

**ALA Executive Board  
2012 Spring Meeting**

**TOPIC:** ALA 2015 Strategic Plan: Implementation Report #3

**ACTION REQUESTED:** Discussion

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

**DATE:** April 17, 2012

**BACKGROUND:**

ALA's current plan -- ALA 2015 -- 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). Transforming Libraries, the newest goal area, was again the topic of discussion at the Fall 2011 Joint Boards meeting, with a follow-up discussion with the ALA Executive Board at the 2012 Midwinter Meeting.

While goals and objectives -- approved by the ALA Council -- will remain steady for the planning period, implementation strategies will be reviewed, modified and on occasion abandoned as necessary to maintain progress toward achievement of objectives.

The most important question regarding any strategy is: ***Is this strategy allowing us to achieve, or make progress toward achieving, the objective?*** in assessing progress, we need to ask - and answer - the following questions:

- *What has actually occurred or been accomplished toward achieving the objective?*
- *Are there measurable impacts on libraries, users and/or the public?*

- *Do members believe we have made progress?*
- *Can we see any impact on public perceptions or attitudes?*

The third ALA 2015 implementation report, which follows this summary, includes the following information:

- The specific 2015 section, e.g. Goal Area (1), Objective (1.1) and Strategy (1.1.1).
- 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.
- 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.

Overall, the data in this report supports some overall observations:

- 2015 Plan implementation activities have a strong focus on pulling together resources across the Association. This is apparent in projects such as the Transforming Libraries website, the *State of America’s Libraries* report, the new Andrew Carnegie Medal awards and the new Association Options fair.
- ALA continues work in all of the key action areas. Examples include advocacy (a national school library advocacy campaign), diversity (an increase in the number of Spectrum scholarships), intellectual freedom (a new media literacy project for teens) and organizational excellence (planning for a new planned giving campaign).
- ALA is responding to member needs in a difficult employment market. JobLIST (AL, ACRL) and HRDR (including the Placement Center) are providing increasing support for job seekers as well as outreach tools for employers.
- ALA’s focus on continuing education continues to sharpen. All divisions are now offering web-based continuing education, along with ALA Publishing and several ALA offices. ALTAFF, ASCLA and the Office for Diversity have all launched new web courses designed to meet the day to day needs of libraries. ALA (and its APA) now offers two certification programs, and are now able to

offer nationally-recognized Continuing Education Units (CEUs) for qualifying CE. The proposed FY13 budget includes seed funding to support ALA's growing international market, with a focus on web-based continuing education and products.

- Across the Association, the new "Transforming Libraries" goal is providing a collaborative framework for conference programs, for conversations, for collective action to address significant change, and for new products and services. There has been an increasingly strong focus on digital content over the last year.
- Despite economic stresses, the Association is continuing to invest in critical 21<sup>st</sup> century infrastructure, including the website (new CMS, mobile), ALA Connect, and a new Finance system. In no area is this as notable as in the 2011 acquisition of Neal-Schuman Publishers, now an imprint of ALA Publishing, relocated to Chicago.
- There is strong recognition of and, within real resource constraints, support for the research needed to support advocacy. Among the current projects are the 2015-funded projects "Libraries Matter: Research on the Impact of Libraries" and "ACRL Metrics: Evidence to Support the Value/Impact of Academic Libraries."
- Grant funding, from both private and public sources, continues to be critical to the achievement of ambitious goals. Among the projects included in the current report are an expansion of the Spectrum program (The Bill and Melinda Gates Foundation), a second Spectrum doctoral program (Institute of Museum and Library Services), a new grant arrangement with EBSCO to refresh and continue the John Cotton Dana Award and a grant from HASTAC for YALSA to create "badges" tied to competencies for librarians serving teens in the 21<sup>st</sup> century.

