) ALA JobLIST (ACRL/American Libraries/HRDR) expanded investment in aggregating and sharing links to career-building resources (mostly free) through Twitter, Facebooks, and JobLIST Direct e-newsletter (Fall 2010).

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34	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
36	**I**	***ADVOCACY & VALUE OF THE PROFESSION: ALA and its members are leading advocates for libraries and the library profession.***	
38	**I.IV**	**Mobilize, support & sustain grassroots advocacy for libraries & library funding at local, state, & federal levels.**	**Member perception of ALA performance in the area of advocacy improved, with the 2009 gap analysis survey showing an importance rating of 4.09 and performance rating of 3.03 (gap=1.06), compared to the 2004 survey which showed an importance rating of 4.01 and performance rating of 2.91 (gap=1.18)**
40		**Strategies Employed**	**Selected Major Actions & Accomplishments**
41	I.IV.1	Increase the number & variety of external partnerships related to advocacy.	(1) 1/3 of ALA chapters partnered with ALA on Advocacy Institute training/outreach. (OLA) (2) WO created FLLAN. (3) OIF recruited 7 external privacy advocacy groups to support ALA's National Conversation on Privacy. (4) ALTAFF launched Authors for Libraries to create a database of library advocate writers. (5) In 2008, ALA/COSWL became a national coalition member of the National Women's History Museum.
42	I.IV.2	Increase the number of stakeholders, particularly trustees & friends, participating in advocacy.	(1) 2,168 grantees (librarians, trustees, and community volunteers) have been trained in rounds 1 & 2 of the Gates Grant. (2) ALTAFF & WO hosted a "Virtual March on Washington," National Library Legislative Day 2010. (3) ALTAFF created an "ALA President's Award for Advocacy" that goes to a state library association that has successfully increased state funding (or minimized cuts) using citizen advocates.
43	I.IV.3	Increase the number of libraries of all types successfully selling the value & services of libraries.	(1) 15,000 copies of the *Rural Library Advocacy Guide & Toolkit* have been requested. (OLOS) (2) ALA Editions published *Creating Your Library Brand & (*with PIO) *The Library PR Handbook: High Impact Communication*. (3) AASL introduced "School Library Health and Wellness Toolkit" and "School Library Crisis Toolkit" (4) YALSA created "Speaking up for Library Services to Teens: A Guidebook for Advocacy." (5) OLOS developed/distributed the "Guide to Building Support for Your Tribal Library."
44	I.IV.4	Increase participation by ALA members in advocacy activities.	(1) The ALA Office for Library Advocacy (OLA) was established (4 Sept 2008) to support advocacy for libraries of all types by developing resources, a peer-to-peer advocacy network & training for advocates (local/state/national). (2) In 2009 & 2010, ACRL provided travel grants to academic & research librarians to encourage attendance at Legislative Day. (3) YALSA provides stipends, funded by Friends of YALSA, to attend Library Advocacy Day.
45	I.IV.5	Increase educational opportunities for ALA members & other potential advocates to build advocacy skills.	(1) Gates Foundation sponsored 2 free advocacy training sessions for PLA members; 250+ participated. Additionally, an online advocacy training curriculum for public library staff & supporters was developed with Gates funding. PLA has made this online training and supplementary materials available to ALA members at no cost. (2) AASL offered Advocacy Institute. (3) ALTAFF provides 10 workshops/year on how citizens can be effective library advocates at the local & state levels.
46	I.IV.6	Increase communication to members & advocates on major trends & issues.	(1) AL Direct offers weekly updates to members and (since Oct 2008) non-members. (2) AASL is implementing recommendations communications audit recommendations. (3) ALA Editions started "Special Reports," fast-tracking timely, concise information.
47	I.IV.7	Identify & implement appropriate technology-based communication & dissemination tools to increase stakeholder response to national & state issues of importance to libraries.	(1) ALA's website for the public *ILoveLibraries.org* launched in June 2008 and captures an average of 19,000 session views/day. (2) Publishing, Communications and Member Relations Departments soft launched a new *@ your library* website for the public during National Library Week, 2009. The two-year pilot project funded by Carnegie Corporation of New York, targets families/children/teens and underserved populations such as recent immigrants and job seekers.

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48	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
49			
50	**I**	***ADVOCACY & VALUE OF THE PROFESSION: ALA and its members are leading advocates for libraries and the library profession.***	
52	**I.V.**	**Increase collaboration on securing legislation favorable to libraries.**	Washington Office work with coalitions and new allies has expanded during this period. For example, ALA was instrumental in founding the "Schools, Libraries, Healthcare Broadband Coalition" to address a wide variety of broadband issues and successfully lobbied for stimulus funds for "anchor" institutions. Similarly, ALA remains directly involved in a new coalition that sought reforms to ECPA, FISA and the PATRIOT Act. Key new groups include several Arab-American and Muslim organizations also seeking reforms.
54	**Strategies Employed**		**Selected Major Actions & Accomplishments**
55	I.V.1	Strengthen, expand & coordinate current alliances & partnerships at federal, state & local levels.	(1) ALA collaborated/supported the "Spokane Moms" grassroots citizens effort to restore funding for school library media centers in Washington , along with WLA, WLMA & the Washington State Library. (OLA, AASL, PIO, WO, AL) (2) OGR developed a new proposal for "FARM," obtaining inclusion of libraries in the rural telecom program. (3) YALSA created a Teens Need Libraries pamphlet for library workers to distribute to elected officials and other stakeholders.
56	I.V.2	Analyze key policy areas to identify stakeholders with complementary interests in order to build new alliances & partnerships.	(1) CRO, OLA & OGR participated in ICMA & similar conferences to increase communication with city/county managers. (2) As a result of the relationship with the BMGF and ICMA, PLA ED served on the ICMA grant review panel awarding funding for innovative library city/county management projects. (3) OITP coordinated a national seminar on telecommunications & libraries. (4) ACRL joined ALA and ARL in the Library Copyright Alliance; members of the LCA communicate with both U.S. and international policy makers to ensure that changes to intellectual property laws and treaties enhance, rather than harm, the ability of libraries and information professionals to serve the general public.

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57	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
59	**I**	***ADVOCACY & VALUE OF THE PROFESSION: ALA and its members are leading advocates for libraries and the library profession.***	
61	**I.VI**	Increase public awareness of the importance of intellectual freedom and privacy and the roles of libraries in a democracy.	**A KRC Research household survey in 1/09 found that 75% of respondents strongly agreed with the statement - "Because it provides free access to materials and resources, the library plays an important role in giving everyone a chance to succeed." 75% of respondents in the 2006 household survey also strongly agreed with the statement. In July 2008, ALA surveyed over 1,000 librarians to better understand their role in and attitudes toward protecting patron privacy. 96% agreed that people should have more control over their personal information and 88% believe they have an important role to play in educating the public about the privacy risks they face today.**
63		**Strategies Employed**	**Selected Major Actions & Accomplishments**
64	I.VI.1	Provide information, resources & tools in innovative ways customized for particular groups of advocates.	OIF and ALA Editions published (2009) "IF 101" books for school, public and academic libraries.
65	I.VI.2	Explore new technologies to increase public awareness, particularly among new audiences.	(1) YALSA/OIF/WO/ITTS built a wiki focused on "social networking" to raise awareness & combat restrictive policies. (2) WO created the District Dispatch Blog, as well as podcasts & Second Life activities. (3) OIF used Second Life and "web badges" to promote BBW. (4) OIF developed a new web brand ("Privacy Revolution") with supporting online videos & high-profile advocates (e.g. Cory Doctorow) to reach new audiences for the National Conversation on Privacy. (5) ALA Graphics is promoting BBW products, increasing number of messages beyond OIF base through eblasts, Twitter, Google AdWords etc. (6) The Banned Books section of the ALA website was restructured, for greater visibility of these resources.

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66	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
68	**II**	**EDUCATION: Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff.**	
70	II.I	Ensure that accreditation standards reflect the needs and core values of the profession.	The *Core Competences of Librarianship* statement was adopted by ALA Council in January 2009, joining the previously-adopted *Core Values of Librarianship* in ALA policy. Work is underway on inclusion in the *Standards for Accreditation,* as part of the ongoing *Standards* review process that includes comment collection from practitioners, educators, and a wide range of stakeholders.
72		**Strategies Employed**	**Selected Major Actions & Accomplishments**
73	II.I.1	Determine competencies needed in entry-level librarians by employers.	ALA Council approved the *ALA Core Competences of Librarianship*, January 2009. ALSC published *Outstanding Library Service to Children* in 2006, identifying 7 core competences of youth services librarians.
74	II.I.2	Ensure that the ALA Committee on Accreditation represents the breadth and depth of libraries, including all types of libraries.	COA appointees include librarians from academic, public, school and special libraries, and faculty with backgrounds in academic, digital, public, and school libraries.
75	II.I.3	Regularly compare LIS curricula (at the course level) to core competencies.	An OA study, "Draft Proposed Core Competencies Compared to ALA-Accredited, Candidate, and Precandidate Program Curricula: A Preliminary Analysis," was published in February 2006.
76	II.I.4	Increase ALA's influence on external accreditation with regional institutional accreditors (e.g. CHEA, USDE, ASPA) and teacher education programs (e.g. NCATE and TEAC).	The OA Director was appointed to the ASPA Committee on External Recognition to review the Higher Education Act and make recommendations to USDE. CHEA reaffirmed ALA/COA's recognition. AASL member Gail Dickinson was appointed to the NCATE Specialty Areas Standards Board (SASB).

