

ALA Executive Board  
2012 Fall Meeting

**TOPIC:** ALA 2015 Strategic Plan: Implementation Report #4

**ACTION REQUESTED:** Discussion

**REQUESTED BY:** Keith Michael Fiels, Executive Director  
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**DATE:** October 15, 2012

**BACKGROUND:**

2015 Reports

The fourth 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. As we look at strategies, strategic initiatives and projects, the key question is: *Is this strategy allowing us to achieve, or make progress toward achieving, the objective?*
- For objectives: In assessing progress toward achieving objectives, 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?*

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 ultimately seek to respond to the implicit question: “so what?”

Highlights

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 Andrew Carnegie Medal awards (new in 2011-2012) led by Booklist and RUSA; the Association Options fair (new in 2011-2012); the expanded use of AL

Direct, with both student and international editions; and, a major Libraries Transforming Communities project (new in 2012-2013 – building on groundwork in 2011-2012).

- 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 (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. In 2012, an ALSC webinar was developed particularly for LIS students about to enter a difficult job market.
- ALA's focus on online 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. Many ALA units – such as ALSC, RUSA and LLAMA – significantly increased the number of webinars and/or web-courses from FY11 to FY12. ALA, through its APA (Allied Professional Association), now offers two certification programs. ALA is now able to offer nationally-recognized Continuing Education Units (CEUs) for qualifying CE. The 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. The new Transforming Libraries and digital content web sites will formally launch in mid-October, 2012.
- Throughout FY12, the ALA Digital Content Working Group, working with ALA's Office for Information Technology Policy and ALA presidents Molly Raphael (2011-2012), Maureen Sullivan (2012-2013) and Barbara Stripling (2013-2014) have addressed complex marketplace issues and the immediate lack of access to ebooks through a series of public statements, meetings, papers, publications, research (including 2015-funded economic research), and communications with members and the media.
- 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 (new design, enhanced Conference Scheduler), a new Finance system and virtualization of ALA's server environment. FY13 will include a new Conference management system and new e-commerce software. The impact of continued investment in critical infrastructure is apparent not only in internal efficiencies but also in the 20% increase in page views on the ALA website from 2011 to 2012.
- Key business areas have continued to expand, with the acquisition of Neal-Schuman in FY12 (now an imprint of ALA), along with the launch of Huron Street Press. The ALA Virtual Conference has continued to grow.

- There is strong recognition of and, within real resource constraints, support for the research needed to support advocacy. Among the recent 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.” While additional 2015 funding was not available in FY12, these projects continue to be fruitful.
- 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. ALA received 4 IMLS Leadership grants in September 2012 and 3 Laura Bush grants in June and September 2012.

### Process

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.

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

### Related previous documents:

2010-2011 EBD #12.10: ALA Ahead to 2010: Final Progress Report  
 2010-2011 EBD #12.42: ALA 2015 Strategic Plan: Implementation Report #1  
 2011-2012 EBD #12.7: ALA 2015 Strategic Plan: Implementation Report #2  
 2011-2012 EBD # 12.39: ALA 2015 Strategic Plan: Implementation Report #3

ALA 2015 Strategic Plan: Implementation Report #4 -- October 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 6th 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 2011 (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. In 2012 (1/2012-10/2012) 22,780 clips and mentions generated 18 billion impressions, for a publicity value of \$10M.</p>	
		<p>The <a href="http://atyourlibrary.org">atyourlibrary.org</a> web site, which encourages library use, had 281,056 visits and 462,619 page views between 1/1/2012 and 9/30/2012.</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. Year 5 is currently underway.</p>	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		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.
		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.
		RUSA created the "Just Ask" initiative to communicate a vision of reference/information professionals and the services they provide, and to provide creative resources for librarians to engage in that advocacy.
		United for Libraries (prev. ALTAFF) will sponsor its 7th annual National Friends of Libraries Week. United has created sample press releases, proclamations, op-eds, etc. for libraries to use to promote Friends as well as a webcast for Friends and libraries to help them maximize the value of the celebration.
1.1.2	Create a plan to strategically identify the appropriate partners for public awareness outreach.	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.
		For Preservation Week, ALCTS is analyzing a list of possible partners to engage those most closely tied to the concept.
		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.