Related previous documents:

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

2010-2011 EBD #12.42: ALA 2015 Strategic Plan: Implementation Report #1

2011-2012 EBD #12.7: ALA 2015 Strategic Plan: Implementation Report #2

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

2015 Section	Goal - Objective- Current Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
1	<p><b>Advocacy, Funding and Public Policy:</b> 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.</p>		
1.1	<p>Increase public awareness of the value and impact of all types of libraries and the important role of librarians and other library staff.</p>		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
1.1.1	<p>Identify target audiences and develop promotional plans to reach them.</p>	<p>PIO released the [5th] State of America's Libraries report during National Library Week. The report announces the Top Ten List of Most Frequently Challenged Books of 2011 and covers the challenges of ebooks as well as budget cuts in libraries. See <a href="http://www.ala.org/news/mediapresscenter/americaslibraries/soal2012">http://www.ala.org/news/mediapresscenter/americaslibraries/soal2012</a></p> <p>PIO had more than 44,000 articles/mentions in FY11 (based on Cision), with 15.5 billion views and a publicity value of more than \$20M. ALA leadership &amp; members engaged in interviews on topics such as the changing role of libraries, impact of ebooks, library budget cuts, advocacy, censorship and ALA initiatives.</p> <p>The <a href="http://atyourlibrary.org">atyourlibrary.org</a> web site, which encourages library use, has 150,000 visitors/year, based on Google Analytics.</p> <p>2011 was the 4th year of the I Love My Librarian award, sponsored by the Carnegie Corporation of New York and The New York Times. Approximately 10,000 nominations are received/year.</p>	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

		<p>The Connect with your kids @ your library © initiative , which encourages parents to spend quality time together with their children at the library, launched in FY11, in partnership with libraries in the 19 largest media markets. Two national PSAs were produced and are airing during 2011-12 on Lifetime Television (90 million subscribers). Library partners distributed 1.5 million Connect bookmarks, with the library partners' logos, and 75,000 family guides to their patrons. The materials were prepared by ALA.</p>	
		<p>The Campaign for the Worlds' Libraries now has 36 partner countries. The translated "@ your library" logos are available in each partner country's flag colors.</p>	
1.1.2	<p>Create a plan to strategically identify the appropriate partners for public awareness outreach.</p>	<p>Our Authors, Our Advocates initiative video-taped pro library public service announcements and stories with 12 nationally-known authors. The videos are available to ALA members for use in their publicity efforts. In addition, several of the authors published op-eds in daily newspapers about the value of libraries.</p>	
		<p>For Preservation Week, ALCTS is analyzing a list of possible partners to engage those most closely tied to the concept.</p>	
		<p>AASL released the 2nd set of podcasts in its <i>30 Second Thought Leadership: Insights from Leaders in the School Library Community</i> series. The most recent series explored the question: "Are school librarians an endangered species?" Those offering their insights include Henry Jenkins, Doug Johnson and others.</p>	
		<p>ALA announced the ALA/Andrew Carnegie Medals for Excellence in Fiction and Nonfiction [for adults]. The awards are administered by Booklist Magazine and ALA/Reference and User Services Association (RUSA). The first winners will be announced at the 2012 ALA Annual Conference.</p>	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

1.2	Increase research and evaluation documenting the value and impact of all libraries.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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.	<p>2015 Initiative (7): Libraries Matter: Research on the Impact of Libraries -- incl website on value of libraries: In Summer 2011, a researcher identified new studies related to libraries, youth development, and education. This information was added to the Add It Up database (<a href="http://www.ala.org/ala/issuesadvocacy/advleg/advocacyuniversity/additup/index.cfm">http://www.ala.org/ala/issuesadvocacy/advleg/advocacyuniversity/additup/index.cfm</a>)</p>	
		<p>The <b>Libraries Matter Portal</b> combines links to the talking points and research which advocates can use to make the case for libraries at every stage of youth development and education (the "Add It Up!" resource from the Office for Library Advocacy), the "Return on Investment (ROI)" bibliography and other materials. Research is tagged by type of library, geographical area and type of impact (economic, educational, social). See <a href="http://librariesmatter.ala.org/">http://librariesmatter.ala.org/</a></p>	
		<p>ACRL released a series of podcasts featuring chief academic officers and librarians discussing ways to demonstrate library value on campus (February-March 2012). The podcasts were recorded during the IMLS-funded Value of Academic Libraries summits in late 2011. The podcasts are available on the <b>Value of Academic Libraries</b> website.</p>	
		<p>PLA announced a new portal to the Public Library Data Service (PLDS) Statistical Report -- <i>PLAmetrics</i>. Subscribers can access PLDS data and use "click-only" reporting functionality to produce and share data reports for management, stakeholder relations and advocacy purposes.</p>	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

