TOPIC: Transforming Libraries – Report from the Fall 2011 Joint Boards Meeting

ACTION REQUESTED: Discussion

DRAFT MOTIONS: NA

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

DATE: 13 January 2012

BACKGROUND:

The Fall Joint Boards Meeting is held annually, in conjunction with the ALA Executive Board's Fall meeting and the concurrent meetings of the leadership of the eleven ALA Divisions. It provides an opportunity for the combined leadership, as well as senior staff, to think and plan together for the future.

At the Fall 2011 Joint Boards Meeting, participants were asked to probe we mean when we talk about the “transformation” of libraries and what that might imply for future actions by the Association and its divisions. The meeting was facilitated by Paul D. Meyer, Tecker Associations. The agenda was developed in consultation with an advisory committee representing both the ALA Executive Board and the Division leadership. Members of that steering committee were: Gail Griffen (Division Leadership/ALTAFF), Patricia Hogan (ALA Executive Board), Kim Patton (Division Leadership/YALSA) and Courtney Young (ALA Executive Board).

As hoped, the discussion provided important insight into the broad area of “transformation of libraries,” complementing the action-focused 2015 strategic plan and helping us to answer the fundamental question: “What do we mean when we talk about ‘transforming’ libraries?” Understanding what that might “look like” is critical to effective action. The attached report (part 1 and part 2) suggests a way of bringing this broader understanding of what “transformation looks like” together with the objectives and strategies in the 2015 plan, within the framework of the Transforming Libraries web portal that is currently under development. This portal will be the primary access point for information on the many transformational activities occurring throughout the Association (conference, publishing, divisions, round tables, committees, online webinars, etc.) The portal will be publicly “launched” this Spring.

The second part of the Joint Boards discussed focused on the possible implications of these transformations in libraries for the Association and its Divisions. As work begins on the implementation of strategies within this goal area, this discussion will provide a foundation for looking at new ways of working together more effectively to achieve strategic goals and objectives.

Attachments:
2015 – Transforming Libraries (pdf)
2015 – Transforming Libraries Portal (pdf)
2015 – Transforming Libraries – Implications (pdf)
The ALA Joint Boards meeting brings together leadership voices from the ALA Executive Board and the Boards of the eleven ALA Divisions. The focus established for discussion in Fall 2011 was to probe what members mean when they talk about "transformation of libraries."

In Part I of the discussion, participants were divided into working groups, cutting across division or position lines, to discuss the drivers and characteristics of transformation in libraries. To facilitate discussion of a complex topic, each group was assigned a specific perspective or lens through which to approach the issue of ongoing transformation in libraries.

**Premise: Libraries are transforming -- changing in fundamental ways -- regardless of type of library or community**

**KEY CHANGE DRIVERS**

- The economy/budget constraints
- The fast pace of technology change
- Changing models & innovations in publishing & access
- Integration of library outcomes & community goals
- Changing workforce (need for life/work balance, etc.) & skills needed
- Increased focus on outcomes & accountability
- Changing user needs and expectations (access, delivery methods, space, library experience, need for immediate response, etc.)

**Looking at transformation in libraries through different lenses:**

Working groups were asked to look at library transformation through several lenses or from several specific perspectives:

1. Physical Space
2. Virtual Space
3. Library Workforce
4. External Relationships
5. Service Portfolio
6. Customer Expectations
7. Library Leadership Expectations (staff and Board)
They were asked to discuss how changing demands/conditions/opportunities in [specific area] would transform libraries in the short term (1-3 years) and in the long-term (4+ years).

In analyzing the post-meeting report, general issues identified were placed in specific areas, where they added clarity or additional dimension. Additionally, in reviewing the report, it was clear that there was substantial overlap -- and comments made by one group but relevant to another were duplicated in that section here. Finally, some comments (x) were not tied back to specific groups in the feedback, but have been attached to specific "lenses" here.