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		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 were announced at the 2012 ALA Annual Conference.	
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.	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>	
		ALA continues to gather information through the Harris poll. According to the 2011 Harris Poll Quorum by Harris interactive, 87% of the public is extremely/very or somewhat satisfied with their public library. Responding to a question on they (the public) rank the benefits of the public library compared to the benefits of other tax-supported services, 88% rank the public library at the top or in the middle. 90% responded favorably to the statement "Is a place where I can learn for a lifetime." People were also asked to respond in relation to specific library services.	
		The ALCTS Board established the ALCTS Technical Services Advocacy Resources TF to create a collection of resources to assist ALCTS members in demonstrating and articulating the value of library functions in ALCTS' areas of coverage, historically known as technical services.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		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.
		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 Value of Academic Libraries website.
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 has added IPEDS data to the ACRL Metrics product.
		ACRL held a forum at the 2012 ALA Annual Conference to develop a research agenda about the value of academic libraries. The research agenda will be released and discussed at the Assessment Conference in October 2012.
		ALA Office for Intellectual Freedom received capital funding (FY12) to upgrade its challenge database and support innovative uses of it. OIF contracted with UIUC GSLIS; the work was completed in 10/2012. UIUC's work focused on situation analysis; modern relational database design, input & verification (including design of a new web submission form); data remapping (including hand adjustment of formatting inconsistencies over many years); developing queries, templates, and reports for common inquiries; and, work flow guidance. Testing has been completed and OIF staff have been trained.
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.

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		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>	
		In September 2012, ACRL was awarded a National Leadership Demonstration Grant by the Institute of Museum and Library Services (IMLS) for the project "Assessment in Action: Academic Libraries and Student Success. The grant funding of \$249,330 will support ACRL, in partnership with the Association of Institutional Research (AIR) and the Association of Public and Land-grant Universities (APLU) and build on their IMLS 2011 Collaborative Planning Grant. 300 institutions (total) will participate in the project. Each participating institution will identify a team, consisting of a librarian and at least two additional team members, as determined by the campus, to develop and implement an action learning project examining the impact of the library on student success and contributing to assessment activities on their campus. The librarians will participate as cohorts in a one-year professional development program that includes team-based activities carried out on their campuses.	
		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.	Two ALSC Division Leadership 2012 meetings were focused on advocacy training. Resources and links are available on the ALSC website.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 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.
		ALA President 2011-2012 Molly Raphael's 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.
		PLA offers Turning the Page 2.0, a free 6-week blended learning advocacy training course. As of September 2012, over 1500 librarians have registered.
		Through Turning the Page, PLA collects success stories and achievement of trainees here: <a href="http://www.ala.org/pla/education/turningthepage/testimonials">http://www.ala.org/pla/education/turningthepage/testimonials</a>
		In October 2012, the ALA Office for Literacy & Outreach Services (OLOS) released "Extending Our Reach: Reducing Homelessness Through Library Engagement," a toolkit.
1.3.2	Create a virtual training module for advocacy purposes.	The Committee on Library Advocacy began offering webinars on advocacy in 2012.
		PLA makes the Turning the Page online advocacy curriculum modules available for free for self-paced learning.
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 hosted a Google Policy Fellow in Summer 2012. His work is continuing and will culminate in a paper on the future of libraries, to be published in the OITP Perspectives series.