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: ACRL is January 2012 as a completion date for adding IPEDS data to the ACRL Metrics product.	
		OIF will hire Jon Gant's research team at the University of Illinois at Urbana-Champaign to set up a new research-quality censorship database. This project will continue through the year.	
1.2.3	Implement research agenda in collaboration with internal and external partners.	OITP, in partnership with PLA and other partners, is developing benchmarks for public access technology in public libraries.	
		Using preliminary data from the 2011-2012 survey, the Public Library Funding & Technology Access Team created an advocacy package for use during the current legislative sessions. See <a href="http://www.plinternetsurvey.org">http://www.plinternetsurvey.org</a>	
		AASL announced the 6th year of its longitudinal study: "School Libraries Count!" Data from the longitudinal study will be used to develop advocacy tools to support school library programs and the local, state and national levels. See <a href="http://www.aaslsurvey.org">www.aaslsurvey.org</a> . Personalized reports, complementing AASL's suite of advocacy tools, are now available for 2011 survey participants.	
1.2.4	Inventory current research and identify "gaps."		
1.3	Increase resources and training for advocates seeking to secure increased funding and support for all libraries.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
1.3.1	Identify, collect and make available local and national advocacy resources including success stories, best practices, etc.	2015 initiative (8): Promoting the Value of Libraries to Local & State Governments ("CAPWIZ Local")	
		2015 initiative (19): Targeted local advocacy efforts	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

		The Office for Literacy and Outreach Services (OLOS) and the Committee on Rural, Native, and Tribal Libraries of All Kinds revised and reissued "The Small But Powerful Guide to Winning Support for Your Rural Library" toolkit. The Office and Committee are also planning an Advocacy Webinar for December 2011 to promote the toolkit and additional advocacy resources from the ALA.	
		ALA President Molly Raphael (2011-2012) advocacy initiative ("Communities Speak Out for Libraries and Libraries Speak Out for Communities") includes a web-based clearinghouse, including research, outcomes stories, and metadata related to community advocacy efforts.	
		Customizable resources for free download were developed for National Bookmobile Day 2012 ( <a href="http://www.ala.org/bookmobiles">www.ala.org/bookmobiles</a> ), to help libraries across the country advocate for services.	
1.3.2	Create a virtual training module for advocacy purposes.	The Committee on Library Advocacy began offering webinars on advocacy in 2012.	
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.	OITP will host a Google Policy Fellow in Summer 2012. The Policy Fellow will learn about national policy and complete a project.	
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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
1.4.1	Create and implement a plan to increase the visibility and credibility of ALA with key decision makers beyond the library community.		

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

1.4.2	Leverage partnerships to increase ALA's visibility with important decision makers.	The Office for Literacy and Outreach Services (OLOS) has coordinated ALA's role as a partner in ProLiteracy's first U.S. Conference on Adult Literacy, November 2-5, 2011. OLOS will exhibit at the conference and coordinate four programs, emphasizing the role of libraries and librarians in addressing the issue of adult literacy.
1.4.3	Reposition ALA's messages using the language of external stakeholders (outside of the field) to influence decision-makers.	<p>AASL joined 20 other stakeholder groups representing education and community leaders to support the new National Center for Literacy Education (NCLE). NCLE, a project of the National Council of Teachers of English and the Ball Foundation, provides a clearing-house for educator teams and schools engaged in innovative literacy education practices to share and learn from each other.</p> <p>2015 Initiative (37, 38): School Library Research Project, Digital Literacy Training</p> <p>AASL is sponsoring a Congressional Briefing on the SKILLS Act (10/17/11) to raise the visibility for school libraries in federal education legislation.</p>
		<p>ALA President Molly Raphael (2011-2012) advocacy initiative is "Empowering Voices: Communities Speak Out for Libraries and Libraries Speak Out for Communities."</p> <p>The ALA Public Programs Office and the Fetzer Institute selected 30 libraries to host a series of programs as part of the <i>Building Common Ground: Discussions of Community, Civility and Compassion</i> initiative, supported by the Fetzer Institute.</p> <p>2015 Initiative (23 - capital): Censorship and Case Support Database : the Office for Intellectual Freedom (OIF) is currently working with the University of Illinois to develop a plan.</p>