1 - PHYSICAL SPACE

SHORT TERM (1-3 Years)

1 Integrated spaces of virtual and physical -- wanting to be able to interact between the two (augmented realities)
1 Continued human touch in a world that still needs human connections.
1 Access to/education in e-government
1 Continued remote access for resources that support distance education
1 Need to up-skill librarians in more technological areas to support the expectations of accessible help
1 Librarians as trainer and life coach -- steering to learning & resources needed to be successful
1 Knowing that there is relevancy issue for some, libraries must be able to articulate value in communities
x Increased need for community spaces within the library
x Multiple spaces needed within the library

LONG TERM (4+ Years)

1 Allows for libraries to have a greater role in public and civic engagement
1 Increasing virtual resources means that the future of physical spaces will be questioned

2 - VIRTUAL SPACE

SHORT TERM (1-3 Years)

2 Forcing change and creating change
2 Creating much closer connection between libraries and their users -- touched virtually
2 Reducing need for brick-and-mortar libraries
2 Reducing need for physical ownership of content (global e-content, etc.)
Opportunities and need to draw staff and professionals from other fields (transforming workforce)

Reprioritizing funding decisions

Expectation of 24/7 availability

Forcing us to justify our existence through assessment

Less print and more digital content

Libraries of distinction -- local content, i.e. archives, special collections
  
  Increased offering of remote services
  
  Increased expectations for instant communication

Integrated spaces of virtual & physical -- wanting to be able to interact between the two (augmented realities)

Access [to] & education [in/about] e-government

**LONG TERM (4+ Years)**

Using physical space very differently

Doing things in virtual space that we’re only doing in physical space now

Need to have more seamless integration between virtual & physical spaces, e.g., gathering in a physical space to have a virtual interactive experience

Will strengthen local collaboration because of the convenience of virtual space

Lifelong learning (ubiquitous learning opportunities online)

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**3 - LIBRARY WORKFORCE**

**SHORT TERM (1-3 Years)**

Management has to be adaptable to a variety of work styles

The economy & mobility, currently a lack of mobility, and there may be major movement once the economy opens up

The graduate’s vision and expectations of the library may not be realistic. They are confident in their skills, but are entering the profession as Librarian 1s not the director or executive level

  
  The need for unique educational opportunities -- learning and "up skilling"
  
  Preparedness in regard to handling change

Librarians as trainer and life coach -- steering to learning and resources needed to be successful

Need to up-skill librarians in more technological areas to support the expectations of accessible help.

Opportunities and need to draw staff and professionals from other fields (transforming workforce)

Greater need for library leadership and long-term experience
4 More engaged in external relationships, more outward focus
5 Bringing different people into libraries -- both users and staff
6 Expectations of more languages available
6 Need for understanding psychology and design as we create our spaces and services
7 Increased need for staff training and development, but lack of funds available

LONG TERM (4+ Years)
3 We need succession planning and need training to do that
3 People will have to do multiple types of library work
Younger people don’t necessarily see their job as a long-term commitment. They like to work in teams and be more collaborative and expect to change employers several times over their careers. Management needs to be prepared to keep employees engaged even if they are working alone.

4 - EXTERNAL RELATIONSHIPS

SHORT TERM (1-3 Years)
4 More businesslike environment, more value-driven
4 Not just library advocates, need to market services
4 Evaluate and let go of legacy services
4 Show how libraries impact proficiency testing, focus on outcomes as opposed to inputs
4 More engaged in external relationships, more outward focus
4 Need to be at the table, not at the back of the room
4 Move from library mission to community mission
4 Bring all stakeholders together and become part of community structure
4 Greater need for library leadership and long-term experience
x Significant growth in virtual connections
x Partnerships [academic library] with school libraries, serving teens more than we used to
x Expectations from funding agencies to partner with businesses & other groups
x Having relationships “forced” on us

LONG TERM (4+ Years)
4 Services become “virtual” and available, 24/7
4 Community vitality is recognized; others buy into agenda
4 Libraries drive agenda, not react to it
Library leadership will be very important

- [Physical Space] allows for libraries to have a greater role in public and civic engagement
- Will strengthen local collaboration because of the convenience of virtual space

5 - SERVICE PORTFOLIO

**SHORT TERM (1-3 Years)**

- Services provided where users are
- Constantly looking forward and deciding what we are not going to do any longer
- Services need to be “both/and” in short term
- Bringing different people into libraries -- both users and staff
  - Increased offering of remote services
  - Continued growth in e-content availability
  - Increase in demand for e-books in the school setting
  - User and Library as content creator

**LONG TERM (4+ Years)**

- More rapid assessment cycle for new services
- Criteria for assessment will be relevance to the user
- More listening to the voice of the user
- Community repositories
- Library as publisher