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77	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
79	**II**	**EDUCATION: Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff.**	
81	II.II	Increase availability of and access to continuing education and continuous learning opportunities for librarians and library staff.	**In 2009, ALA divisions and offices offered over 112 online CE courses, attended by 3,527 individuals. This is approximately double the number offered in 2005. In 2010, Online Learning was added to the home page of the ALA website to facilitate access and to aggregate professional development opportunities in one place by topic area and sponsoring unit.**
83		**Strategies Employed**	**Selected Major Actions & Accomplishments**
84	II.II.1	Assess member/library community needs in continuing education.	ALA Divisions have surveyed needs within their areas (ALSC, PLA, ALCTS, ACRL) and responded with changes in format (web-ce) and coverage. Based on responses to surveys (ALA Membership), ALA is launching a CEU program (FY10).
85	II.II.2	Develop and implement a coordinated approach to continuing professional development within ALA, including all internal providers and all forms of continuing professional development resources.	McKinley Marketing conducted interviews/surveys to explore possible membership-continuing education packages; an internal group has explored CE opportunities in the international marketplace; HRDR and ALA Divisions are collaborating to launch a CEU program (FY10).
86	II.II.3	Invest in and utilize cutting edge technology to deliver CE.	Through an FY06 2010 initiative, ALA explored 2.0 technologies/collaborative learning environments. ITTS implemented Moodle (open-source) to support web-ce. ALA offered a virtual conference (Annual 2009) and ACRL, PLA and AASL offer virtual conferences. ACRL has used free online chat services to offer member-led discussions on hot topics. Various ALA divisions and round tables have utilized ALA's contracted OPAL classrooms for meetings and CE.
87	II.II.4	Enhance and increase ALA CE offerings through strategic alliances.	(1) ALCTS has collaborated with OCLC, PCC, LC CDS and NISO on CE offerings. (2) The 2008 Gaming Symposium was a strategic partnership with Verizon Foundation. (3) ACRL partnered with AASCU & SCUP on a webcast for faculty, administrators and librarians. (4) ACRL partnered with 7 other higher education associations to offer the successful Women's Leadership Institute (2008-2009). (5) ACRL partnered with 7 other higher education associations to offer the successful Women's Leadership Institute (2008-2009). (6) LEARNRT (formerly CLENERT) began partnering with InfoPeople and WebJunction to offer online CE. (7) LEARNRT became an institutional member of the American Management Association to offer discounts on AMA CE as a member benefit.
88	II.II.5	Provide CEUs for completion of CE, to enhance value.	HRDR, working with ALA Divisions and other CE providers, will implement a CEU program in FY2010.

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89	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
91	**II**	**EDUCATION: Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff.**	
93	II.III.	Make ALA continuing education programs and publications affordable and accessible in a wide variety of media and formats.	**Continuing education is offered through an expansive array of formats, including face-to-face (both national and regional), webinars, podcasts, online classes and self-paced courses. Some events, e.g., ACRL's "Springboard" and "OnPoint chats," are offered at no additional charge.**
95		**Strategies Employed**	**Selected Major Actions & Accomplishments**
96	II.III.1	Provide incentives for collaboratively developing and delivering continuing education.	(1) 2010 funding was used to support development of a CE page on the ALA website, to make ALA CE (regardless of sponsoring unit) more findable. (2) ALA participated (2010) in the ASAE study on how people make CE decisions. (3) ALA COE partnered with ALISE to offer several Forums on Library Education.
97	II.III.2	Develop a cooperative registration / "fulfillment" channel to simplify access to ALA CE and publications for users.	Based on exploration of options, non-conference CE registration will be managed internally. A single outsource solution was identified for conference registration. The new ALA Store is organized by category, not imprint, to simplify access to publications.
98	II.III.3	Expand cross-marketing of CE/publications.	(1) ALA TechSource sponsored the TechSource Symposium on Libraries, Gaming & Learning, with collaboration from several ALA units; several ALA units collaborated on the 2nd LGL Symposium. (2) AASL and OIF collaborated to present "Law for School Librarians" (national conference pre-conference). (3) Cross-marketing of publications expanded, including improved cross-promotion (upsell) capabilities of new online store. Messages are re-tweeted by others within and outside ALA.
99	II.III.4	Develop incentive packages for organizational members to encourage employers to use ALA CE for staff.	ACRL offered registration discounts for multiple attendees from an institution at ACRL National & other CE events. HRDR Advisory Committee developed guidelines for staff development for libraries & their parent institutions. ACRL launched an annual free webcast series for members-only. ACRL launched a "frequent e-learner" program in 2009.
100	II.III.5	Increase the number of CE offerings and the variety of delivery formats and channels.	ALA/Division/Round Table CE is now utilizing a variety of web-delivery platforms (e.g. Moodle), web-based classrooms (e.g. OPAL), ALA Connect, and other delivery channels.
101	II.III.6	Redevelop ALA web site so that the user may more quickly locate CE offerings in all formats.	A major category in the new IA was designed to address this.

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102	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
104	**II**	**EDUCATION: Through its leadership, ALA ensures the highest quality graduate and continuing education opportunities for librarians and library staff.**	
106	**II.IV**	Establish standards for educational programs for library support staff.	**Standards for the Library Support Staff Certification Program were approved in 2009; the initial applications for LSSCP certification were received in early 2010.**
108		**Strategies Employed**	**Selected Major Actions & Accomplishments**
109	II.IV.1	Increase use of ALA -approved standards for LTA curricula.	ACRL/CJCLS LTA Director's Committee surveyed LTA programs to explore use of ALA-approved standards and accreditation.
110	II.IV.2	In cooperation with internal and external stakeholders, develop standards for certification of library support staff.	ALA received funding from IMLS to develop such a standard. A task force representing groups across the Association are working with project directors and will complete the standard in 2009-2010.
111	II.IV.3	In cooperation with ALA-APA, design & implement a national certification program.	Implementation has begun and more than 115 applications for LSSCP have been received. Both portfolio and approved course models have been approved and 30 courses have been approved.
112	II.IV.4	Develop more continuing education opportunities for support staff.	(1) From 2006-2009, CONF/HRDR/LSSIR sponsored the Empowerment Conference in conjunction with ALA Annual; based on performance, the program is being reevaluated. (2) ALCTS is ensuring that its "fundamentals" web course series fulfills the competency requirements for the LSSCP. (3) Since 2005, ACRL has offered scholarships for support staff to attend the biennial ACRL National Conference.

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113	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
115	**III**	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
117	**III.I**	Increase ALA's promotion of all forms of literacy.	**ALA aggressively championed literacy -- in many forms, across all age groups -- through such programs as ECRR (pre-school), Kids@your library, The American Dream Starts @ your library, AASL *Standards for the 21st Century Learner* and ACRL's discipline-specific information literacy standards.**
119		**Strategies Employed**	**Selected Major Actions & Accomplishments**
120	III.I.1	Develop a national outreach campaign on libraries & literacy.	(1) ALA implemented www.Buildliteracy.org with support from the Verizon Foundation. (2) PLA/ALSC developed & implemented the Every Child Ready to Read program. (3) The READ poster campaign was extended with a READ CD/Blog and personalized electronic READ badges. (4) ALSC relaunched Born to Read (2009). (5) ALA Editions added The Early Literacy Kit. (6) With funding from Dollar General Literacy Foundation, OLOS launched the American Dream Starts @ your library program, providing funding to libraries across the nation for services to build innovative literacy services for adult English language learners.
121	III.I.2	Expand development, adoption & use of information literacy standards.	(1) ACRL developed discipline-specific information literacy standards; ACRL information literacy standards were translated into 8 languages (e.g. Arabic, Japanese). (2) AASL published and aggressively promoted *Standards for the 21st Century Learner*. (3) ACRL supported and participated in the workshops of the Council of Independent Colleges that brought teams of administrators, faculty, and librarians together to work on campus-wide information fluency goals and programs in general education and in humanities majors.
122	III.I.3	Improve members' ability to articulate, teach and assess lifelong learning skills.	ACRL IS published "Standards for Proficiencies for Instruction Librarians & Coordinators" and ACRL offered a workshop on assessing information literacy skills. ACRL held its first international institute for information literacy. Offered annually, the ACRL Institute for Information Literacy Immersion programs have been attended by nearly 1,700 individuals. ACRL published a number of titles related to teaching information literacy, e.g. *Student Engagement* and *Information Literacy*.
123	III.I.4	In cooperation with IFLA, promote literacy within the international community.	READ posters and literacy-related ALA Editions titles are promoted at IFLA conferences. Increasingly, free online resources (blogs, wikis, e-newsletters etc.) that send people to ALA sites, products, and information are having a more international impact.