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

		The ALA took a strong stance in opposition to two copyright-related bills -- PIPA (S. 968) and SOPA (H.R. 3261); OGR constructed the <i>PIPA, SOPA and OPEN Act Quick Reference Guide</i> and issued a legislative action alert to ALA members. An unprecedented swell of grassroots advocacy from Internet users (Internet Blackout Day) stopped the proposed legislation.	
1.4.4	Convert the ideas from the Equitable Access Task Force into legislative policy initiatives.	2015 Initiative (36): Economic Research - Licensing/E-Books: Drs. Stanley Besen and Sheila Nataraj Kirby have been hired and are conducting research. (Fall 2011)	
		OITP filed comments (spring 2012) with the Federal Communications Commission (FCC) supporting its proposal to advance broadband adoption by low-income people through digital literacy training in public libraries and schools. ( <a href="http://wp.me/p1zex0-20p">http://wp.me/p1zex0-20p</a> ).	
		On February 9, 2012, identical bills were introduced with bipartisan support aimed at improving access to federally-funded research -- the Federal Research Public Access Act (FRPAA - H.R. 4004) and a Senate bill of the same name (S. 2096). See <a href="http://www.ala.org/advocacy/access/accesstoinformation/publiclyfundedresearch/s1373">http://www.ala.org/advocacy/access/accesstoinformation/publiclyfundedresearch/s1373</a>	
1.5	Increase ALA's role in the formulation of library-related local, state, national, and international legislation, policies and standards.		
1.5.1	Develop training and awareness around the benchmarks identified by the Technologies Benchmark Gates Initiative.	PLA is developing a training plan/resources related to using benchmarks, organized around 3 areas: Community Value, Engaging the Community & Decision-Makers, and Organizational Management.	<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
1.5.2	Define and communicate ALA's role in legislative policy issues at the local, state, national, and international levels.	ALA Membership Marketing is implementing a new organizational member campaign focused on ALA public policy role.	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

1.5.3	Create and implement a program to engage library professionals earlier in their careers in public policy and advocacy initiatives.	OITP participates in the Google Policy Fellow program. A Fellow spends 10 weeks at OITP; while Google pays the stipend, OITP sets the work agenda. COA Chair and OA director are now participating in the Advocacy Coordinating Group.	
1.5.4	Increase outreach to local decision makers.	In order to reach those who are responsible for providing funding and legislation for libraries, ALA began exhibiting and presenting programs at national, local and state government and school leadership conferences. This fall, the director of CRO exhibited at the International City/County Management Association. Plans are underway to exhibit at three additional conferences this year.	
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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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.	The Board of the American Booksellers Association met in New Orleans during the 2011 ALA Annual and ALA and ABA organized an opportunity for members of both Boards to talk informally.	
1.7	Use new technologies to build greater public understanding and support for libraries of all types.		

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

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.	Using the "We the People" petition website provided by whitehouse.gov, 2011-2012 AASL president Carl Harvey created a petition calling on the administratin to ensure that every child in America as access to an effective school library program by using the reauthorization of the Elementary and Secondary Education Act (ESEA) to provide dedicated funding to help support school library programs. The petition needed to get 25,000 signatures in one month to be put in the hands of President Obama; the target was reached with 4 days to spare.	
		<i>American Libraries</i> joined Pinterest, the online pin board, in March 2012. In less than one month it attracted nearly 800 followers for its Great Libraries of the World board, more than 800 followers for the Featured Digital Libraries board, and hundreds of followers for other boards.	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
2	<b>Building the Profession:</b> 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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
2.1.1	Review accreditation standards to align with core values and competencies.	COA 5-Year Review Cycle: The 2nd web survey summary results are available at the Standards Review Site ( <a href="http://www.oa.ala.org/accreditation/">http://www.oa.ala.org/accreditation/</a> ).	
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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
2.2.1	Conduct gap/needs analyses for all CE and other educational opportunities and develop CE to meet needs identified.	<p>2015 Initiative (28): Business plan development for ASCLA continuing education. ASCLA's FY12 plan includes both webinars and online courses. ASCLA has issued an rfp for a business consultant to work with the division on development of a framework for an expanded continuing education program to be offered by ASCLA.</p> <p>ALTAFF is developing a series of 3 webinars for Friends and librarians on how to capture and utilize the emerging Baby Boomer volunteers; the courses will be available Fall 2011.</p>	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