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

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.	To raise awareness of the overly restrictive blocking of legitimate, educational websites and academically useful social networking tools in schools and school libraries, AASL inaugurated a Banned Websites Awareness Day to be celebrated annually.	
		The Library Copyright Alliance (LCA) is holding an invitational meeting to develop a unified message on copyright issues such as section 108, orphan works, etc. that can be delivered to legislative and regulatory agencies/offices.	
1.4.2	Leverage partnerships to increase ALA's visibility with important decision makers.	The Office for Literacy and Outreach Services (OLOS) coordinated ALA's role as a partner in ProLiteracy's first U.S. Conference on Adult Literacy, November 2-5, 2011. OLOS exhibited at the conference and coordinated four programs, emphasizing the role of libraries and librarians in addressing the issue of adult literacy.	
	Reposition ALA's messages using the language of external stakeholders (outside of the field) to influence decision-makers.	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.	
1.4.3		2015 Initiative (37, 38): School Library Research Project, Digital Literacy Training. A Digital Literacy Task Force was created; a white paper is currently out for comment.	
		AASL sponsored a Congressional Briefing on the SKILLS Act (10/17/11) to raise visibility for school libraries in federal education legislation.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		ALA 2011-2012 President Molly Raphael's advocacy initiative was "Empowering Voices: Communities Speak Out for Libraries and Libraries Speak Out for Communities."
		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.
		see 1.2.2
		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.
		ACRL -- <i>Applying the Standards for Libraries in Higher Education -- Communicating Results and Crafting the Library's Story</i> -- This 3-part webcast series offers practical strategies for immediate action as well as long-term planning and assessment. The November 15, 2012, webcast focused on using the Standards as a basis for communicating the library's impact.
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) The report is expected to be released the week of October 8 (2012), in the E-Content blog.
		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> ).

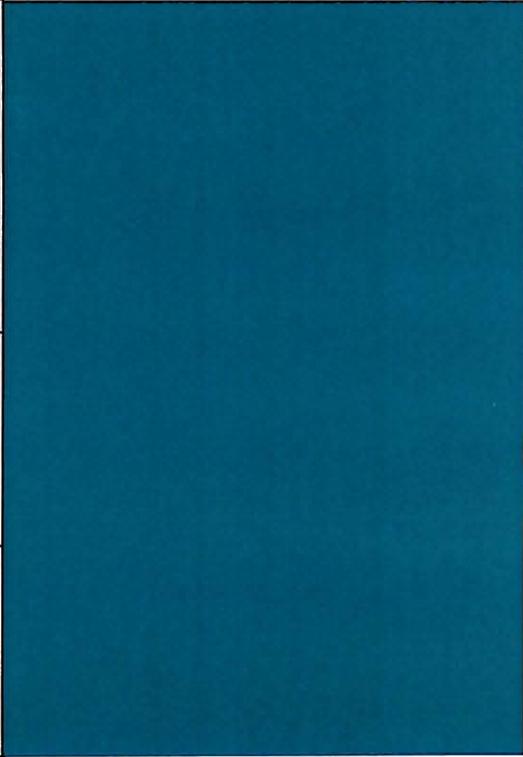
ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		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.		<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>
1.5.1	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.	
1.5.2	Define and communicate ALA's role in legislative policy issues at the local, state, national, and international levels.	ALA Membership Marketing implemented a new organizational member campaign focused on ALA public policy role.	
1.5.3	Create and implement a program to engage library professionals earlier in their careers in public policy and advocacy initiatives.	OITP 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. In FY12, a new category -- OITP Research Associates -- was created, intended for early-career professionals interested in national public policy. So far, two recent Google Policy Fellows have been appointed as OITP Research Associates. They receive a small stipend and work remotely on projects.	
		To introduce MLS students to the importance of working with Friends and Trustees and to their important contributions, United for Libraries has introduced a new student membership rate (\$15).	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

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.		<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>
1.7.1	Create opportunities to promote what is available within ALA.	Value of Libraries website development (see 1.2.1)	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

<p>1.7.2</p>	<p>Utilize @ your library and I Love Libraries websites as well as social media to form public opinion.</p>	<p>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.</p>	
		<p>ALSC partnered with LEGO®DUPLO® to build the readbuildplay.com website to bring attention to the valuable work that children's librarians do in developing young readers and inspire communities to support their public libraries and nominate them to receive \$5,000 for books and supplies, and the top 200 to receive innovative early literacy toolkits of books and bricks.</p>	
		<p><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.</p>	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 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 3rd web survey summary is 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.	2015 Initiative (28): Working with an outside consultant, ASCLA developed a business plan focused on its unique roles within the Association, including focus on accessibility. Online continuing education was increased in FY12. Also in FY12, ASCLA implemented a guided tour that has to date proven successful.	
		United for Libraries has developed the Trustee Academy and sold "bulk" purchases in six state to date. The Baby Boom Volunteer webinar series was launched in 2012 and logins are increasing.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