6 - CUSTOMER EXPECTATIONS

**SHORT TERM (1-3 Years)**

- Integrated spaces of virtual and physical -- wanting to be able to interact between the two (augmented reality)
- Need to up-skill librarians in more technological areas to support the expectations of accessible help
- Librarians as trainer and life coach -- steering to learning and resources needed to be successful
- Knowing that there is relevancy issue for some, libraries must be able to articulate value in communities
- Continued human touch in a world that still needs human connections
- Learning commons
- Expectations of more languages available
- Continued remote access for resources that support distance education
Managing entrepreneurial system of providing services -- continuously moving structure to support communication

Work more complicated and need more nuance in libraries

Intuitive and integrated ways to move people to the resources

Need for understanding psychology and design as we create our spaces and services

Access and educators for e-government

LONG TERM (4+ Years)

7 - LIBRARY LEADERSHIP EXPECTATIONS (Staff and Board)

SHORT TERM (1-3 Years)

There is a need for creative staffing due to "doing more with less"

Greater need for "leadership" rather than just "management"

Increase focus on outcomes measurements and accountability

Greater competition for volunteer’s time

Importance of motivating staff during challenging economics

Greater emphasis on fundraising

Increased need for staff training and development, but lack of funds available

Increased legal issues

The need for perception management

Identifying & communicating the unique features of the library

Activities & decisions are primarily driven by economic realities

Increased need for prioritization

LONG TERM (4+ Years)

Need for long-term thinking on the library’s future direction and vision

Greater need to communicate positive future to staff, volunteers, and constituents

How do we change culture to anticipate the future rather than always react to short-term circumstances?

Importance of creating and empowering a workforce for the future

Increase in the variety of position types within the library
(1) The content developed during the 2011 Joint Boards meeting maps well to the 2015 BHAG and description of the future.

(2) From the content developed by the Joint Boards, it is possible to see a clearer picture of "transforming libraries."

(3) Utilizing that structure to bring together materials relevant to librarians, library staff and library trustees struggling to address significant change would improve ALA support to members. A modest "proof of concept" is attached. Subsequent internal discussion resulted in some modification of original terminology, e.g., "community relationship" rather than "external relationships."

(4) There is noticeably little direct reference to massive changes occurring in the publishing industry. It seems likely that in the structure used neither "virtual spaces" nor "service portfolio" triggered that connection. In the attached "proof of concept" an 8th content cluster -- e-books & collections -- is proposed.

(5) "Physical Space" was used as a trial to look at how content might be used. The resources listed are a sample. Resources were located on the ALA website under three search terms: buildings, physical space, community space. ALA Connect has not yet been searched for additional materials -- but can be. There has not yet been any attempt to locate and seek to use any external resources.
In the second half of the afternoon, working groups were asked to respond to the following questions: If libraries are transforming we have described, then what impact does that have on ALA (collectively) and on individual parts of ALA (e.g., ALA Divisions, Round Tables and other groups)?

New groups were formed for this discussion, with each group including someone from each of the various "perspectives" in the original discussion.

The following list of "implications" for the "collective" ALA was developed:

1- Open coordination needed among groups and coordination related to initiatives. 
Need to meet members "where they are" in regard to training and informational needs, e.g., mobile, integrated content, just in time, etc.

2- Need to strengthen information technology infrastructure and capacity, as we need to model advances in information technology, offer resources, ability to meet needs technologically. 
Challenges in recognizing the differences and commonalities that make sense for membership in many areas, e.g. committee structure, training, twitter feeds, messages, advocacy, etc.

3- Changing types of staff/professionals in libraries might lead to different types of members and need for different services and programs beyond the typical ones now offered. 
Centralized online education and learning, opening up opportunities for for global audience, different targeted markets, etc.

4- Need for more strategic focus on areas deemed as priorities or critical issues in the field, taking advantage of members' expertise, etc.

5- Must meet needs of "new" members, ie., non-traditional library and/or "librarian" roles in the information professions, while at the same time respecting our persistent values and members.

6- Must be proactive, not reactive, and faster at changing and adapting. 
Need to create foundational structures, but at the same time facilitating other new connections and affinities.