2.2.2	Increase e-learning opportunities across all areas.	<p>ALA Publishing's FY12 online CE encompasses an increasing range of platforms for delivery and range of price points for facilitated eCourses and online workshops (especially ALA Editions and ALA TechSource), and includes free options such as Booklist webinars, RDA Virtual User Group, RDA introductory webinars, ALA TechSource webinars co-sponsored with Web Junction.</p> <p>ALCTS will offer a virtual Midwinter Symposium and virtual Annual Conference pre-conferences this year. These are first-time offerings and performance will be evaluated for FY13.</p> <p>PLA shifted to a new, successful Virtual Spring Symposium (previously face-to-face) in FY11.</p> <p>LLAMA produced 5 webinars for summer 2011.</p>	
2.2.3	Enhance career development services and connect career development and CE.	<p>HRDR will offer an expanded array of webinars, online chats, coaching services, and JOBLIST articles to support job seekers and enhance the value of JOBLIST. [2015 project]</p> <p>The Office for Diversity (OFD) and Spectrum Scholarship Program, with funding from the Bill and Melinda Gates Foundation, is developing a curriculum focused on library technology and diverse communities. The curriculum is developed in response to several surveys of Spectrum Scholars asking about their familiarity with and comfort in using technologies with drive library services. Courses are being offered as webinars for all current and past Spectrum Scholars. Recordings will be made available to the general membership. Courses are being taught by past Spectrum Scholars and invited instructors. (2011-2012)</p>	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

		YALSA and its design partner Badgeville were named one of 30 winners in the Badges for Lifelong Learning Competition at the Digital Media and Learning Conference, held in collaboration with Mozilla, supported by the John D. and Catherine T. MacArthur Foundation and administered by HASTAC. YALSA received \$75,000 to create badges that will be based on its Competencies for Serving Youth, national guidelines that outline what today's librarians need to know to effectively serve youth.	
2.2.4	Create opportunities to take advantage of ALA as a CEU provider.	ALA's IACET application has been accepted, through 2016.	
2.2.5	Enhance and expand the ALA Virtual Conference.	The 2011 ALA Virtual Conference had 249 individual and 58 group registrants, for an average participation level of 600. The ALA Virtual Conference will continue in FY12 with expansion to two tracks planned in FY13.	
2.3	Provide increased leadership and career development opportunities for Library and Information Science students.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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.	ALCTS offers its webinars free to students for viewing any time and to faculty to use in their classrooms for courses related to ALCTS interests.  LLAMA will offer its free webinar on job hunting and interviewing in Fall 2011.	
2.3.2	Create and implement a plan to increase ALA's presence virtually through the use of social networking tools.	ALA's Social Media Working Group (internal) is holding brown bag lunches covering a variety of topics; a subgroup is developing a flowchart to help staff respond to various issues arising in social media; the SMWG is compiling data from an internal survey of social media resources. SMWG is reviewing ALA's Facebook strategy.	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

		There are 1275 ALA groups (e.g. committees) in ALA Connect and 709 member-generated communities. There are 3,493 non-member accounts on ALA Connect.	
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.	ALA President Molly Raphael (2011-12) will sponsor an Association Options Fair, in collaboration with AILA, APALA, BCALA, CALA, REFORMA, ASCLA LSSPS, GLBTRT.	
2.4	Increase the diversity of the library workforce to reflect an increasingly diverse national and global community.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
2.4.1	Develop and implement strategies to expand Spectrum and other diversity scholarship programs.	The Office for Diversity (OFD) and Spectrum Scholarship Program, with funding from the Bill and Melinda Gates Foundation, will provide an additional 35 Spectrum Scholarships over the next two years, increasing the pipeline of diverse library professionals entering the workforce. (2011-2012)	
		The Office for Diversity and Spectrum Scholarship Program, with funding from the Institute of Museum and Library Services (IMLS), will continue its Spectrum Ph.D program, working with over 20 LIS programs over the next four years to recruit diverse candidates for PhDs in library and information science and providing scholarships for selected candidates' tuition. (2011-2015)	
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).		