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124	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
126	**III**	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
128	**III.II**	Increase ALA's influence in promoting First Amendment rights, intellectual freedom and privacy.	ALA works actively with First Amendment groups such as the Media Coalition, Free Expression Network, Center for Democracy & Technology, and many more. There is a continuing relationship with the Open Society Institute, on a project related to privacy. ALA's First Amendment education program expanded, including the "front lines" book series and other programs and publications.
130		**Strategies Employed**	**Selected Major Actions & Accomplishments**
131	III.II.1	Develop a campaign to increase public awareness of the unique & essential role of libraries in democracy.	The National Library Agenda meeting (12/2006) resulted in distribution of "Toward a National Agenda for Libraries" (NLW08). The BBW Resource Guide was revised. ALA Graphics began promoting BBW resources.
132	III.II.2	Develop a campaign to increase public awareness of the importance of intellectual freedom, First Amendment rights & privacy.	(1) ALA, with support from the Soros Foundation, is implementing the Resolution National Discussion on Privacy (June 2006). (2) ALA has focused national attention on FISA, NSLs and other privacy threats. (3) ALSC is releasing (2009) an updated version of "Kids! Know Your Rights!" (4) OIF and ALA Editions are publishing "IF 101" books for school, public and academic libraries.
133	III.II.3	Utilize new & innovative technologies to reach a new generation with these messages.	Both OIF and WO are using blogs, podcasts, vodcasts (e.g. OIF vodcasts and web branding for National Conversation on Privacy), as well as Second Life events. BBW is now regularly celebrated in Second Life.
134	III.II.4	Strengthen current alliances and build new alliances to promote & preserve intellectual freedom, privacy, and First Amendment rights in libraries.	OIF/ACRL/WO allied with Free Exchange on Campus, a national coalition defending academic freedom. OIF collaborated with the National Constitutional Center in Philadelphia to develop complementary programming and messages. BBW partners/OIF established a new web presence -- www.bannedbooksweek.org -- to highlight activities & events. OGR worked on ABOR legislation.

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135	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
137	**III**	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
139	**III.III**	Increase ALA's influence in promoting equity of access and fair use.	**ALA has strongly support equity of access through the ORS/Gates study, OITP work on broadband access and support of state library efforts to increase funding, and access to e-rate discounts. ALA's success in advocating for library inclusion in BTOP, BIP and NBP (and the ARRA in general) supports equity of access. OITP has overseen the Copyright Advisory Network and International Copyright Scholars, responding to questions on fair use. ALA and ACRL participated in the Library Copyright Alliance, to protect fair use.**
141		**Strategies Employed**	**Selected Major Actions & Accomplishments**
142	III.III.1	Develop new mechanisms to build a nationwide network to support equity of access & fair use.	OITP created the Copyright Advisory Network and the Joint Task Force on Regional Library Cooperatives and High Speed Broadband. ALCTS developed forums on bibliographic control & non-English materials.
143	III.III.2	Encourage & collaborate in the development of standards & guidelines related to equity of access & fair use.	OITP's broadly-representative Digitization TF developed Principles for Digitized Content, approved by Council in June 2007.
144	III.III.3	Strengthen ALA's role in supporting and developing new scholarly communication tools.	(1) ACRL & ARL sponsored 2 institutes on scholarly communication. (2) ACRL sponsored an invitation-only webcast to promote grassroots advocacy on scholarly communication. (3) ACRL joined the Information Access Alliance. (4) WO participated in the Open Access Working Group & lobbied on FERPA. (5) ACRL released "Establishing a Research Agenda for Scholarly Communication: A Call for Community Engagement." (6) ALA TechSource shifted content to MetaPress platform,the world's largest scholarly content host. (7) Guide to Reference released in online format.
145	III.III.4	Expand continuing professional development in the areas of equity of access, fair use, new scholarly communication tools.	(1) OITP developed a curriculum on copyright for middle school students (AASL National Conference 2007) and training for state e-rate coordinators. (2) ALA Editions will publish "Protecting Copyright." (2009) (3) Online course on licensing digital content to be offered by ALA Editions.

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146	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
148	**III**	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
150	III.IV	Increase ALA's influence in promoting the preservation of our cultural heritage.	**ALCTS offered the first ever National Preservation Week, May 2010, working with organizations such as The Library of Congress, IMLS, Society of American Archivists and others. Over 1,200 people attended the free webinars and over 75 libraries contributed their programs to the website. ALA Graphics worked with ALCTS on a poster and handbook. Preservation Week will be a continuing program.**
152		**Strategies Employed**	**Selected Major Actions & Accomplishments**
153	III.IV.1	Develop and/or expand strategic alliances within the cultural community to support preservation & cultural programming in libraries.	(1)PPO received an IMLS grant to develop programminglibrarian.org, a training & learning community.(2) WO/CRO served on the Heritage Preservation Trust TF. (3) ACLTS co-sponsors the Archiving conference with the Society for Imaging Science & Technology. (4) ACRL/RBMS developed a joint pre-conference with SAA and AAM. (5) ALA Editions published *Cataloging Cultural Objects: A Guide to Describing Cultural Works & Their Images* . (6) ALSC & REFORMA collaborated to expand Día de los Niños/Día de los Libros. (7) ALA TechSource published a Digital Preservation issue of *Library Technology Reports* (2008). (8) ALCTS developed Preservation Week @ your library in collaboration with the Library of Congress and other organizations. (9) PPO received new grants from federal agencies (e.g., NEH, NEA, NLM, PBS, NASA) and private foundations (e.g., Nextbook, Oprah's Angel Network, Fetzer Institute) to support cultural programming in libraries. (10) The 47th RBMS Preconference, "Libraries, Archives, and Museums in the 21st Century: Intersecting Missions, Converging Futures," (2006) received a grant from IMLS to providing 30 scholarships.
154	III.IV.2	Develop cultural heritage programming initiatives for delivery in local public, academic, school & special libraries, in urban, rural & tribal settings.	(1) ALA Graphics developed posters to support programming, e.g., Asian/Pacific American Heritage, Native American Literature. (2) PPO developed traveling exhibition programs such as African Americans in baseball, women in medicine. Discussion programs included graphic novels in Jewish literature, love and forgiveness, and social entreprenuership were developed for public and academic libraries. Collections on themes including democracy and american art were distributed to public and school libraries. Urban and rural settings and tribal libraries were included. (3) As part of 2009-2010 President Camila Alire's Family Literacy Focus, OLOS worked wtih AILA, APALA, BCALA, CALA & REFORMA to develop family literacy programs aimed at diverse communities. (4) ALCTS developed a Preservation Week website to support programming efforts.
155	III.IV.3	Articulate the value of cultural heritage programming in local libraries & integrate into key messages about the value of libraries.	PPO created cultural programming media kits and templates that libraries personalized locally, increasing both attendance and awareness of unique programs and services.
156	III.IV.4	Expand continuing education related to both preservation & the development & implementation of public programming.	(1) PPO completed campaign (2008) to raise matching funds for the Cultural Communities Fund (CCF) in response to a NEH challenge grant -- a $1.4M campaign total. CCF will support development & implementation of public programming in all types of libraries. (2) ALCTS debuted a new "Fundamentals of Preservation" web course in 2010, aimed at libraries with no preservation presence. (3) PPO presented 2 PLA preconferences and 30 ALA conference programs on the development & implementation of cultural programming and launched programminglibrarian.org, an online resource center that provides ideas and practical advice for developing cultural library programming, in Fall 2008. (4) ALCTS developed webinars on disaster preparedness, mold, and digital preservation

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157	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
159	III	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
161	III.V	Support grassroots efforts to influence local, state, federal, and international policies and standards that affect library and information services.	**In 2007, a new Office for Library Advocacy was established, charged with developing resources, training and studies to support local & state library advocacy.Beginning in 2007-2008, ALA provided funding to 25 chapters to use CAPWIZ, an advocacy software program. In 2008-2009, funding for CAPWIZ was provided to all 50 chapters and the District of Columbia; 49 chapters are unit Capwiz.**
163		**Strategies Employed**	**Selected Major Actions & Accomplishments**
164	III.V.1	Create grassroots efforts to influence local, state, federal & international policies that affect library & information services.	NLLD 2007 lobbied for language explicitly listing libraries as suitable partners for Head Start agencies; that language was added to the Head Start reauthorization bill, which passed. IRO/EXEC presented advocacy workshops in 8 Pacific Island Nations/U.S. Territories (2008). ACRL joined the Campaign for Environmental Literacy to support the Higher Education Sustainability Act of 2007. ACRL provided travel grants for first-time attendees to ALA's National Library Legislative Day (11 in 2009) and ALA Library Advocacy Day (6 in 2010).
165	III.V.2	Expand efforts to influence local, state, federal and international standards that affect library and information services.	(1) OIF/OITP worked with BISG to influence development of RFID standards, focusing on user privacy. (2) OITP created a program on the future of libraries (America's Libraries in the 21st Century) in 2008. In 2009, a new series of policy briefs was created, focused on the future of libraries theme. Three policy briefs -- on fiber optic networks, views from the community, and mobile technology -- were disseminated in 2009-2010.