7- ALA could work with Divisions and other units to: 
> Conduct some surveys and research to clearly identify what user needs and wants are and to identify trends 
> Conduct surveys and research on who library users and nonusers are 
> Create tools, training, resources, etc. to help libraries identify what their community's needs/wants are 
> Provide training for the library work force: both continuing education and pre-service 
> Provide infrastructure (need to break down silos and barriers to achieve this) 
> Be a clearinghouse for data, user studies, etc. a.k.a. institutional repository (not Ala CONNECT and not segmented by Division, Roundtable, Office, etc.) 
> Create a method and place to promote best practices and successes, facilitate discussions of these among libraries 
An infrastructure is needed for continuing online education & certification accessible across divisions

8- Prepare for a shrinking membership

9- Marketing ALA membership to larger population (not librarians) improves advocacy:
> Non-degreed library staff
> International library community
> Non-library groups

15- Connecting people to the "new work"
16- Member retention as an investment into professional future
17- How do we bring outside experts into the conversation in ALA?
18- Communicating the value of ALA and division membership
19- Using social media to connect ALA to members and to connect members within ALA.
20- Need for leadership training
21- Conference program planning time should be compressed so that program topics are fresher.
22- Partner with organizations that were not previously on our radar.
23- Need to take more risks with new things.
24- Increased communications on how libraries and librarians are changing.
25- ALA website needs to be more user-friendly.
26- ALA has to mirror flexibility of libraries, including technology.
27- Invest in technology.
28- Proactive in leading publishing industry.
29- Restructure governance.
30- Accreditation process needs to reflect the skills that are needed.
    ALA needs to better reflect the environment we all live in: it needs to be fast-paced; get rid of stuff
31- that doesn't work; and be a role model for libraries.
32- Needs to better tap skills of members, such as technology (fix web site, for instance).
33- Like libraries, ALA needs to be 24/7; decisions not just made at conference time.
34- ALA needs to provide more help with transitions being faced by libraries.
    The fact that we are member-run provides resources & challenged (members are pushed in day
35- jobs). Also, we have [fewer] resources than private sector, but the same expectations.

The following list of "implications" for individual parts of ALA, e.g. Divisions, was developed:

1- Greater need to share content expertise between divisions.
2- Increased coordination and communication between divisions.
3- Greater collaboration between division leadership.
4- Need to evaluate division structure. Is it still relevant?
5- Consider bundling division memberships.
6- Communicate more clearly the value of division membership.
7- Greater need for flexibility
8- Greater need for fast turnaround time for programs
9- Greater transparency
10- Reduce redundancy between divisions.
    Develop new financial structures enabling members to be involved in greater parts of the
11- association.
12- Create more opportunities to connect job seekers to employers.

These lists of "implications" provide useful a useful basis for further discussion.
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<thead>
<tr>
<th>PHYSICAL SPACE</th>
<th>Relevant Content: ALA website; ALA CONNECT; External Sites</th>
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<td>ALA Groups:</td>
<td><a href="http://www.ala.org/lla/committees/bes">www.ala.org/lla/committees/bes</a></td>
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<td>Conferences:</td>
<td>check session lists - upcoming confs</td>
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<td>Related External Material:</td>
<td>[link to HOA press kit - iLoveLibraries site](<a href="http://link">http://link</a> to HOA press kit - iLoveLibraries site)</td>
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VIRTUAL SPACE

LIBRARY WORKFORCE

EXTERNAL COMMUNITY RELATIONSHIPS

SERVICE PORTFOLIO-SERVICES

E-BOOKS & COLLECTIONS

CUSTOMER/USER EXPECTATIONS

LIBRARY LEADERSHIP EXPECTATIONS -- STAFF AND BOARD
Report from ALA Joint Boards’ Session:
Discussion on Transforming Libraries

October 21, 2011
The large group divided into smaller groups by the following categories:

- Physical space
- Virtual space
- Library workforce
- Service portfolio
- Customer expectations
- External relationships
- Library leadership expectations (Board and Staff)

The small groups discussed the following questions.

**What are the key factors influencing/driving change?**

The major themes most groups identified were:
1. The economy/budget constraints.
2. The fast-pace of technology change.
3. Changing models and innovations in publishing and access.
4. Integration of library outcomes and community goals.
5. Changing workforce (need for life/work balance, etc.) and skills needed.
6. Increased focus on outcomes and accountability.
7. Changing user needs and expectations (access, delivery methods, space, library experience, need for immediate response, etc.).

Other issues identified by the groups (issues did not seem to be unique to the individual categories):

- Increased offering of remote services.
- Increased expectations for instant communication.
- The need for perception management.
- Increased need for community spaces within the library.
- Multiple spaces needed within the library.
- The need for unique educational opportunities – learning and “up skilling.”
- Identifying and communicating the unique features of the library.
- Significant growth in virtual connections.
- Preparedness in regard to handling change.
- Increased legal issues.
- Continued growth in e-content availability.
- Partnerships with school libraries, serving teens more than we used to.
- Increase in demand for ebooks in the school setting.
- Expectations from funding agencies to partner with businesses and other groups.
- Having relationships “forced” on us.
• Activities and decisions are primarily driven by economic realities.
• Increased need for prioritization.
• User and Library as content creator.