2.2.2	Increase e-learning opportunities across all areas.	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.
		ALCTS offered a virtual Midwinter Symposium and virtual Annual Conference pre-conferences in FY12. These first-time offerings and performance were successful and there will be virtual offerings again in FY13.
		The ACRL 2013 Conference will include a virtual component.
		RUSA added two additional courses to their list of offerings in FY12.
		PLA shifted to a new, successful Virtual Spring Symposium (previously face-to-face) in FY11.
		ASCLA added an online course on <i>Improving Library Services to People with Disabilities</i> , and will add a course on <i>Creating a Latino-Friendly Library</i> , early in FY13.
		LLAMA offered 8 webinars in FY12, an increase over FY11 (5). In addition to 7 paid webinars, 1 free webinar, featuring HR professionals giving tips on interviewing, was attended by more than 500 individuals.
		ALSC offered 20 webinars in FY12, twice as many as offered in FY11. The first 4 Caldecott-themed webinars were free to all; the remaining 3 will be free to ALSE members.
		Between April and September 2012, LITA produced three web courses and three webinars.
2.2.3	Enhance career development services and connect career development and CE.	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]

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		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)
		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.
		ACRL continues to offer scholarships to all of its professional development events.
		Since 2008, LITA has sponsored 9 emerging leaders. All but one has served in leadership roles within LITA. Two currently serve as directors-at-large on the LITA Board; one of those is also on the LITA Executive Committee.
2.2.4	Create opportunities to take advantage of ALA as a CEU provider.	ALA's IACET application has been accepted, through 2016.
		CEUs are now offered with RUSA's online course <i>Health Information 101</i> .

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

2.2.5	Enhance and expand the ALA Virtual Conference.	<p>The 2011 ALA Virtual Conference had 249 individual and 58 group registrants, for an average participation level of 600. The FY12 Virtual Conference had 273 individual registrants and 119 group registrants. Average attendance was over 600, spiking to 800. There was one "break" sponsorship. Virtual Conference registration continues to come overwhelmingly from those who do not (and are unlikely to) participate in the face-to-face Annual Conference. Virtual Conference 2012 successfully used the theme "Mapping Transformation."</p>	
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.	<p>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.</p> <p>LLAMA will offer its free webinar on job hunting and interviewing in Fall 2011.</p>	
2.3.2	Create and implement a plan to increase ALA's presence virtually through the use of social networking tools.	<p>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.</p> <p>JobLIST and ACRL both have active social media presences with LinkedIn and FaceBrook groups and Twitter accounts.</p> <p>There are 1275 ALA groups (e.g. committees) in ALA Connect and 709 member-generated communities (FY11); 214 groups were added in FY12. There are 3,493 non-member accounts on ALA Connect (April 2012).</p>	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