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166	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
168	III	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
170	III.VI	Increase understanding of international issues affecting library and information services and generate support for international partnerships that strengthen library and information services.	**(1) ALA, in conjunction with MLA, SLA and ARL, participated in the tsunami relief effort, marking a first for that kind of global library relief effort. (2) Working with the Gates Foundation Global Libraries Initiative, PLA is sharing advocacy training curriculum developed for U.S. libraries t be repurposed for use by libraries in Europe.**
172		**Strategies Employed**	**Selected Major Actions & Accomplishments**
173	III.VI.1	Monitor international issues related to libraries.	OITP, with funding from MacArthur Foundation, created the International Copyright Advocates initiative. OITP held a conference on Traditional Cultural Expressions (2008) as a basis for formation on collaborations & future policies.
174	III.VI.2	Work with other U.S. organizations, including both library and other related organizations, to increase common understanding of global issues & to negotiate/develop responses.	ALA recognized the U.S. Committee of the Blue Shield (the cultural equivalent of the Red Cross) to promote the protection of cultural property during armed conflict & provide an emergency response when needed. WO participated in WIPO & other international copyright discussions.
175	III.VI.3	Communicate the importance/impact on libraries & library staff of global issues to ALA members.	*American Libraries* implemented a new feature called "Global Reach."
176	III.VI.4	Increase ALA member participation in international activities & international visitor participation in ALA activities.	OITP, with funding from MacArthur Foundation, developed a cadre of librarians to participate in international meetings to support ALA positions on copyright. OIF/IFC collaborated with Yasuyo Inoue (a Japanese LIS professor) to develop IF curriculum/policy.

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177	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
179	**III**	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
181	**III.VII**	Expand and strengthen alliances with organizations that share common goals to advance policy issues.	**ALA developed or expanded working relationships with a broad range of strategic partners, e.g. Gates Foundation, Verizon, Dollar General, Univision and others. Washington Office has developed a stronger relationship with the FCC and NTIA (Dept. of Commerce) and RUS (Dept. of Agriculture). Washington Office has been part of the Google Policy Fellow program.**
183		**Strategies Employed**	**Selected Major Actions & Accomplishments**
184	III.VII.1	Coordinate alliance-development across the Association to increase leverage, share knowledge, increase effectiveness.	OITP created a Joint TF on Regional Library Cooperatives & Broadband in cooperation with ASLCA/ICAN. ALA COL convened a "deliberative dialogue" (2007) to improve intergroup collaboration/cooperation.
185	III.VII.2	Continue to work with key collaborating organizations to advance policy issues.	WO convened a meeting to discuss the role of libraries in e-government.
186	III.VII.3	Use collaborative relationships to support research, data-gathering & dissemination across the Association.	Collaborative relationships have supported significant research/dissemination projects, including (1) an ALA member demographic survey, (2) development if a "toolkit" for demographic & workforce data, (3) the Public Library Funding & Technology Access Study.

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187	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
189	**III**	**PUBLIC POLICY & STANDARDS: ALA plays a key role in the formulation of national and international policies and standards that affect library and information services.**	
191	**III.VIII**	Protect free, permanent public access to government information.	**In response to the proposed closure of EPA libraries, ALA and ALA members rallied broad support from the scientific community and others, leading to reopening of libraries. ALA advocated for the Federal Research Public Access Act, which would ensure free, timely, online access to the published results of research funded by 11 U.S. federal agencies. ALA also participated actively in the Open Access Working Group and the Library Copyright Alliance, and commented on topics such as the NIH Public Access Policy, Federal Depository Library Program and the proposed Google Book Settlement.**
193		**Strategies Employed**	**Selected Major Actions & Accomplishments**
194	III.VIII.1	Promote information, resources & tools on the importance/value of government information.	COL/OGR established the E-Government Services Group.
195	III.VIII.2	Work with allies to promote free, permanent public access to government information.	ACRL, through the SPARC-led Open Access Working Group, supported the NIH Public Access Policy.
196	III.VIII.3	Develop an innovative, evidence-based campaign (using appropriate technologies) to communicate the value of government information.	ALA activities in support of EPA, with wide support from the research community, illustrated the significance/impact of government documents & archives.

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197	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
199	**IV**	**BUILDING THE PROFESSION: ALA is a leader in recruiting and developing a highly qualified and diverse library workforce.**	
201	IV.I	Increase leadership development opportunities for librarians and library staff.	**The Emerging Leaders (EL) Project, begun in 2007 as a presidential initiative (Leslie Burger), is a new leadership development program which enables newer librarians across the country to participate in problem-solving work groups, network with peers, gain an inside look into ALA structure, and have an opportunity to serve the profession in a leadership capacity. As of April 2010, there have been 430 participants in the program.**
203		**Strategies Employed**	**Selected Major Actions & Accomplishments**
204	IV.I.1	Develop mechanisms for individualized needs assessment.	The next phase of ALA Connect will implement opt-in member profiles.
205	IV.I.2	Develop CE on the full range of leadership issues, utilizing multiple formats for delivery.	PLA (with support from 3M) created a one-day leadership seminar focused on creating change agents within libraries. ALA/TOLD established a Professional Tools website for use by volunteer leadership. ALSC established the Morris Seminar (2008) to train young members for service on ALSC's prestigious book award committees. ACRL partners with the Harvard Graduate School of Education to offer Leadership Institutes (1999-), adding an Advanced Institute in 2008. In FY10, LLAMA launched a series of webinars targeted to library leaders at multiple levels.
206	IV.I.3	Increase participation on committees ALA-wide by new members.	(1) 2006-2007 ALA president Leslie Berger established the ALA Emerging Leaders program (continuing), which has as one aim the placement of "emerging leaders" on ALA committees; HRDR is coordinating the continuing program. Emerging Leaders can self-identify on the new (online) ALA committee volunteer form. (2) An online volunteer form has been created to encourage members to volunteer for committees and other opportunities. (3) ALA TOLD & HRDR developed new orientation curricula for ALA/Council Committee interns to encourage increased participation in ALA committees.
207	IV.I.4	Develop innovative, technology-based vehicles for the development of leadership skills.	(1) OGR offered an online Advocacy course, the Virtual Library Legislative Day (2008) and Virtual Day on the Hill. (2) ALCTS created a web-based "New Leaders Orientation." (2008) (3) ALA/TOLD created an orientation/online resource materials for incoming ALA/Council committee chairs. The ALA JobList Placement Center sponsored a professional (licensed) career counselor to produce and post a series of podcasts on "Effective Job Search Strategies." (2009-2010) (4) ACRL launched a virtual New Leader Orientation (2010).
208	IV.I.5	Articulate the value of association membership for leadership development & career enhancement.	A revised Join/Renew ALA Membership page launched on the ALA website in 2010. It responds to the question "Why ALA?" -- from the member perspective.
209	IV.I.6	Develop innovative bi-directional mentoring programs	(1) ACRL's Dr. E.J. Josey Spectrum Scholar mentoring program connects Spectrum Scholars with established librarians. (2) HRDR/TOLD/Governance have developed a clearinghouse of ALA-wide mentoring/recruitment materials. (3) ACRL, NMRT, HRDR & OFD partnered with ITTS in developing components of the Mentor Connect module (part of 2008-2009 ALA President Jim Rettig's presidential program) in ALA Connect.

