

**ALA Executive Board
2011 Annual Conference**

TOPIC: ALA 2015 Strategic Plan: Implementation Report #1

ACTION REQUESTED: Discussion

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

DATE: 8 June 2011

BACKGROUND:

Over the past 18 months, the leadership and staff of the American Library Association have developed a new strategic plan – ALA 2015. Work began in Fall 2009, at a retreat of ALA, ALA Division and ALA Round Table leaders. Planning continued throughout Spring 2010, as members responded to proposed drafts. The final version of ALA 2015 – goals and objectives – was approved by the ALA Council on June 18, 2010.

With the approval of goals and objectives, attention shifted to implementation strategies. In October 2010, the meeting of the Joint Boards – the ALA Executive Board and members of the Boards of Directors of the eleven ALA Divisions – focused on preliminary discussion of strategies for two goal areas: Transforming Libraries and Member Engagement. In December 2010, ALA Management and Unit Managers – including the executive directors of the divisions and directors of ALA offices and business units – held a retreat to develop draft strategies. Formation of the initial strategies was further informed by ALA Executive Board discussions – on member engagement (Annual 2010 and Fall 2010) and transforming libraries (Spring 2011). One or more implementation strategy was developed for each objective. While goals and objectives – approved by the ALA Council – will remain steady for the planning period, implementation strategies will be reviewed and modified as necessary to maintain progress toward achievement of objectives.

Initial reports to the ALA Executive Board will focus on activities undertaken as part of the implementation strategies. As implementation work proceeds, however, the fundamental question regarding any strategy is: ***Is this strategy allowing us to achieve, or make progress toward achieving, the objective?*** To that end, the following questions are placed in front of member leaders and staff working on implementation:

- *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 or attitudes?*
- *Are there other measurable impacts on libraries, users or the public?*

This initial ALA 2015 implementation report includes the following information:

- (a) The specific 2015 section, e.g. Goal Area (1), Objective (1.1) and Strategy (1.1.1).
- (b) For strategies: selected major strategic initiatives and projects. As new projects and initiatives are developed or reported, they will be noted. Reporting here is intended to be indicative of the scope, range and nature of implementation work – but will not be an exhaustive list of all relevant work.
- (c) For objectives: the impact questions above. As answers to one or more of those questions are knowable – e.g., through surveys, through statistics, through benchmarks – questions will be replaced by assessment statements. While reporting on strategies will focus on actions, the impact statements will seek to respond to the implicit question: “so what?”

As with ALA 2010 implementation, regular 2015 progress reports are intended to maintain focus on goals and objectives articulated and approved by the Association’s leadership and members, and to provide a consistent framework for gathering summative data that will enable us to evaluate impact and that will provide the essential basis for subsequent planning.

Related previous documents:

2010-2011 EBD #12.10: ALA Ahead to 2010: Final Progress Report

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

2015 Section	Goal - Objective- Current Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
1	Advocacy, Funding and Public Policy: ALA equips and leads advocates for libraries, library issues and the library profession, and plays a key role in formulating legislation, policies and standards that affect library and information services.		
1.1	Increase public awareness of the value and impact of all types of libraries and the important role of librarians and other library staff.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
1.1.1	Identify target audiences and develop promotional plans to reach them.	2015 project (1,3)*: atyourlibrary.org content development; Connect with your kids@your library	
1.1.2	Create a plan to strategically identify the appropriate partners for public awareness outreach.	2015 initiative (5,27): Authors as Advocates; Our Authors, Our Advocates Mobilization Plan	
1.2	Increase research and evaluation documenting the value and impact of all libraries.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
1.2.1	Develop a database of existing research supporting the value of all types of libraries and provide "talking points" based on research data.	2015 Initiative (7): Libraries Matter: Research on the Impact of Libraries -- incld website on value of libraries	
1.2.2	Define a research agenda in support of advocacy efforts.	2015 Initiative (6): ACRL Metrics: Evidence to Demonstrate the Value/Impact of Academic Libraries	
1.2.3	Implement research agenda in collaboration with internal and external partners.		
1.2.4	Inventory current research and identify "gaps."	see 1.2.1 2015 initiative	

