

ALA Executive Board
2013 Spring Meeting

TOPIC: ALA 2015 Strategic Plan: Implementation Report #5

ACTION REQUESTED: Discussion

REQUESTED BY: Keith Michael Fiels, Executive Director
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DATE: April 16, 2013

BACKGROUND:

2015 Reports

The fifth 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 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 clear and/or 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?*
- For strategies: Selected major strategic initiatives and projects are listed. 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?*

Highlights

The data in this report supports some overall observations:

- 2015 Plan implementation activities have a strong focus on pulling together resources across the Association, evidenced in projects such as:
 - The initial ALA Leadership Institute (August 2013);
 - Promise of Libraries Transforming Communities initiative;
 - Transforming Libraries website;
 - the work of the Digital Content and Libraries Working Group;
 - the success of the Library Copyright Alliance (ALA, ACRL, ARL) in advocating for libraries and library users in *Kirtsaeng v. Wiley*;
 - the *State of America's Libraries* report; and,

- the Andrew Carnegie Medal awards (new in 2011-2012) led by Booklist and RUSA;
- Major grant-funded projects are playing a very significant role in ALA's progress toward ALA 2015 objectives, including, among many others:
 - the work of PLA and OITP, along with other partners, to develop benchmarks for public access technology (The Edge Initiative, Bill and Melinda Gates Foundation);
 - ACRL's continuing work on the value of academic libraries ("Assessment in Action: Academic Libraries and Student Success," IMLS), in partnership with the Association for Institutional Research and the Association of Public and Land-grant Universities;
 - YALSA's year-long, IMLS-funded "National Forum on Libraries and Teens," focused on how libraries need to adapt and change to meet the needs of 21st century teens;
 - the ALA Public Programs Office and Fetzer Institute program series: "Building Common Ground: Discussions of Community, Civility and Compassion";
 - PLA's leadership training pilot (IMLS-funded), in partnership with ICMA, focusing on navigating change;
 - OITP's participation in the Google Policy Fellow program; and,
 - the IMLS-funded project to launch "The Promise of Libraries Transforming Communities," and joint discussions with IMLS and the Gates Foundation about expansion of the project through Gates.

Grant funding, from both private and public sources, continues to be critical to the achievement of ambitious goals.

- ALA continues work in all of the key action areas. Examples include advocacy (a national school library advocacy campaign – supported by AASL's strong 2013 National School Library Month campaign), diversity (an increase in the number of Spectrum scholarship, with support from the Bill and Melinda Gates Foundation, IMLS and the Spectrum Presidential Initiative), intellectual freedom (a new media literacy project for teens, with funding from the Soros Foundation), and organizational excellence (a new and growing planned giving campaign).
- 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 – have significantly increased the number of webinars and/or web-courses. 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 and FY13, 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 21st 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 website search appliance (SOLR). 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. While this push into new or expanded business areas is not without stress, it does represent continued organizational vitality and a willingness to rethink traditional boundaries.
- 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."
- 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 21st century. ALA received 4 IMLS Leadership grants in September 2012 and 3 Laura Bush grants in June and September 2012.

The 2015 Planning 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

2012-2013 EBD #12.1: ALA 2015 Strategic Plan: Implementation Report #4

ALA 2015 Strategic Plan: Implementation Report #5 -- April 2013

2015 Section	Goal - Objective- Current Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
1	<p>Advocacy, Funding and Public Policy: ALA equips and leads advocates for libraries, library issues and the library profession, and plays a key role in formulating legislation, policies and standards that affect library and information services.</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"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
1.1.1	<p>Identify target audiences and develop promotional plans to reach them.</p>	<p>PIO released the [7th] State of America's Libraries report during National Library Week 2013. American Libraries reports that the 2012 digital supplement is one of the most read by ALA members. 10,500 members opened the supplement and read it through the calendar year.</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 & 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 atyourlibrary.org web site, which encourages library use, has had 432,189 visitors/year and 684,271 page views between 1/1/2012 and 3/1/13// The Facebook site now has more than 5,000 followers and the site has more than 10,000 Twitter followers.</p> <p>2012 was the 5th year of the I Love My Librarian award, sponsored by the Carnegie Corporation of New York and The New York Times. Ten public, school and academic librarians were selected for their contributions to their community and each received a \$5000 prize. Approximately 12,000 nominations have been received since the award began.</p>	