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210	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
212	**IV**	**BUILDING THE PROFESSION: ALA is a leader in recruiting and developing a highly qualified and diverse library workforce.**	
214	IV.II	Increase the diversity of the library profession and workforce to reflect a changing profession.	**(1)The Spectrum Initiative, now in its 2nd decade, has increased the diversity of the library profession, adding over 600 Spectrum scholars. The Spectrum Presidential Initiative to raise $1M to support both master's-level scholarships and 2 ($25,000) doctoral scholarships, was launched at the 2009 Annual Conference. The initiative has raised $321,000 to date, including 100% ALA Executive Board support and a $100,000 gift from the family of a librarian. (2) With the University of Pittsburgh, through funding from IMLS, the Spectrum Doctoral Fellowship program provided full tuition and annual stipends to 12 fellows for the 1st 2 years of doctoral study.**
216		**Strategies Employed**	**Selected Major Actions & Accomplishments**
217	IV.II.1	Reflect the diversity of librarianship in ALA publications.	(1) ALA Editions includes "Diversity in Publication" in its Author Guidelines packet and actively recruits diverse authors. *American Libraries* placed editorial focus on diversity. (2) ALA has focused directly on diversity, publishing the *Diversity Counts* report (2007 rev) and *Planning for 2015: The Recent History and Future Supply of Librarians*.
218	IV.II.2	Present a balanced array of programmatic initiatives -- both new & continuing -- demonstrating inclusiveness of types of libraries, gender, age, culture & identity.	(1) RUSA developed the Zora Neal Hurston Award. ASCLA produced toolkits on Accessibility. (2) OLOS developed toolkits to support inclusiveness: "How to Serve the World @ your library," "Keys to Engaging Older Adults @ your library." (3) OLOS updated "TRAILS: Training and Assistance for Indian Library Services, 3rd Edition," distributed freely on the OLOS website. (4) OLOS updated "Handbook for Mobile Services Staff," distributed on the OLOS website. (5) EMIERT established the Coretta Scott King Virginia Hamilton Award for Lifetime Achievement, recognizing authors, illustrators or author/illustrators, and practitioners for their literary contributions or their promotion of African American literature; the 1st award was presented in 2010 to Walter Dean Meyer. (6) The Stonewall Book Awards established a Children's and Young Adult Literature Award, expanding recognition of English-language books relating to the gay, lesbian, bisexual, and transgendered experience; the 1st award was presented in 2010 to "The Vast Fields of Ordinary." (GLBTRT)
219	IV.II.3	Identify/expand/create financial support & programs to encourage under-represented populations to enter the profession.	(1) ALA, working with 10 LIS programs, developed an IMLS-funded Spectrum Doctoral Fellowship. (2) Spectrum celebrated its 10th anniversary (2007) and 2 IMLS grants have supported Spectrum expansion. (3) A 2008-2009 presidential initiative funded scholarships for undergraduates to spend a day at the 2009 Annual Conference. (4) In June 2010, OFD received a grant of $432,495 from IMLS to recruit ethnically diverse high school and undergraduate college students to careers in librarianship. (5) In 2009 and 2010, through funding from the IMLS-funded REACH 21 grant, OFD supported participation of over 50 individuals in the Spectrum Leadership Institute. (6) YALSA established Friends of YALSA in 2005 and a Leadership Endowment in 2009.
220	IV.II.4	Collaborate with career/educational counseling, guidance & recruiting bodies to identify & attract a diverse student body for SLM, LIS and LTA programs.	HRDR participated in the Midwest Assoc. of Colleges & Employers (an affiliate of NACE) in 2007. HRDR held a round table discussion to introduce the new LibraryCareers.org website at the National Career Development Association (2006).

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221	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
223	**IV**	**BUILDING THE PROFESSION: ALA is a leader in recruiting and developing a highly qualified and diverse library workforce.**	
225	**IV.III**	Support nationwide efforts to increase recruitment and retention of librarians and library staff.	**In 2005, the LibraryCareers.org website was initiated by the ALA Recruitment Assembly to promote and illustrate library careers to the general public and potential library staff. As of April 2010, the site has had nearly one million page views. A companion Recruitment Clearinghouse was developed to serve as a resource for those conducting recruitment initiatives at the local, state and national levels.**
227		**Strategies Employed**	**Selected Major Actions & Accomplishments**
228	IV.III.1	Market LibraryCareers.org and refresh site content on a regular basis.	The ALA Recruitment Assembly developed a plan to review the site. An Emerging Leaders Group developed a marketing plan. Another Emerging Leaders group developed a recruitment video [YouTube] to link to the site.
229	IV.III.2	Market JobList, monitor market response & adjust site as needed.	JobList marketing has been coordinated by Publishing, along wih ACRL and HRDR. The JobLIST site upgraded summer 2009 to make it more Web 2.0-friendly. JobLIST has a Facebook page and can be followed on Twitter. As of September 2010, there were more than 29,000 registered job seeker accounts and more than 3,800 registered employer accounts on the site. More than 2,100 have opted to "like" JobList on Facebook and another 2,700 "follow" JobList on Twitter.
230	IV.III.3	Create a framework (e.g. state recruitment committees) for delivery of recruitment resources to the appropriate people & places beyond ALA.	The ALA Recruitment Assembly developed a Recruitment Clearinghouse wiki. ACRL developed a recruitment & retenton wiki.
231	IV.III.4	Focus on 2nd career as well as 1st career recruitment.	
232	IV.III.5	Consolidate & increase the visibility of information on library education & careers (including librarycareers.org) in response to frequent requests to the ALA Library & other units.	(1) The Education & Careers portion of the ALA website was substantially revised in the new IA. (2) An online toolkit, Get a Job!, developed in 2009 with 2010 funding, by nine ALA units in collaboration with the ALA-APA, includes information specific to those seeking their first job, mid-career staff and those changing professions. (3) The ALA Library has placed regular questions in *AL Direct* and supports several wiki pages with current references; as of 2010 Ask the Librarian is a blog in the online version of *American Libraries*.

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233	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
235	**IV**	**BUILDING THE PROFESSION: ALA is a leader in recruiting and developing a highly qualified and diverse library workforce.**	
237	**IV.IV**	Support efforts to increase career development opportunities for all librarians and library staff.	**Within the planning period, the initial CPLA candidates completed all required coursework and ALA-APA began recognizing Certified Public Library Administrators. A standard for library support staff certification was approved in 2009 and ALA-APA began accepting candidates for LSSCP certification. In 2010, ALA/HRDR, working with ALA Divisions and other units, is completing the application process to be recognized as a provider of CEUs. An Online Learning page was added to the home page of the ALA website.**
239		**Strategies Employed**	**Selected Major Actions & Accomplishments**
240	IV.IV.1	Expand & promote certification opportunities through ALA-APA.	The CPLA certification program has been implemented by ALA-APA; PLA and a number of external providers are providing courses for applicants. ALA received an IMLS grant to develop a standard & certification program for support staff; this will be completed in 2009-2010. The initial LSSCP applications were received at the beginning of 2010. A second IMLS grant was awarded to expand the Library Support Staff Certification Program.
241	IV.IV.2	Identify & promote to new & prospective members multiple paths to ALA involvement & leadership.	ALA Divisions & RTs sponsor "101" programs for 1st-time attendees/new members at Annual Conference (2007-). ACRL maintains a new member wiki as a guide to participation.
242	IV.IV.3	Promote awareness of skills & options for professional mobility, including formal professional development tracking & certification.	ALA will implement a process for providing CEUs in 2009-2010. CPLA has been implemented. ALA Connect will include an options for resumes, mentoring and other career support.
243	IV.IV.4	Work with organizational members to facilitate delivery of continuing education to librarians & library staff.	MPS (with McKinley Marketing) conducted market research (FY2008). ALA-APA offers a discount on certification application fees for systems that support the candidacy of several librarians or support staff.

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244	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
246	**IV**	**BUILDING THE PROFESSION: ALA is a leader in recruiting and developing a highly qualified and diverse library workforce.**	
248	**IV.V**	Through ALA-APA, advocate for improved compensation for librarians and library staff.	**At the 2010 Midwinter Meeting, the ALA-APA Council voted to adopt the ALA-APA Salary- and Status-Related Policies. At Annual Conference 2009, the ALA-APA Council adopted a Resolution on Support for Overtime Pay Protections. ALA-APA supported the Lilly Ledbetter Fair Pay Act, passed in 2009. ALA-APA is currently supporting the Fair Pay Act (S.904/H.R.2151) and Paycheck Fairness Act (H.R.12 and S.182).**
250		**Strategies Employed**	**Selected Major Actions & Accomplishments**
251	IV.V.1	Develop an integrated communication plan to influence decision makers & the public.	A communications plan was created in 2006.
252	IV.V.2	Build coalitions with like-minded organizations inside & outside the library profession to influence compensation decisions.	ALA-APA and ALA are members of Professionals for the Public Interest, www.pftpi.org, a coalition of associations and unions that are concerned with professional integrity.