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

2.4.4	Develop and implement recruitment initiatives based on community and professional demographics.	The Office for Diversity and Spectrum Scholarship Program, with funding from the Institute of Museum and Library Services (IMLS) will continue to develop the "Discovering Librarianship" program which utilizes past diversity recruitment graduates to serve as recruiters for future LIS professionals. Recruiters are finalizing marketing and publicity materials and will begin participating in local, regional, and national recruitment events in 2012. (2011-2013)	
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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
2.5.1	Assess best practices and develop training for library managers on engaging and retaining library staff.	The Office for Diversity introduced a new webinar series: <i>Diversity Leadership Online</i> ( <a href="http://www.ala.org/ala/onlinelearning/unit/diversity.cfm">www.ala.org/ala/onlinelearning/unit/diversity.cfm</a> ).	
		The Office for Diversity released new training cards featuring strategies for increasing civility and combating bias, to help foster diversity in the workplace.	
2.5.2	Evaluate JobLIST, librarycareers.org, and other in-house recruiting channels for enhancements and realignments.	<p>ALA JobLIST's e-newsletter (ALA JobLIST Direct) and social media outreach are providing an effective informal feedback loop for changes and upgrades. ACRL and AL staff seek ongoing input from users through customer service channels.</p> <p>Beginning in FY12, HRDR will offer an expanded array of webinars, online chats, coaching services, and JobLIST articles to support job seekers and enhance the value of JobLIST. [2015 project]</p>	
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 #3 -- April 2012

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
3	<b>Transforming Libraries:</b> 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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
3.1.1	Convene association-wide forums to define "transforming libraries."	Th Fall 2011 Joint Boards meeting focused on Transforming Libraries. Results were reviewed with the ALA Executive Board at the 2012 Midwinter Meeting.	
		Two 2012 Midwinter "Conversations" focused on the transformation of libraries and librarianship, particularly looking at the role of the library in its community.	
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)	ALCTS created the Transforming Collections Task Group to look at how ALCTS can support this goal. ALCTS held an E-Forum on this initiative in February 2012.	
3.1.3	Identify new ways to distribute innovative practices, e.g., an "innovation snapshots" column in <i>American Libraries</i> .	OITP, in collaboration with LITA, sponsors the Cutting Edge libraries recognition. Recognized services will be described in the OITP Perspectives series in 2012.	
		LLAMA is working with its new John Cotton Dana (JCD) Award partner, EBSCO, to expand the impact of the awards on excellence in library public relations.	
		Two representatives from OITP presented at the Knight Foundation Libraries Conference (February 2012) entitled "Re-visioning the Library of the Future."	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

3.1.4	Create a portal (website) to aggregate and "brand" content related to library transformation from across the Association.	2015 initiative (22): <b>Transforming Libraries</b> website: The Transforming Libraries website debuted at Annual Conference ( <a href="http://transforming.ala.org/">http://transforming.ala.org/</a> ). It provides stories of award winning libraries, a Twitter feed, news of library transformations, and links to resources for all types of libraries.	
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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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.	ALCTS will fund mini-grants in FY12 for projects relating to Transforming Collections.	
		ASCLA has a new interest group: The Future of Libraries -- which will promote exploration of new concepts.	
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.	PLA's new webinar series showcases innovative practices related to new and emerging technologies, e.g. digital media labs, ebook devices, etc.	
		OITP and LITA selected 4 innovative library programs as winners of the 3rd annual contest to honor cutting-edge technology projects in libraries, part of OITP's Program on America's Libraries for the 21st Century (AL21C).	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

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"> <li>• What has actually occurred or been accomplished toward achieving the objective?</li> <li>• Do members believe we have made progress?</li> <li>• Can we see any impact on public perceptions, attitude?</li> <li>• Are there other measurable impacts on libraries, users or the public?</li> </ul>
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.	PLA and its Edge Coalition partners announced the Edge website: <a href="http://www.libraryedge.org">www.libraryedge.org</a> , including information about this initiative to develop Public Access Technology Benchmarks.	
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.	OITP published the OITP policy brief <i>Confronting the Future</i> and the OITP Perspectives publication on hidden collections. Webinars on both publications are scheduled in Fall 2011.	
		ALA TechSource workshops, eCourses, webinars, blogs, and print issues of <i>Library Technology Reports</i> and <i>Smart Libraries Newsletter</i> provide information about emerging technologies with case studies of effective use in various kinds of libraries. More than 800 attended a technology wrap-up webinar after the 2011 ALA Annual Conference.	
		<i>American Libraries Direct</i> expanded coverage of e-trends in librarianship starting August 2011 with a regular "E-Content" section, separating the former "Publishing" section into it and "Books and Reading." A new American Libraries blog, "E-Content," authored by Christopher Harris, launches in October 2011 to complement and help communicate out the work of the ALA Working Group on Digital Content and Libraries.	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