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

1.3	Increase resources and training for advocates seeking to secure increased funding and support for all libraries.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
1.3.1	Identify, collect and make available local and national advocacy resources including success stories, best practices, etc.	<p>2015 initiative (8): Promoting the Value of Libraries to Local & State Governments ("CAPWIZ Local")</p> <p>2015 initiative (19): Targeted local advocacy efforts</p>	
1.3.2	Create a virtual training module for advocacy purposes.	<p>New FY12 investment in OLA (operating budget)</p>	
1.3.3	Create additional opportunities for face-to-face advocacy training; consider partnerships with chapters, affiliates, etc.		
1.3.4	Develop and implement a communications plan to promote the availability of advocacy resources.		
1.4	Lead advocacy for crucial library issues such as literacy, intellectual freedom, privacy, fair use, preservation of our cultural heritage, information literacy, equity of access, and permanent no fee public access to government information.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
1.4.1	Create and implement a plan to increase the visibility and credibility of ALA with key decision makers beyond the library community.		
1.4.2	Leverage partnerships to increase ALA's visibility with important decision makers.		
1.4.3	Reposition ALA's messages using the language of external stakeholders (outside of the field) to influence decision-makers.	<p>2015 Initiative (37, 38): School Library Research Project, Digital Literacy Training</p>	
		<p>2015 Initiative (23 - capital): Censorship and Case Support Database</p>	
		<p>2011-2012 ALA Presidential Initiative</p>	
1.4.4	Convert the ideas from the Equitable Access Task Force into legislative policy initiatives.	<p>2015 Initiative (36): Economic Research - Licensing/E-Books</p>	

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

1.5	Increase ALA's role in the formulation of library-related local, state, national, and international legislation, policies and standards.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
1.5.1	Develop training and awareness around the benchmarks identified by the Technologies Benchmark Gates Initiative.	Public Access Technology Benchmarks project (PLA)	
1.5.2	Define and communicate ALA's role in legislative policy issues at the local, state, national, and international levels.	New organizational member campaign focused on ALA public policy role.	
1.5.3	Create and implement a program to engage library professionals earlier in their careers in public policy and advocacy initiatives.	OITP intern program	
1.5.4	Increase outreach to local decision makers.		
1.6	Increase collaboration and alliances with organizations at all levels to advance legislation and public policy issues affecting libraries, librarians and information services.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
1.6.1	Conduct an environmental scan and analysis of ALA partnerships and alliances (e.g. through ALA, ALA Division, Chapter, Affiliate); identify interest clusters; and, develop strategies (including designation of a staff and/or member "point person" and development of appropriate collateral) for each cluster.		
1.6.2	Actively utilize the association's power to convene an invitational briefing of allied organizations at conference and identify key allies in an area when staff and member leaders are traveling and schedule visits.	ABA engagement at AC2011	
1.7	Use new technologies to build greater public understanding and support for libraries of all types.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>

1.7.1	Create opportunities to promote what is available within ALA.	Value of Libraries website development (see 1.2.1)	
1.7.2	Utilize @ your library and I Love Libraries websites as well as social media to form public opinion.		

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
2	Building the Profession: ALA promotes excellence and diversity in the library field.		
2.1	Ensure that library education and training reflect the core values of the profession and the needs of the communities served by libraries of all types.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
2.1.1	Review accreditation standards to align with core values and competencies.	COA 5-Year Review Cycle	
2.2	Increase the availability of and access to continuing education, career development and certification opportunities for librarians, library staff, trustees and library advocates.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
2.2.1	Conduct gap/needs analyses for all CE and other educational opportunities and develop CE to meet needs identified.	2015 Initiative (28): Business plan development for ASCLA continuing education	
2.2.2	Increase e-learning opportunities across all areas.	Course development: accessibility, diversity NBD project - CE ("ALA University")	
2.2.3	Enhance career development services and connect career development and CE.	2015 Initiative (10): Enhanced Career Development Services	
2.2.4	Create opportunities to take advantage of ALA as a CEU provider.	IACET application under review.	
2.2.5	Enhance and expand the ALA Virtual Conference.		
2.3	Provide increased leadership and career development opportunities for Library and Information Science students.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