**How do you see your area (breakout topic) transforming libraries in the short-term (1-3 years)?**

**Physical Space**
• Integrated spaces of virtual and physical - wanting to be able to interact between the two (augmented realities).
• Need to up skill librarians in more technological areas to support the expectations of accessible help.
• Librarians as trainer and life coach - steering to learning and resources needed to be successful.
• Knowing that there is relevancy issue for some, libraries must be able to articulate value in communities.
• Continued human touch in a world that still needs human connections.
• Access and educators in e-government.
• Continued remote access for resources that support distance education.

**Virtual Space**
• Forcing change and creating change.
• Creating much closer connection between libraries and their users --- touched virtually.
• Reducing need for brick-and-mortar libraries.
• Reducing need for physical ownership of content (global e-content, etc.).
• Opportunities and need to draw staff and professionals from other fields (transforming workforce).
• Reprioritizing funding decisions.
• Expectation of 24/7 availability.
• Forcing us to justify our existence through assessment.
• Less print and more digital content.
• Libraries of distinction – local content, i.e. archives, special collections.

**Library Workforce**
• Management has to be adaptable to a variety of work styles.
• The economy and mobility, currently a lack of mobility, and there may be a major movement once the economy opens up.
• The graduate’s vision and expectations of the library may not be realistic. They are confident in their skills, but are entering the profession as Librarian I’s not the director or executive level.

External Relationships

• More businesslike environment, move value-driven.
• Not just library advocates, need to market services.
• Evaluate and let go of legacy services.
• Show how libraries impact proficiency testing, focus on outcome as opposed to inputs.
• More engaged in external relationships, more outward focus.
• Need to be at the table, not at the back of the room.
• Move from library mission to community mission.
• Bring all stakeholders together and become part of community structure.
• Greater need for library leadership and long-term experience.

Service Portfolio

• Services provided where users are.
• Constantly looking forward and deciding what we are not going to do any longer.
• Services need to be both/and in short term.
• Bringing different people into libraries both users and staff.

Customer Expectations

• Integrated spaces of virtual and physical - wanting to be able to interact between the two (augmented realities).
• Need to up skill librarians in more technological areas to support the expectations of accessible help.
• Librarians as trainer and life coach - steering to learning and resources needed to be successful.
• Knowing that there is relevancy issue for some, libraries must be able to articulate value in communities.
• Continued human touch in a world that still needs human connections.
• Learning commons.
• Expectations of more languages available.
• Continued remote access for resources that support distance education.
• Managing entrepreneurial system of providing services - continuously moving structure to support communication.
• Work more complicated and need for more nuance in libraries.
• Intuitive and integrated ways to move people to the resources.
• Need for understanding psychology and design as we create our spaces and services.
• Access and educators for e-government.
Library Leadership Expectations (staff and board)

- There is a need for creative staffing due to “doing more with less.”
- Greater need for “leadership” rather than just “management.”
- Increase focus on outcomes measurements and accountability.
- Greater competition for volunteer’s time.
- Reallocation of resources versus growth.
- Importance of motivating staff during challenging economics.
- Greater emphasis on fundraising.
- Increased need for staff training and development, but lack of funds available.

How do you see your area (breakout topic) transforming libraries in the longer-term (4+ years)?

Physical Space

- Allows for libraries to have a greater role in public and civic engagement.
- Increasing virtual resources mean that the future of physical spaces will be questioned.

Virtual Space

- Using physical space very differently.
- Doing things in virtual space that we’re only doing in physical space now.
- Need to have more seamless integration between virtual and physical spaces, e.g., gathering in a physical space to have a virtual interactive experience.
- Will strengthen local collaboration because of the convenience of virtual space.
- Lifelong learning (ubiquitous learning opportunities online).

External Relationships

- Services become “virtual” and available, 24/7.
- Community vitality is recognized, others buy into agenda.
- Libraries drive agenda, not react to it.
- Library leadership will be very important.

Library Workforce

- We need succession planning and need training to do that.
- People will have to do multiple types of library work.
- Younger people don’t necessarily see their job as a long-term commitment. They like to work in teams and be more collaborative and expect to change employers several times.
over their career. Management needs to be prepared to keep employees engaged even if they are working alone.