3.4	Increase leadership development and training opportunities designed to support the ongoing transformation of libraries.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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.	The LLAMA Leadership Competencies Task Force will submit a final report to the LLAMA Board at the 2012 ALA Annual Conference.	
		The ACRL Board of Directors approved a comprehensive revision of <i>Standards for Libraries in Higher Education</i> (SLHE), which provides a guide to libraries in advancing and sustaining their role as partners in educating students, achieving their institutions' missions, and leading on assessment and continuous improvement.'	
3.4.3	Create a "Leadership Institute" across divisions and types of libraries.	LLAMA has appointed a Leadership Education Task Force to determine the feasibility of developing a national leadership program.	
3.4.4	Create continuing education and mentoring programs focused on the concepts of innovation and leading "from where you are."	<p>ALCTS' virtual Midwinter Symposium is "Launching Your Star Potential: Leadership for Today's Libraries."</p> <p>OA LIS program reviewer recruiting and training focus on practitioners leading review panels, which has increased by 30% in fall 2011.</p>	
3.4.5	Create more transformational programming at ALA conferences and through ALA online continuing education.	Aspects of "Transformation" identified at the Fall Joint Boards meeting and used on the Transforming Libraries Portal will also be used to structure content at the ALA Annual Conference	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
4	<b>Member Engagement:</b> 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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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	
		PLA is hosting Facebook Forums, interactive hour-long discussions on a PLA Facebook Page about specific topics, to reach both members and non-members.	
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.	An initiative by 2011-2012 ALA President Molly Raphael will create a "map" to engagement in ALA and its affiliates.	
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).	The "Associations Options Fair" (a 2011-2012 presidential initiative) will take a "speed dating" approach.	
4.2	Increase member engagement by identifying and eliminating barriers to participation and through technological innovation.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

4.2.1	Conduct member and potential member assessment to identify barriers to and opportunities for member engagement.	Studies following the 2011 spring election (by both member groups and staff) have led to specific recommendations for change in the 2012 election.	
		An electronic "booklet" was prepared for the 2012 spring election; it is accessible from a special election webpage. The booklet, focused on ALA officers and Council, includes information about the positions being filled, as well as candidate information.	
4.2.2	Develop and implement an action plan based on assessment of barriers.		
4.2.3	Develop more virtual participation opportunities in addition to committee work, e.g. "ad hoc" or single task/project opportunities.	RDA Toolkit launches a few virtual user group, October 2011.	
4.3	Develop new models to recognize member contributions in a changing association.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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: ALCTS and ITTS are coordinating development of an RFP which will reflect requirements across the association. Work will move forward in 2013-2014.	
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.	The ALA Ambassadors program recognizes ALA members who frequently attend conferences and utilizes their accumulated knowledge of the Association.	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

4.4	Continue to enhance a web presence that engages members and the public.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
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 #3 -- April 2012

2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
5	<b>Organizational Excellence:</b> 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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
		On December 23, 2011, Neal-Schuman Publishers joined ALA Publishing, where it will be an imprint of ALA Editions. Relocation from New York City to Chicago was completed in April 2012.	
5.1.1	Create fund for product development and programmatic innovation, possibly a percentage of net product sales.	ALA Graphics has partnered with ALSC and PLA to reach out to daycare/preschool facilities and medical professionals/organizations assisting women and young children to emphasize the importance of early literacy. A direct mail campaign to these populations will highlight the new Every Child Ready to Read products from ALSC and PLA, as well as a selection of age appropriate products from ALA Graphics. The direct mail campaign will include a mini catalog featuring these products, as well as content about the importance of early literacy. We will exclusively target new markets -- those who are not currently active customers of Graphics or members of either PLA or ALSC -- that have a need for the products being offered. The goal is to reach prospective customers in January 2012. Content is currently being gathered, lists are being acquired, and initial catalog designs are being developed. [2015 project]	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