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253	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
255	V	MEMBERSHIP: Members receive outstanding value for their ALA membership.	
257	**V.I**	**Increase the value of the Association to its members through identifying and responding to changing member needs.**	**A May 2008 membership survey conducted by Harris Interactive found that 88% of respondents were highly to moderately satisfied with ALA.**
259		**Strategies Employed**	**Selected Major Actions & Accomplishments**
260	V.I.1	Routinely assess member needs & interests using multiple strategies (e.g. importance/effectiveness gap analysis, member satisfaction survey, focus groups).	(1) 2006/2007 Member Satisfaction Survey was conducted & an improvement plan developed. (2) ACRL held member focus groups at its 13th National Conference. (3) ALCTS surveyed members using a modified "7 Measures" instrument. (4) In 2009 PLA conducted member loyalty research. (5) In 2009-2010, ALA held over 40 member forums, in chapters across the country. (6) ACRL hosted focus groups at 2007 & 2009 National Conferences. ACRL replicated the ASAE "Decision to Join" survey in 2009. (7) ALCTS surveyed members on "Re-Shaping Our Future," to gauge feedback on three re-organizational models.
261	V.I.2	Develop regular environmental scan that ties to strategic plan & regularly monitor "radar screen."	(1) ACRL Research Committee developed "Top Ten Assumptions for the Future of Academic Libraries." (2) The Seven Measures Working Group developed a proposal for a "data dashboard,"; a consultant (Tecker Associates) provided comparative information and recommendations and initial funding is included in the preliminary 2010 budget. (3) The ACRL Research Committee released the 2007 ACRL Environmental Scan. (4) ALA Connect will be used (2009-2010) to collect environmental scan data/links from staff and members. (5) ACRL released the ACRL 2009 Strategic Thinking Guide for Academic Librarians in the New Economy (2009), which pulled together current trends and questions. (6) in June 2010, ACRL released*Futures Thinking for Academic Libraries: Higher Education in 2025.*
262	V.I.3	Identify distinguishing features of individual, organizational & corporate membership plans & increase benefits of each.	(1) New benefits have been added to both personal and organizational memberships. (2) Corporate membership was restructured. (3) Membership and ALA Publishing are working together on special member-only promotions and offers. (4) ALTAFF and Membership Services have developed a "Librarian Plus Package" that enables a member of ALA to join ALTAFF at $250 and receive additional ALA and ALTAFF memberships for one Trustee and one Friend, along with three ALTAFF newsletters (recently expanded) and a wide array of toolkits and guidebooks available for members only free within the ALTAFF website. (5) Conference discounts were developed for ALA organizational members. (6) ALA Connect provides new benefits to members. (7) ACRL offered its first student and retiree membership rates.

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263	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
265	**V**	MEMBERSHIP: Members receive outstanding value for their ALA membership.	
267	**V.II**	**Increase opportunities for association involvement that is customized to individual interests.**	**ALA launched ALA Connect, a community wokspace with social networking features. 8,963 members, and 1,408 non-members, logged in to ALA Connect. [Note that this number is approximately twice the number of members historically listed in the ALA Handbook, representing the members on official ALA groups.] All official ALA groups have working and conversation space in ALA Connect during the 1st year. In addition, any member may establish a "Connect" group -- to facilitate a project, gather information on a timely issue, or form a "community of practice."**
269		**Strategies Employed**	**Selected Major Actions & Accomplishments**
270	V.II.1	Facilitate member involvement in framing & strategy-development on issues, e.g. through discussion groups.	Marketing & promotion of discussion/interest groups has increased to encourage more members to participate; new discussion/interest groups have been established.PLA developed "Communities of Practic; these will now join ALA Connect. ALA CONNECT launched in spring 2009 and allows any member to established a group within Connect. ACRL implemented Interest Groups; 6 new groups were approved in 2009. HRDR Advisory Committee formed the Emerging Leaders Interest Group (ELIG).
271	V.II.2	Exploit communication technologies (e.g. RSS) to provide individualized communication channels.	RSS feeds are widely used.
272	V.II.3	Within clear guidelines, utilize data on ALA transactions (e.g. meeting attendance, product or service purchase, web site visits) to customize product & service development & delivery.	ACRL utilized PURLS (personalized URLs) in marketing the 2009 ACRL National Conference, enabling them to point potential attendees to sessions related to their specific specializations and interests.
273	V.II.4	Provide a menu of offerings so members can self-customize benefits.	A plan has been developed and is included the the development agenda for ALA Connect.
274	V.II.5	Within clear privacy guidelines, personalize communication to an individual member.	(1) ALA ITTS implemented INFORMZ, which allows personalized communication guided by member communication preferences. (2) Booklist provides MyBooklist as a subscriber benefit. (3) ACRL utilized PURLs in marketing the 2009 ACRL National Conference.

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275	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
277	V	MEMBERSHIP: Members receive outstanding value for their ALA membership.	
279	**V.III**	**Increase opportunities for electronic and virtual involvement in association activities.**	**In 2009, ALA Council approved key policy recommendations of the Task Force on Electronic Member Participation. Implementation of changes in policy and practice is underway.**
281		**Strategies Employed**	**Selected Major Actions & Accomplishments**
282	V.III.1	Investigate & implement new technologies to increase participation in ALA meetings & conferences.	(1) ACRL, PLA and AASL held virtual conferences in conjunction with their national F2F conferences; ALA held its 1st virtual conference in 2009. (2) LITA BIGWIG held an unconference; the 2008-09 presidential program will include an unconference. (3) The TFOEMP recommended (2009) wide "experimentation" with electronic participation in conjunction with F2F conferences; implementation of TFOEMP recommendations is beginning (4) The Fall 2009 AASL National Conference implemented a highly interactive format. (5) ALA implemented the "Networking Uncommons" at the 2010 MW Meeting. (6) NMRT offers Online Discussion Forums to members who are unable to attend Midwinter and Annual. (7) ACRL developed "Got a Minute? Options for Engagement," which outlines creative ways to engage with ACRL. (http://wikis.ala.org/acrl/images/b/b4/ACRLInvolvement.pdf)
283	V.III.2	Encourage & facilitate increased electronic participation in the association, divisions, and the international community.	ALA implemented improved discussion list software (Sympa), leased an OPAL classroom, and increased the number of alternative channels (blogs, wikis, etc.) American Libraries launched *AL Forum* . ALA CONNECT launched in spring 2009.
284	V.III.3	Use electronic technology to solicit member input & feedback to provide direction to the Association.	Expanded use of blogs (with comments) and wikis has encouraged direct member feedback & contribution.
285	V.III.4	Provide opportunities for members to participate in the life of the Association using "2.0" tools.	(1) ALA groups exist in Facebook, LinkedIn, Second Life and other spaces. (2) ALA CONNECT launched in spring 2009. (3) ALA communicates about ALA programs through Twitter. (4) ALA Publishing is integrating Twitter, Facebook pages, blogs, and in the new online store, "e-mail a friend," Library Thing and "Bookmark and Share" links. (5) Various boards, committees and other groups have held meetings in web-based spaces (e.g. OPAL, DimDim, GoToMeeting, Adobe Connect Pro, etc.)

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286	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
288	V	MEMBERSHIP: Members receive outstanding value for their ALA membership.	
290	**V. IV**	**Provide high quality programs, workshops, and publications in print and electronic format.**	Association professional development events are evaluated and generally receive high marks from participants. Evaluation data for individual events is available.
292		**Strategies Employed**	**Selected Major Actions & Accomplishments**
293	V.IV.1	Implement a systematic, integrated approach for development member products & services, including: needs assessment, benchmarking, content development, marketing, delivery, evaluation.	(1) A New Business Development Plan structure was proposed in 2009-2010. (2) In 2009-2010, ALA participated in the ASAE study on how people make CE decisions (*Decision to Learn*). (3) ACRL replicated ASAE's *Decision to Join* survey in 2009.
294	V.IV.2	Expand range of format options -- e.g. time/size,, scope, delivery technology.	(1) ACRL launched book with companion wiki. (2) CHOICE launched redesigned version of CRO2, with new interface, new web-only content & links to Open WorldCat. (3) ALA webcasts the Youth Media Awards from MW (2007-). (4) ALA Publishing developed Booklist Online as well as multiple blogs and e-newsletters for Booklist/Book Links. (5) Digital supplements and/or editions for Booklist and American Libraries introduced in 2009. (6) ALA Graphics developed the READ CD blog. (7) Guide to Reference/Online launched (2008). (8) RDA will launch at the end of 2009. (9) American Libraries launched AL Direct and AL Focus, and various blogs. (10) ALTAFF simultaneously produces current editions of its newsletter in digital format for all members and associates to access. In addition, archived editions are also available. (11) PPO developed and launched online learning community for programming librarians: programminglibrarian.org (12) ACRL published selected titles as both traditional monographs and as free digital downloads. (13) PLA is beta-testing an online version of its journal *Public Libraries* , to include articles from the print editions as well as enhancements and content from other PLA sources. (14) ALCTS launched "E-Forum," a moderated discussion on timely topics, in 2008. (15) LITA launched ITALica, the ITAL blog, in August 2008, to facilitate dialogue between readers of ITAL and its authors & editors.
295	V.IV.3	Encourage product development by facilitating association-wide access to digital content modules.	
296	V.IV.4	Enable assessment by facilitating association-wide access to service/product evaluation data.	ALSC used a web-based asssessment tool to collect service/product evaluation information related to ALSC's @your library campaign; the data was shared with PIO.