Service Portfolio
- More rapid assessment cycle for new services.
- Criteria for assessment will be relevance to the user.
- More listening to the voice of the user.
- More relationship-based services.
- Community repositories.
- Library as publisher.

Library Leadership Expectations (staff and board)
- Need for long-term thinking on the library’s future direction and vision.
- Greater need to communicate positive future to staff, volunteers, and constituents.
- How do we change culture to anticipate the future rather than always react to short-term circumstances?
- Succession planning.
- The importance of creating and empowering a workforce for the future.
- Increase in the variety of position types within the library.

What are the implications for “collective” ALA’s programs and services (membership, partnerships, advocacy agenda, education programs, support to Divisions, etc)?
- Open communication needed among groups and coordination related to initiatives.
- Need to meet members “where they are” in regard to training and informational needs, e.g. mobile, integrated content, just in time, etc.
- Need to strengthen information technology infrastructure and capacity, as we need to model advances in information technology, offer resources, ability to meet needs technologically.
- Challenges in recognizing the differences and the commonalities that make sense for membership in many areas, e.g. committee structure, training, twitter feeds, messages, advocacy, etc.
- Changing types of staff/professionals in libraries might lead to different types of members and need for different services and programs beyond the typical ones now offered
- Centralized online education and learning, opening up opportunities for global audience, different targeted markets, etc.
- Need for more strategic focus on areas deemed as priorities or critical issues in the field, taking advantage of members’ expertise, etc.
- Must meet needs of “new” members, i.e. non-traditional library and/or “librarian” roles in the information professions, while at the same time respecting our persistent values and members.
- Must be proactive, not reactive, and faster at changing and adapting.
• Need to create foundational structures, but at the same time facilitating other new connections and affinities.
• ALA could work with Divisions and other Units to:
  o Conduct some surveys and research to:
    ▪ Clearly identify what user needs and wants are and to identify trends
    ▪ On who library users and nonusers are
  o Create tools, training, resources etc. to help libraries identify what their community’s needs/wants are
  o Provide training for the library work force: both continuing education and pre-service
  o Provide infrastructure (need to break down silos and barriers to achieve this)
  o Be a clearinghouse for data, user studies, etc., aka institutional repository (not ALA Connect and not segmented by Division, Roundtable, Office, etc.)
  o Create a method and place to promote best practices and successes, facilitate discussions of these among libraries.
• An infrastructure is needed for continuing online education & certification accessible across the divisions.
• Prepare for a shrinking membership.
• Marketing ALA membership to larger population (not librarians) improves advocacy:
  o Non-degreed library staff
  o International library community
  o Non-library groups
• Member retention as an investment into professional future.
• Create communities of best practice across the profession (ALA can provide the infrastructure).
• Connecting people to the “new work.”
• How do we bring outside experts into the conversation in ALA?
• Communicating the value of ALA and division membership.
• Using social media to connect ALA to members and to connect members within ALA.
• Need for leadership training.
• Conference program planning time should be compressed so that program topics are fresher.
• Partner with organizations that were not previously on our radar.
• Need to take more risks with new things.
• Increased communications on how libraries and librarians are changing.
• ALA website needs to be more user-friendly.
• ALA has to mirror flexibility of libraries, including in technology.
• Invest in technology.
• Proactive in leading publishing industry.
• Restructure governance.
• Accreditation process needs to reflect the skills that are needed.
• ALA needs to better reflect the environment we all live in: it needs to be fast-paced; get rid of stuff that doesn’t work; and be a role model for libraries.
• Needs to better tap skills of members, such as technology (fix web site, for instance).
• Like libraries, ALA needs to be 24/7; decisions not just made at conference time.
• ALA needs to provide more help with transitions being faced by libraries.
• The fact that we are member-run provides resources challenges (members are pushed in day jobs). Also, we have resources than private section but same expectations.

What are the implications for Divisions (membership, education programs, partnerships, networking, etc.)?
• Greater need to share content expertise between divisions.
• Increased coordination and communication between divisions.
• Greater collaboration between division leadership.
• Need to evaluate division structure – is it still relevant?
• Consider bundling division memberships.
• Communicate clearer the value of division membership.
• Greater need for flexibility.
• Greater need for faster turnaround time for programs.
• Greater transparency
• Reduce redundancy between divisions.
• Develop new financial structures enabling members to be involved in greater parts of the association.
• Create more opportunities to connect job seekers to employers.