2.3.3	Create opportunities to make ALA's career development resources more accessible to LIS students.	Created as an engagement tool for students, ALSE Student Sessions are offered quarterly. The first online workshop, "Getting Your First Library Job: Showcasing Skills and Packaging Passion," was held in June 2012.	
2.3.4	Create more opportunities for LIS students to get involved on ALA committees.	ALA 2011-2012 President Molly Raphael sponsored 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>• 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>
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 Spectrum Presidential Initiative has raised \$1.2M in additional funding for scholarships to support diversity in the profession.	
		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 #4 -- October 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>	
		An RFP has been issued to update JobLIST's search functions for jobseekers and employers and to improve resume handling.	
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 #4 -- October 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. The focus on the role of the library in the community will continue in 2013 Midwinter conversations.	
		In May 2012, ALA leadership met with 40 foundation, corporation and government leaders in Washington DC to update them on ALA's strategic plan and to discuss opportunities which would strengthen the role of libraries in the community.	
		ALA received an IMLS planning grant to "The Promise of Libraries Transforming Communities." Building on the work of 2011-12 ALA President Molly Raphael and 2012-2013 ALA President Maureen Sullivan, and on work of the ALA Public Programs Office and the MIG Libraries Fostering Civic Engagement, ALA, in collaboration with the Harwood Institute, will create and pilot a set of inter-related professional development to support librarians in taking on the role of community facilitator.	
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 on E-Forum on this initiative in February 2012.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 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."
		PLA received IMLS funding to develop a digital literacy resource center for librarians and patrons in advance of a major Ad Council campaign to be launched Spring 2013. Resource center will showcase best digital literacy resources and training on a user-friendly site and create communities of practice. Working with PLA on the initiative: COSLA, OITP, REFORMA, ARSL and ALA Office for Diversity.
		AASL is populating educational model/best practices databases such as the ASCD Whole Child Examples Map and the Literacy in Learning Exchange with award winners, particularly SLPY.
		The ALA Office for Accreditation worked with American Libraries on "What's New in LIS Schools," to highlight emerging transformative curricula. <a href="http://americanlibrariesmagazine.org/features/08212012/">http://americanlibrariesmagazine.org/features/08212012/</a>
		The ALCTS Board established the Standards Task Force to examine ALCTS' role in standards development and make recommendations for future standards involvement.
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.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

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.		
3.2.2	Create new mechanisms to recognize and promote innovation and experimentation.	ALCTS funded two mini-grants in FY12 for projects relating to Transforming Collections; two more are budgeted in FY13.	
		In June 2012, ALSC's Children and Technology Committee began hosting monthly Twitter chats organized under the hashtag #alscchat for the youth services community to share and discuss great apps, ebooks, or any other type of emerging formats in a quick and informal manner.	
		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.	
		The Library Boing Boing Member Initiative Group was organized (2011-2012) with the purpose of posting stories about innovative library services to the Boing Boing site (a high traffic website). MIG members regularly search out stories of library service innovation and push them to a broad international community through Boing Boing.	
		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 #4 -- October 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. OITP is also part of the Edge Roundtable.	
		OITP, through the Digital Content Working Group, published two American Libraries supplements on ebooks and e-content -- in January and May 2012. In addition, the first Tip Sheet (on digital rights management) and a report on ebook business models were published (July and August 2012).	
		PLA received an IMLS planning grant to research summer reading programs and develop a white paper to consider how a national digital platform for summer reading would work and how it might intersect with the work of the Digital Public Library of America.	