2.3.1	Create a "plug-in" on the value of ALA membership to professional development (including approaches to involvement) for use by LIS programs within various courses or orientations.	Social Media Task Force (internal)	
2.3.2	Create and implement a plan to increase ALA's presence virtually through the use of social networking tools.		
2.3.3	Create opportunities to make ALA's career development resources more accessible to LIS students.		
2.3.4	Create more opportunities for LIS students to get involved on ALA committees.		
2.4	Increase the diversity of the library workforce to reflect an increasingly diverse national and global community.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
2.4.1	Develop and implement strategies to expand Spectrum and other diversity scholarship programs.	Spectrum Presidential Initiative ; Century Scholarship	
2.4.2	Assess opportunities for international work exchanges.		
2.4.3	Promote JobLIST to caucus members and include JobLIST information on caucus website(s).		
2.4.4	Develop and implement recruitment initiatives based on community and professional demographics.		
2.5	Increase ALA activities to assist libraries in recruiting, developing and retaining a high-quality, diverse library workforce.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
2.5.1	Assess best practices and develop training for library managers on engaging and retaining library staff.		
2.5.2	Evaluate JobLIST, librarycareers.org, and other in-house recruiting channels for enhancements and realignments.		
2.5.3	Develop and disseminate stories for the public that represent the library as a workplace and the profession as a career.		

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
3	Transforming Libraries: ALA provides leadership in the transformation of libraries and library services in a dynamic and increasingly global digital information environment.		
3.1	Increase opportunities to share innovative practices and concepts across the profession, nationally and internationally, among all libraries.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
3.1.1	Convene association-wide forums to define "transforming libraries."	2015 initiative (22): Transforming Libraries website	
3.1.2	Create a cross-Association task force within ALA to create a "white paper" on library transformation as a basis for discussion. (see 3.1.1)		
3.1.3	Identify new ways to distribute innovative practices, e.g., an "innovation snapshots" column in <i>American Libraries</i> .		
3.1.4	Create a portal (website) to aggregate and "brand" content related to library transformation from across the Association.		
3.1.5	Create a "virtual sandbox" (centralized infrastructure) in support of sharing and learning among libraries around innovation practices.		
3.2	Increase recognition of and support for experimentation with innovative and transformational ideas.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
3.2.1	Implement a communication strategy to promote existing innovations within libraries to the public and decision makers.	see 3.1.4 --2015 Initiative (22) -- future expansion (to @your library, I Love Libraries)	
3.2.2	Create new mechanisms to recognize and promote innovation and experimentation.		

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

3.2.3	Seek external funding to create an "innovation fund" for experimentation and implementation of innovative and transformational ideas. (see also 3.3.1)		
3.2.4	Create opportunities to recognize libraries/librarians for experimentation with new technologies.		
3.3	Help libraries make use of new and emerging technologies by promoting and supporting technological experimentation and innovation.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
3.3.1	Create a technology innovation "sandbox" for experimentation in application of emerging technologies to libraries. (see also 3.1.4 & 3.2.4)		
3.3.2	Initiate additional research on use of new technologies by librarians and disseminate through existing and/or new publications.		
3.3.3	Use new or existing publications and platforms to discuss new and emerging technologies and to identify the "pros" and "cons" of new technologies.	TechSource	
3.4	Increase leadership development and training opportunities designed to support the ongoing transformation of libraries.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
3.4.1	Create and maintain an ALA-wide database of leadership development and training opportunities.		
3.4.2	Create a set of "leadership competencies" and innovation skills to be used by librarians.		
3.4.3	Create a "Leadership Institute" across divisions and types of libraries.		
3.4.4	Create continuing education and mentoring programs focused on the concepts of innovation and leading "from where you are."		

3.4.5	Create more transformational programming at ALA conferences and through ALA online continuing education.		
-------	----------------------------------------------------------------------------------------------------------	--	--

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
4	Member Engagement: ALA provides an environment in which all members, regardless of location or position, have the opportunity to participate in, contribute to, and benefit from engagement in their association.		
4.1	Increase member and staff innovation and experimentation in the creation of new opportunities for face to face and virtual engagement.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
4.1.1	Significantly expand virtual participation opportunities using new and existing tools and reaching new audiences.	June 2011 Virtual Town Hall; ALA Connect; web-meeting spaces/webinars	
4.1.2	Provide training tools to assist members and staff in participating virtually.	LITA document/wiki on virtual participation	
4.1.3	Identify partners at the state and regional levels (e.g. chapters, affiliates, state libraries, networks) to drive member engagement.		
4.1.4	Provide ALA staff professional development opportunities to build membership engagement skills.	Chicago Forum membership, ASAE, in-house training or web-based training	
4.1.5	Provide new opportunities for networking at conference (e.g. small-scale networking events, speed-dating).		
4.2	Increase member engagement by identifying and eliminating barriers to participation and through technological innovation.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
4.2.1	Conduct member and potential member assessment to identify barriers to and opportunities for member engagement.	Post-2011 Election review	
4.2.2	Develop and implement an action plan based on assessment of barriers.		