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297	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
299	V	MEMBERSHIP: Members receive outstanding value for their ALA membership.	
301	**V.V.**	**Effectively communicate the value of association , division, and round table membership.**	**A "Why ALA?" site launched (part of the ALA Website) in 2010. ACRL articulated member benefits based on member surveys that focused specialized resources, unique community, advancement, recognition. (http://www.acrl.org/ala/mgrps/divs/acrl/about/membership/benefits.cfm)**
303		**Strategies Employed**	**Selected Major Actions & Accomplishments**
304	V.V.1	Develop key messages about the value of membership for ALA staff, volunteer leaders, and prospective members, using print publications and the ALA web site.	(1) To establish a baseline for improvements in the "member journey," recently-joined members were surveyed.(2) ALSC added a staff position specifically focused on membership marketing. (3) ALA Publishing introduced this message on all marketing materials and products where possible: "Your purchases fund advocacy, awareness, and accreditation programs for library professionals worldwide." (Items are selected from most valued ALA activities, per membership survey.)
305	V.V.2	Promote milestones (anniversaries, successes) to create a sense of community.	A broad range of ALA anniversaries have been celebrated in print and at conferences, including *American Libraries* (100 years), NMRT (75), SORT (70), ALCTS (50), LLAMA (50), YALSA (50), ACRL/RBMS (50), LIRT (30), LSSIRT (15), Spectrum (10) and others. (3) ALTAFF has created and sponsored a National Friends of Libraries Week since 2007. This is an opportunity for libraries to promote the value of Friends at the local and statewide level. Many cities have passed resolutions declaring the third week in October as National Friends of Libraries Week; the state of New York did so in 2008.
306	V.V.3	Create a system for collecting and analyzing stories about the value of membership.	(1) The ACRL website features rotating profiles of new members discussing the value of ACRL membership as well as the value of academic librarianship. (2) ALCTS Newsletter Online features "My ALCTS Experience" profiles of members who write about their experiences in ALCTS. (3) Emerging Leaders developed a web site for submission of stories about how people have used the ALA Placement Center to find a job or fill a position. (http://www.ala.org/cfapps/emergingleaders/jumpstart/)
307	V.V.4	Based on regular member needs assessment, review membership features & make adjustments.	ALA Membership Development and the ALA Membership Committee regular review membership structures and benefits. The Organizational Membership structure, both dues and benefits, was recently revised.
308	V.V.5	Develop a "member journey" experience that fosters a career-long relationship with ALA.	(1) The ALA Ambassadors program (2007-) matches long-time ALA conference participants & 1st time participants. (2) ALA, Division and Round Table "101" sessions were created and offered annually to introduce new members to the Association and help them become engaged.

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309	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
311	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
313	**VI.I**	**Increase ALA's ability to respond effectively to a changing environment.**	**ALA 2010 funding has enabled a variety of small projects responsive to member needs and environmental changes. An ALA Data Dashboard concept was developed by a member/staff group and will be implemented late in 2010.**
315		**Strategies Employed**	**Selected Major Actions & Accomplishments**
316	VI.I.1	Critically evaluate & restructure internal operations, organizations & policies -- e.g. to take advantage of new technologies, to balance consistency/flexibility, to make insource/outsource decisions.	(1) ALCTS/ALA Production Services used 2010 funding to secure a manuscript management system. (2) ALA ITTS shifted to a "managed services" approach to infrastructure support in an increasingly high-risk, complex, changing environment. (3) Various application/appointment processes were moved online to gain efficiency, e.g. Emerging Leaders, committee appointments, petitions, revised universal volunteer form, etc. (4) Association-wide databases, to facilitate web access for members, were developed, e.g. the ALA Awards/Scholarships database.
317	VI.I.2	Promote continuous organizational improvement.	
318	VI.I.3	Develop an organization-wide team approach to respond to strategic issues & projects.	Several such teams were created, e.g. Conference Communications, Marketing, Web Editorial, AL Direct, Partnership Protocols Task Force, CE, Data Dashboard.
319	VI.I.4	Provide internal investment resources.	Both 2010 funding and business development funding have been provided.
320	VI.I.5	Utilize special cross-unit projects.	(1) JobList is a project of AL/ACRL/HRDR. (2) The Odyssey Award is a project of Booklist/ALSC/YALSA. (3) An online toolkit, Get a Job!, developed in 2009 with 2010 funding, by nine ALA units in collaboration with the ALA-APA, includes information specific to those seeking their first job, mid-career staff and those changing professions.
321	VI.I.6	Limit software customization, which adds cost & delay to future changes.	(1) ALA ITTS is investigating web-form software to support a more standardized approach to web forms. (2) Booklist Online, Guide to Reference Books, and Choice Reviews Online were built on the same platform. (3) The new online store was built using already available e-commerce platform, involving customization for ALA-specific needs only. (4) ALA TechSource shifted to the MetaPress platform, the world's largest scholarly content host, away from a custom developer.
322	VI.I.7	Facilitate more rapid product & service deployment through investment, rapid prototyping.	ALA prototyped a "learning environment" usings blogs, wikis & other social resources. CHOICE partnered with R.R. Bowker to release print/web editions of Resources for College Libraries within 18 months. ALA Connect was developed in less than one year (on a Drupal platform). ACRL implemented "OnPoint" chats, free online chats on hot topics that can be set up quickly.

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323	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
325	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
327	**VI.II**	**Increase the amount and diversity of the revenue sources to support ALA programs and services and meet current and future member needs.**	Members and staff have worked on a variety of grant-funded projects. Both members and staff have been engaged in new business development. ALA Publishing has added new revenue sources including e-books, e-courses, print/e-book bundles, sponsored webinars, online workshops, e-newsletters, American Libraries Buyers Guide, and partnerships with other publishers for content and distribution to a non-library market.
329		**Strategies Employed**	**Selected Major Actions & Accomplishments**
330	VI.II.1	Focus on developing products & services for new, prospective, & current members.	(1) The Conference Communications Committee developed services/products aimed at 1st time attendees, e.g. ALA Ambassadors, 101s. ALA Editions published *New on the Job*. (2) ALA and Divisions are developing webinars, webcasts, e-publications and other services and products targeted to the needs and preferences of new members and emerging leaders.
331	VI.II.2	Pursue strategic alliances for the co-development of programs & services.	Booklist Online (Book Group Buzz) partnered with the Women's National Book Association as official blog for National Reading Group Month (10/2008).
332	VI.II.3	Leverage, coordinate & expand fundraising activities & services.	(1) ALA developed a plan and case statement for a year-long Spectrum fundraising campaign (2009-2010). (2) In 2008, PPO and PCPAC successfully completed a $1.4 million campaign to raise matching funds for the Cultural Communities Fund (CCF). Campaign contributions were received from a variety of sources, including ALA units, individual contributors, private foundations, federal agencies, and corporate partners. (3) YALSA established Friends of YALSA in 2005 and a Leadership Endowment in 2009. (4) In 2010, HRDR launched "ALA Dollars for Scholars" to increase donations to the ALA General Scholarship endowments.
333	VI.II.4	Leverage new technologies to create add-on products from conference, workshop & publication content.	(1) ACRL, PLA & AASL all created virtual conference components in conjunction with national F2F conferences. The first ALA virtual conference will be in 2009. (2) Existing content in ALA Publishing has been repurposed using new technology to create add-ons such as e-newsletters (e.g., Booklist reviews) and ALA Editions "Web extras."
334	VI.II.5	Increase effective deployment of electronic resource management tools to improve revenue generation.	(1) ALA Publishing's implementation (2009) of InDesign, InCopy, and Creative Manager (a web project management & resource tracking software program) will help reduce staff costs & increase speed to market. (2) Metapress adds efficiency to the publishing process.
335	VI.II.6	Expand affinity programs based on member values & needs.	Five organizational member affinity programs have been established since 2006. Two new member affinity program have been established since 2006.