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 <i>TechSource</i> 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.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		<p>ACRL has a moderated blog -- ACRL TechConnect Blog -- produced by a group of academic librarians, covering innovative projects, emerging tech tools, computer programming, usability, design, and more. ACRL TechConnect also serves as a source for technology-related content.</p> <p>ACRL offered the webcast Pinterest and Academia (September 18, 2012), introducing Pinterest and its usage, outlining the technology trends represented by Pinterest and their impacts on libraries and information usage, exploring academic and library applications, and guiding participants through projects to try at their libraries.</p> <p><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.</p>	
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.	The Executive Office is in the process of updating a database originally created by ALA.	
3.4.2	Create a set of "leadership competencies" and innovation skills to be used by librarians.	The LLAMA Competencies Committee began work July 1 and will submit draft leadership and management competencies by Midwinter 2013.	
		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.'	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		Webcasts and preconferences on how to use the <i>Standards for Libraries in Higher Education</i> (SLHE) have been offered by ACRL, with additional offerings coming up in FY13. Consulting services about the use of the Standards are also available.
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.
		2012-2013 ALA President Maureen Sullivan is leading development of a national leadership program, to be offered for the first time in August 2013.
3.4.4	Create continuing education and mentoring programs focused on the concepts of innovation and leading "from where you are."	In partnership with ICMA, PLA received an IMLS planning grant to develop a leadership training pilot based on the existing PLA leadership training model on navigating change. The training pilot will be held in Spring 2013.
		ALCTS' virtual Midwinter Symposium is "Launching Your Star Potential: Leadership for Today's Libraries."
		OA LIS program reviewer recruiting and training focus on practitioners leading review panels, which has increased by 30% in fall 2011.
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 #4 -- October 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. June 2012 ALA 1st official Virtual Membership Meeting.	
		PLA is hosting Facebook Forums, interactive hour-long discussions on a PLA Facebook Page about specific topics, to reach both members and non-members.	
		For FY13, ALA has contracted for 16 Adobe Connect virtual meeting rooms; 3 are "shared" rooms (which may be scheduled by any ALA unit); others are for specific use by various Offices and Divisions, to support member meetings, as well as webinars.	
		Both ALSC and YALSA run periodic Twitter chats.	
		ALSC implemented quarterly Community Forums for members in ALA Connect. The hourly online chats serve to update the entire membership on Board activity at conferences and online, and to allow members to participate in a discussion on an Association hot topic or issue.	
4.1.2	Provide training tools to assist members and staff in participating virtually.	LITA has a document/wiki on virtual participation; RUSA has created training materials to support its use of Blackboard Collaborate.	
		ALSC provides documentation on using ALA Connect and posts this document on a monthly basis to its electronic discussion list for ease of access.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		Both AASL and ACRL have created documentation, aimed specifically at their members, on the effective use of ALA Connect.	
		ALSC's META(morphosis) task force created a Best Practices for Virtual Communities resource wiki.	
		ALA Round Tables (through the RTCA) are utilizing Adobe Connect to provide training.	
4.1.3	Identify partners at the state and regional levels (e.g. chapters, affiliates, state libraries, networks) to drive member engagement.		
4.1.4	Provide ALA staff professional development opportunities to build membership engagement skills.	Chicago Forum membership, ASAE, in-house training or web-based training	
4.1.5	Provide new opportunities for networking at conference (e.g. small-scale networking events, speed-dating).	The "Associations Options Fair" (a 2011-2012 presidential initiative) will take a "speed dating" approach.	
		The ALA Conference Scheduler -- part of ALA Connect -- provides a way for members to share conference schedules, to engage before and after conference, to post notes and handouts. For MW12 1761 users saved a schedule (compared to 1456 at MW11); for AC12, 4079 users saved a scheduled (compared to 4287 for AC11). For MW12, there were 2738 personal sessions (not official ALA sessions) entered by users; for AC12, there were 5340 personal sessions.	
		"Basecamp" enhances social network at conferences (MW/AC) as well as between attendees and non-attendees. Basecamp promotes social media use, makes social media more visible to conference attendees, and promotes focus on personal stories and sharing. "Basecamp" was initially funded through 2015 monies, and is now incorporated in the conference budget.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