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

4.2.3	Develop more virtual participation opportunities in addition to committee work, e.g. "ad hoc" or single task/project opportunities.		
4.3	Develop new models to recognize member contributions in a changing association.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
4.3.1	Conduct an environmental scan on other models such as social networking sites and gaming.		
4.3.2	Define "member contribution" in multiple ways and promote and communicate.		
4.3.3	Increase/improve response to members who volunteer for committees/task forces but are not appointed, e.g. through appointments database.	2015 initiative (32 - capital): Appointments database/Volunteer Form Upgrade	
4.3.4	Provide more opportunities for active members to provide input into Association programs and services (i.e. you're being asked because you're an active volunteer).		
4.3.5	Use existing tools to recognize active members, e.g. conference sessions/displays, badge ribbons.		
4.4	Continue to enhance a web presence that engages members and the public.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
4.4.1	Make site usable through mobile technology.	Project in 2012 capital budget	
4.4.2	Make ALA site more interactive, easier to navigate; identify opportunities to make site "indispensible" to their jobs.	New CMS implementation - 2011-2012 (capital) 2015 initiative (32): Usability testing of Information Architecture Changes - ALA & Division websites 2015 initiative (11): SOLR Search Results Branding for Divisions 2015 initiative (#): Basecamp support AC2011. Move to operating budget 2012.	
4.4.3	Create or expand "live chat" customer service and expert advice feature.	ALA Library Live Chat	

4.4.4	Use "quick videos" to communicate messages to members and the public, on the ALA website and on external sites (e.g. Facebook), to increase sense of engagement	2015 Initiative (41-capital): Provide video editing equipment for staff created "quick videos"	
-------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------	--

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
5	Organizational Excellence: ALA operates effectively, efficiently, creatively and in a socially responsible fashion to accomplish its mission.		
5.1	Develop and sustain the resources required to ensure the vitality of the association, its programs and services.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
5.1.1	Create fund for product development and programmatic innovation, possibly a percentage of net product sales.	New Business \$, New Business Developmnt Cte, 2015 Initiative Funding	
5.1.2	Better inform active members of the costs of maintaining and implementing programs and initiatives.	BARC - education programs/resources on ALA budget	
5.1.3	Increase fundraising and increase giving programs for both members and the public.	2015 initiative (26): Phase 1 Communication & Marketing of Planned Giving at 2011 AC	
5.1.4	Explore new revenue generating opportunities to support programmatic goals.	2015 initiative (18): Extending ALA reach into new markets (Graphics)	
5.1.5	Explore opportunities to utilize archival resources for new products and services.		
5.2	Enhance the association's organizational structure to meet the changing needs of members, libraries and the users they serve.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
5.2.1	Continue to support member-formed virtual structure.	ALA Connect groups	
5.2.2	Create and implement a needs assessment survey to identify what members want and need.		
5.2.4	Continue to redesign and restructure the organization in response to demographic and economic change.	ongoing - various units	

ALA 2015 Strategic Plan: Implementation Report #1 -- June 2011

5.3	Assess and continuously improve products and services to better serve current members and to attract new members.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
5.3.1	Assess and eliminate/change existing functions, operations, and programs within ALA that are no longer relevant.	<p>2015 initiative (31): Recruitment challenge/match</p> <p>2015 initiative (17): Global assistance with getting up to speed with RDA Toolkit</p> <p>Current Young Professionals Task Force</p> <p>2011 Midwinter Meeting "White Paper"</p>	
5.3.2	Plan and implement collaborative programs and products.		
5.3.3	Analyze member experience and determine and implement ways to improve it.		
5.3.4	Create and implement plans to attract and retain new members.		
5.3.4	Increase ALA's international membership as well as programs and products attractive to an international membership.		
5.3.5	Work with a "young professionals" group to assess and improve services to this group of members.		
5.3.6	Reposition the ALA Midwinter Meeting to focus on professional conversation and regional continuing education.		
5.4	Strengthen support for and collaboration with Chapters and Affiliates.		<ul style="list-style-type: none"> • 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 on libraries, users or the public?
5.4.1	Identify models of successful collaborations with chapters and affiliates.	<p>2015 Initiative (4) : ALA/JCLC conference scholarships (based on successful program with Guadalajara Book Fair)</p>	
5.4.2	Facilitate periodic conversations with chapters and affiliates to discuss trends, challenges, opportunities and needs.		

Note: 2015 Initiative Numbers -- e.g. (4) -- reference original proposal numbers and are included here to facilitate internal tracking.