		Funding has been earmarked in the FY13 proposed budget to support further development of ALA's international business -- focusing particularly on both products and web-based CE.	
5.1.2	Better inform active members of the costs of maintaining and implementing programs and initiatives.	BARC produced its first web-based training materials for member leaders.	
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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
5.2.1	Continue to support member-formed virtual structure.	There are 709 member-created Communities in ALA Connect, in addition to 1,275 formal ALA groups.	
5.2.2	Create and implement a needs assessment survey to identify what members want and need.	ALTAFF is developing a survey for members to determine both satisfaction and unmet needs. ALTAFF is also surveying Friends about fundraising and advocacy success, to determine what tangible difference Friends are making for libraries at the local level.	
5.2.4	Continue to redesign and restructure the organization in response to demographic and economic change.	Various ALA groups have acted to simplify Bylaws, streamline governance structures, expand virtual participation and encourage active participation, in a variety of ways, by a broader spectrum of members. The most recent division to enact significant changes was ASCLA (2010-2011).	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

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"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
5.3.1	Assess and eliminate/change existing functions, operations, and programs within ALA that are no longer relevant.	ALCTS has appointed a task group to undertake a year-long review of its publishing activities, with a report due at Annual 2012.	
5.3.2	Plan and implement collaborative programs and products.	ALSC and PLA have released the 2nd edition of <i>Every Child Ready to Read</i> (ECRR).	
5.3.3	Analyze member experience and determine and implement ways to improve it.	OA has expanded the searchable database of ALA-accredited LIS programs to include 22 areas of concentration or career pathways. See <a href="http://www.ala.org/Template.cfm?Section=lisdirb&amp;Template=/cfaps/lisdir/index.cfm">http://www.ala.org/Template.cfm?Section=lisdirb&amp;Template=/cfaps/lisdir/index.cfm</a>	
5.3.4	Create and implement plans to attract and retain new members.	2015 Initiative (31): Recruitment challenge/match: ALA Membership Development is working with participating divisions on a letter campaign to prospective members. It will mail the end of October 2012.	
5.3.4	Increase ALA's international membership as well as programs and products attractive to an international membership.	2015 initiative (17): Global assistance with getting up to speed with RDA Toolkit: The Library of Congress is scheduled to release training in October 2011. Adapting that training will be a key component of developing self-paced e-learning for RDA global users. An instructor job description has been drafted. The recommended RDA implementation date of sometime after January 2013 (announced in June 2011) pushes the development of training further into FY2012 than originally anticipated. The project is on track in light of the revised timeline.	

ALA 2015 Strategic Plan: Implementation Report #3 -- April 2012

		Introductory live webinars conducted at different times of day to allow for multiple international time zones will be supplemented, starting in October 2011, by a regular virtual user group, led by ALA Digital Reference. Due the delay in LC and other national libraries' recommended implementation date for RDA to no sooner than January 2013, training modules will be released later than originally planned. Once LC releases training in Fall 2011, RDA Toolkit will use it as the base for the first self-paced, online learning modules described in the 2015 grant. Authors/developers for the modules are under consideration as of 9/30/11.	
5.3.5	Work with a "young professionals" group to assess and improve services to this group of members.	The Young Professionals Task Force (2009-2011) reported to the ALA Executive Board at the 2011 Annual Conference. A status report on implementation will be reviewed by the Board in Fall 2012.	
5.3.6	Reposition the ALA Midwinter Meeting to focus on professional conversation and regional continuing education.	2011 Midwinter Meeting "White Paper." To reflect the greater emphasis on discussion and dialog, the new tagline "The conversation starts here..." has been adopted in promoting Midwinter 2012.	
5.4	Strengthen support for and collaboration with Chapters and Affiliates.		<ul style="list-style-type: none"> <li>• <i>What has actually occurred or been accomplished toward achieving the objective?</i></li> <li>• <i>Do members believe we have made progress?</i></li> <li>• <i>Can we see any impact on public perceptions, attitude?</i></li> <li>• <i>Are there other measurable impacts on libraries, users or the public?</i></li> </ul>
5.4.1	Identify models of successful collaborations with chapters and affiliates.	2015 Initiative (4) : ALA/JCLC conference scholarships (based on successful program with Guadalajara Book Fair)	
5.4.2	Facilitate periodic conversations with chapters and affiliates to discuss trends, challenges, opportunities and needs.	A Chapter Relations Task Force reported to the ALA Executive Board at the 2011 Annual Conference; implementation is in process.	
<p>Note: 2015 Initiative Numbers -- e.g. (4) -- reference original proposal numbers and are included here to facilitate internal tracking.</p>			