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>
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 new virtual user group, October 2011.	
		LITA live streams the keynote addresses from the LITA Forum, the Top Technology Trends panel program (Midwinter/Annual Conference) and the LITA President's Program (Annual).	
		"Ad hoc" (or unofficial) groups -- such as the Think Tank group in Facebook, continue to contribute content and programs. The end-of-conference "Library Camp" (an chance for conference attendees to gather on Monday afternoon to discuss what they have learned during the conference and exchange ideas) was developed on Think Tank and offered successful at both MW12 and AC12. The "Libraries Build Community" project for MW13 was developed in Think Tank.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

4.3	Develop new models to recognize member contributions in a changing association.		<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>
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.	ACRL has a "member of the week" feature they run on their blog and link to from Facebook and Twitter.	
		The ALA Web Advisory Committee is exploring ways to recognize member web content authors.	
4.3.3	Increase/improve response to members who volunteer for committees/task forces but are not appointed, e.g. through appointments database.	ITTS and ALCTS will explore upgrades to the appointments database/system in FY2013.	
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).	Starting with AC11, ALA Conference Services has been conducting a post-MW/post-AC survey (SurveyMonkey), focused primarily on the member/attendee experience. 1800-2000 members/attendees have responded to each survey, contributing extensive comments.	
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.	
		ALSC developed a program to recognize hard work and dedication of members with 25 or more years of cumulative membership via a letter of commendation, newsletter recognition, and special "long-serving" conference ribbon.	
		ALSC developed an e-badge contest to seek a visual representation of ALSC themes, enthusiasm or member attitude. The winning e-badge was developed and made available for any member to use in member signatures, blogs, websites, etc.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		Since its inception in 2007, 585 ALA members have participated in the ALA Emerging Leaders program, completed 127 projects. Sponsorship for participants was provided by 192 sponsors, including ALA divisions and round tables, ethnic caucuses, ALA affiliates, ALA chapters, other state associations, and private groups.	
4.4	Continue to enhance a web presence that engages members and the public.		<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>
4.4.1	Make site usable through mobile technology.	ITTS project in 2012-2013 capital budget.	
		ALA unveiled its mobile app for the Conference Scheduler for the 2012 ALA Annual Conference. There were 976 total user installs of the Android mobile app. There were 4405 views for the "download the iOS app." The mobile site received 230,345 pageviews (140,164 unique pageviews). Additional development is planned for FY13.	
		The Día website was redesigned with an expanded section for parents on the importance of family literacy and with both Chinese and Spanish translations. The site was also redesigned for tablet and mobile views.	
		ACRL serial publications and ACRL's 2013 conference will all have websites optimized for mobile technology in 2013.	
4.4.2	Make ALA site more interactive, easier to navigate; identify opportunities to make site "indispensable" to their jobs.	ALA implemented a new CMS (Drupal) in 2011-2012. The new CMS facilitates maintenance of the site by both staff and members.	
		The new American Libraries site will allow commenting, based on agreement from individual article authors.	
		From FY11-FY12, ALA website useage increased significantly, with 30,899,632 pageviews in FY12, compared to 25,637,505 in FY11. There were 10,639,970 visits in FY12, from 6,463,500 unique visitors.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		ALSC completely redesigned Great Websites for Kids with a fresh, colorful display and interactive social media enhancements.	
		ALA ITTS used 2015 funding to support testing the "information architecture" of the ALA website with members and other users.	
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	ALSC worked with publishers to develop videos capturing the reactions of (YMA) award-winners; the videos were uploaded to the YMA YouTube channel.	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 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>
5.1.1	Create fund for product development and programmatic innovation, possibly a percentage of net product sales.	<p>The "Reading Begins with You," supported by 2015 funding, was designed as a prospecting tool to reach staff at daycare and medical facilities. Created in partnership among ALA Graphics, PLA and ALSC, its purpose was to engage staff caring for newborns and toddlers as facilitators of early literacy. The piece featured Every Child Ready to Read (ECRR) materials and resources, as well as ALA Graphics products geared to early literacy. The catalog was mailed (5/11/2012) to 6,200 new prospects in preschools, daycares, pediatric offices/hospitals and women's health centers. Response is still being tracked. To date, (1) Responses are split 60-40 between daycare/preschool and pediatric/medical targets. (2) Average order amount for respondents is \$85.47, slightly higher than the average ALA Graphics order. (3) Preschools/daycares are more likely to purchase Born to Read products. Based on this inter unit experiment, we would undertake this project again, but with more specific messaging to each prospect group rather than a general message covering both groups.</p>	
		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 funding supported launch of a new ALA Planned Giving initiative at AC2011 (New Orleans).	
		LITA has established three funds: LITA Now, the LITA Endowment, and the LITA 50th Year (2016) Anniversary .	

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

5.1.4	Explore new revenue generating opportunities to support programmatic goals.	See 5.1.1	
		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.	
		ASCLA has successfully put a business plan in place to promote their financial stability and raise their visibility as the "accessibility division"; included in the plan are two fund raising trips/year, the creation of an online accessibility tutorial; and, a 5-year dues increase plan.	
		ALA exceeded FY12 organizational member dues revenue by \$85,000 due primarily to an increase in medium and large organizational members. Special promotions brought back more than 150 very small and small libraries. Overall, FY12 dues revenue is expected to exceed budget by \$15,000. Affinity revenue goals will be exceeded by \$6,000.	
		ALA Membership Development has completed substantial research, statistical analysis, and input to prepare for the possibility of an FY14 dues increase. ALA Membership Development is working with the ALA Membership Committee and the ALA Budget Analysis & Review Committee to develop a final proposal.	
		ALA Membership Development and the ALA Divisions have formed a membership marketing working group. Its initial success was the improvement of the FY13 dues invoice.	
5.1.5	Explore opportunities to utilize archival resources for new products and services.	ALCTS instituted a project to build an institutional repository that would benefit ALA members and staff by providing digital access to important ALA-wide documents, research and publications.	
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>