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336	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
338	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
340	**VI.III**	**Continuously improve ALA's technology capabilities in order to achieve the association's goals & meet member needs.**	**Major changes in the planning period have included implementation of a new design for the website, implementation of ALA Connect, shift to "managed services" to improve system stability, significant expansion of support for user-generated content and social networking, and development of RFPs and initial search/selection processes for a new CMS and new financial management system.**
342			**Selected Major Actions & Accomplishments**
343	VI.III.1	In cooperation with members, continuously review new technology for relevance in association management & share within staff & leadership.	ITTS works with the Web Advisory Committee & other member groups to review new technology. In December 2006 a special member/staff retreat was held to review results of the Web Usability Study. Recommendations are being implemented.
344	VI.III.2	Support all provided programs with training, tutorials & help desk.	ITTS has implemented its first "just-in-time" training modules, available on the desktop.
345	VI.III.3	Examine insource/outsource option when implementing technology.	After review, ITTS adopted an outsource approach to email support in a fluid environment. Outsource solutions have been used for "virtual conference" production.
346	VI.III.4	Ensure optimal internal & external interoperability.	

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347	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
349	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
351	**VI.IV**	**Increase and improve communications, cooperation, and collaboration through the association, its divisions and round tables.**	**The number of inter-unit working groups has increased significantly, including: Conference Communications, Membership Marketing, International Marketing, Web Editorial, and others.**
353			**Selected Major Actions & Accomplishments**
354	VI.IV.1	Develop financial models that support internal collaboration.	(1) The 2010 initiative process encourages collaboration among various ALA units to develop/improve products & services for members or to achieve operating efficiencies. (2) Each year, over 42 Emerging Leaders have been financially sponsored by various divisions, round tables, affiliates, chapters, ethnic caucuses, and individual members; in 2009-2010, an EL was sponsored by members of the previous class. (3) Annually since 2007, over 20 projects have been developed and hosted by ALA divisions, offices, chapters and round tables to support the Emerging Leaders program.
355	VI.IV.2	Leverage chapter & unit expertise in developing & delivering professional resources & training.	
356	VI.IV.3	Improve internal communications systems.	(1) ALA implemented an internal Knowledge Management System (KMS) to improve access to a broad range of internal information. (2) The ALA marketing Group completed a survey to find out from all staff what working groups within ALA might improve communication and skill sharing. An intra-unit group worked with a consultant to look at how better to avoid duplication.
357	VI.IV.4	Implement a standard project management model, association-wide, to facilitate collaboration.	
358	VI.IV.5	Ensure consistent messaging on library issues among staff & ALA elected officials speaking for the Association.	(1) OIF/WO/YALSA coordinated to ensure consistent messaging on DOPA. (2) The PLA Legislative Advisory Group was created to facilitate increased & effective communications with ALA WO regarding concerns/priorities for public libraries and to fast track WO requests for public library spokespersons on specific issues.

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359	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
361	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
363	**VI.V**	**Provide greater opportunities for members to assume leadership positions within the organization.**	**The Emerging Leaders Program and ALA Connect have significantly expanded opportunities for the development and exercise of leadership.**
365			**Selected Major Actions & Accomplishments**
366	VI.V.1	Re-examine what it means to play a leadership role in the association (time, money, work expectations, balance with work/related -- from home institutions -- obligations at conferences, etc.) & what is meant by leadership (experiences vs. positions).	PLA reviewed and changed its entire participation structure, to respond to expressed member needs to allow for increased organizational flexibility, nimbleness, and opportunity for involvement. In FY10, LLAMA added a "New Leader's Representative" to the Board to intentionally bring a different point of view to the leadership level. In FY2007, LLAMA launched a mentoring program pairing new librarians with experienced library leaders.
367	VI.V.2	Create curriculum for association leadership development & provide training.	(1) A curriculum/training program was created for the Emerging Leaders. The Training, Orientation & Leadership Development Committee (TOLD) developed an orientation for ALA/Council committee chairs. (2) ALTAFF has developed a "Leaders Institute" held at each midwinter conference to provide orientation and information to new leaders giving them a "head start" in their ability to lead effectively.

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368	**2010 Section**	**GOAL - OBJECTIVE**	**OUTCOME -- IMPACT ON MEMBERS AND/OR PUBLIC**
370	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
372	**VI.VI**	**Strengthen efforts to recruit & retain members.**	**ALA Divisions and ALA Membership Development have conducted membership campaigns, both individually and jointly. There has been a significant effort to recruit and retain student members, including membership campaigns (including joint campaigns with a variety of chapters and institutions), a student version of AL Direct, and student-directed program from ALA Divisions (e.g. the ALSC sessions in OPAL for students). Student membership stands at 9,665 in 2009, compared to 9,615 in 2005.**
374			**Selected Major Actions & Accomplishments**
375	VI.VI.1	Strengthen networking & mentoring activities to attract younger members & engage those at the end of their careers.	(1) The ALA Ambassadors program brings together long-time conference attendees and 1st-time attendees. The Membership Pavilion at ALA Annual provides a "single point of contact" for all members. ALA Divisions and Round Tables present "101" sessions at Annual Conference. (2) ACRL's New Member Discussion Group provides opportunities for ongoing mentoring. NMRT provides mentoring and other support. (3) ALA Connect offers social networking and communities of practice across the Association. (4) ALA and its Divisions and Round Tables are developing increasing opportunities for "virtual participation," to retain members unable to travel to conferences and to attract new participants. (5) In 2009 YALSA launched First Wednesday with YALSA, which encourages members to host local events around YALSA's monthly e-chat. (6) The Emerging Leaders Salon (World Cafe) during Midwinter and Annual Conference provides an opportunity for Emerging Leaders to discuss trends and issues. (7) Since 2004, ACRL has invested $275,595 in scholarships to its professional development events. (8) In 2009 YALSA launched First Wednesdays with YALSA, which encourages members to host local events around YALSA's monthly e-chat.
376	VI.VI.2	Reach out & support ALA student chapters at LIS, NCATE & LTA programs nationwide & build bridges between student & general memberships.	The (internal) Student Member Retention TF developed a student member "landing page" & wiki that combined ALA resources from various groups. There is a special student edition of AL Direct.
377	VI.VI.3	Continue to develop products & services for support staff.	ALCTS developed a "fundamentals" web-course series. ALA is developing a standard & certification program for library support staff, with IMLS support.
378	VI.VI.4	Balance representation of issues in ALA communications across all types of libraries.	
379	VI.VI.5	Develop strategies to increase library trustee membership.	ALA/ALA and FOLUSA were merged to form ALA/ALTAFF -- including trustees, advocates, friends and library-based foundations. A variety of membership structures were developed for ALTAFF, including both individual memberships and "all-in-one" group packages.
380	VI.VI.6	Develop collaborations across the association for recruitment & retention.	ALA MEMB/AASL collaborated on a membership recruitment campaign in conjunction with the Fall 2007 AASL National Conference. AASL, ACRL, GLBTRT, YALSA -- along with APALA -- worked with OFD to provide mentoring, complementary memberships and/or travel grants to conferences/institutes for Spectrum Scholars. In 2009 NMRT began offering free memberships to new classes of Emerging Leaders.

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383	**VI**	**ORGANIZATIONAL EXCELLENCE: ALA is an inclusive, effectively-governed, well-managed, and financially strong organization.**	
385	**VI.VII**	**Strengthen efforts to support and collaborate with Chapters and Affiliates.**	**CAPWIZ and advocacy training have been expanded through ALA Chapters; plans are currently in place to expand to ALA/AASL Affiliates.**
387			**Selected Major Actions & Accomplishments**
388	VI.VII.1	Work collaboratively with Chapters & Affiliates to support their programs & goals.	(1) OGR and CRO expanded access to CAPWIZ, to support legislative advocacy by chapters. As of 6/09, 46 state chapters and the District of Columbia are using CAPWIZ for legislative advocacy. (2) Law for Librarians (2006) provided training on First Amendment rights & privacy issues as they affect libraries to representatives from all 50 states, drawn from chapters & state libraries. (3) The YALSA Road Show strengthened ties with YALSA members in chapters. (4) AASL has a program to visit every AASL Affiliate on a 5-year cycle. (5) ALA Publishing provides magazines, bookmarks, and posters for Chapter conferences. (6) HRDR has managed/supported Placement Services or placement activities for the following national conferences: ACRL (2007,2009), BCALA (2007, 2009), JCLC (2006), PLA (2006, 2008).
389	VI.VII.2	Facilitate division-related collaborative groups (e.g. affiliate assemblies, councils of regional groups) & develop mechanisms for sharing communications to/from such groups.	(1) OIF is working to incorporate IFC chairs from state AASL affiliates into the existing ALA IFC state chairs network. (2) AASL offered special advocacy training to their Affiliate Assembly at the 2009 Midwinter Meeting (3) AASL conducted full day train the trainers summit on Learning4Life for state affiliate leadership at Annual Conference 2009. (4) ACRL funded 10 scholarly communication "road shows."
390	VI.VII.3	Implement a chapter development program.	ALTAFF has developed a structure for an "Assembly of States" that will provide at least one ALTAFF member in each state to assist in the development of Friends groups and support the work of Trustees.