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

5.2.1	Continue to support member-formed virtual structure.	ALA Connect continues to grow: 214 groups were added (to 709 member-created communities and 1.275 formal ALA groups already present). In FY12, there were 915,703 unique pageviews; 190,443 unique visitors; and, 342,508 visits. 6,856 discussions took place in Connect in FY12. 2,754 comments were added. 2.052 online documents were added. 270 polls were conducted. 106 mentorships were created. For additional statistics, see: <a href="http://connect.ala.org/node/189958">http://connect.ala.org/node/189958</a>	
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.	
		ACRL conducted a member survey in 2012.	
		ALA Conference Services did extensive post-conference surveying in 2011 and 2012. Survey results were analyzed and shared with the ALA Conference Committee as a basis for conference planning.	
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).	
		2012-2013 ALA President Maureen Sullivan will facilitate the October 2012 Joint Boards session, focusing on "Reimagining ALA." This is a first-step in a broad discussion within the Association.	
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>

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

5.3.1	Assess and eliminate/change existing functions, operations, and programs within ALA that are no longer relevant.	<p>ALCTS has appointed a task group to undertake a year-long review of its publishing activities, with a report due at Annual 2012.</p> <p>In response to length of term and cost issues, AASL has restructured its Board of Directors.</p> <p>In an effort to keep retired members engaged, AASL has launched a Retiree Interest Group.</p> <p>United for Libraries has formed an Financial Oversight Task Force to assess its cost-efficiency in providing services.</p> <p>LITA moved its journal -- <i>Information Technology and Libraries (ITAL)</i> -- to a new open access, online-only journal platform.</p>
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).
		AASL is collaborating with multiple partners to offer its 2012 Fall Forum (on Transliteracy) at geographically dispersed satellite sites, to facilitate broad participation .
		United for Libraries is working with LLAMA to present a discussion group on creating and maintaining an effective Friends group (Midwinter 2013), to host a pre-conference on fundraising (Annual 2013), and to provide LLAMA members who join their Friends and/or Trustees to United for Libraries with free access to the Baby Boomer Volunteer series.
		For AC12, ALSC and YALSA collaborated on a joint Presidents' Program: "The Digital Lives of Tweens and Young Teens."
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=/cfapps/lisdir/index.cfm">http://www.ala.org/Template.cfm?Section=lisdirb&amp;Template=/cfapps/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 worked with participating divisions on a letter campaign to prospective members. Results have been mixed. ALA Membership/ALA Divisions will continue to work together on membership development.

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

		RUSA 101 is offered both face-to-face (at ALA Annual Conference) and virtually, to recruit new members. RUSA has posted a powerpoint presentation to orient new members.
		ASCLA is creating an ASCLA 101 virtual presentation and a member orientation presentation in FY13.
		Based on the specific demographics of the ALA Midwinter Meeting, a Member Pavilion will be included on the exhibit floor beginning Midwinter 2013.
		United for Libraries has created an Advisory Board of library leaders about members and vendors to create an effective membership marketing plan (Midwinter 2013).
5.3.5	Increase ALA's international membership as well as programs and products attractive to an international membership.	ALA Publishing (Production Services) is continuing to develop training packages, including courses aimed particularly at an international audience, for RDA.
		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.
5.3.6	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.

ALA 2015 Strategic Plan: Implementation Report #4 -- October 2012

5.3.7	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. Two open "conversations," utilizing a "world café" model, were held at MW12; the "conversations" will continue at MW13.	
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.		
		ALA Membership Development has begun a (mailing) list exchange with ALA Chapters to produce more effective leads for ALA and for Chapters, and to save money when purchasing lists.	
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.	