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	<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> <p>AASL's 2013 School Library Month campaign has included a "community gallery" of authors and school library supporters. Daily quotes are being tweeted out and receiving a significant number of retweets: http://www.ala.org/aasl/slm/community-gallery</p> <p>The Library Association of Barbados (LAB) and Library Association of the Republic of China (Taiwan) are the newest members of the Campaign for the World's Libraries. The library associations join nearly 40 other countries and had the Campaign's @your library logo translated into their country's language. The @ your library logo is currently available from ala.org/2yourlibrary in 32 languages and in the colors of each partner library's flag.</p> <p>P/O generated more than 36,000 newspaper clips and web mentions about ALA that resulted in 19.5 billion impressions with a publicity value of \$12M. (FY 2012)</p>
<p>1.1.2</p>	<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>

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		<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>PLA is collaborating with OITP and the DCWG; a PLA e-book working group will consider development of a national e-book program on the one-book/one-community model which might drive library use, as well as sales of the selected e-book. Positive results would demonstrate the influence of library lending and promotion on e-book discovery and sales.</p> <p>PLA's 2012-2013 Emerging Leaders group is identifying highly successful public awareness campaigns in public libraries, with the end result of identifying key characteristics and what the range of success look like among libraries. These will be highlighted by PLA.</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>	
1.2	Increase research and evaluation documenting the value and impact of all libraries.		<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
1.2.1	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 (http://www.ala.org/ala/issuesadvocacy/advleg/advocacyuniversity/additup/index.cfm)</p>	

		<p>The Libraries Matter Portal 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 http://librariesmatter.ala.org/</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 of the Value of Academic Libraries website.</p> <p>PLA announced a new portal to the Public Library Data Service (PLDS) Statistical Report -- <i>PLA Metrics</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>
<p>1.2.2</p>	<p>Define a research agenda in support of advocacy efforts.</p>	<p>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.</p> <p>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.</p> <p>OITP, in partnership with PLA and other partners, is developing benchmarks for public access technology in public libraries.</p>
<p>1.2.3</p>	<p>Implement research agenda in collaboration with internal and external partners.</p>	<p>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 http://www.plinternetsurvey.org</p>

	<p>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 www.aaslsurvey.org. Personalized reports, complementing AASL's suite of advocacy tools, are now available for 2011 survey participants.</p>
	<p>ACRL has selected 75 institutional teams to participate in the 1st year of the program "Assessment in Action: Academic Libraries and Student Success (AIA)," made possible by the IMLS and carried out in partnership with the Association for Institutional Research and the Association of Public and Land-grant Universities. This is the 1st cohort of the 3-year IMLS grant. ACRL will be selecting 100 additional institutions to participate in the 2014-2015 class.</p>
	<p>An ACRL task force is updating the academic librarian description used by the CUPA-HR (College and University Professional Association for Human Resources) in their salary survey. This salary survey is used by many academic institutions to set salary ranges, and ACLR has worked closely with CUPA-HR to keep these descriptions reflective of the changing positions filled by librarians.</p>
	<p>YALSA worked with PLA to add a special section to the 2012 PLDS Survey with questions focused on young adult services.</p>
	<p>YALSA exhibited at the 2013 ALISE conference to raise awareness of YALSA's research agenda. YALSA has had preliminary discussions with ALISE Youth Services SIG about a possible co-sponsored fellowship to support dissertation research on some aspect of YALSA's research agenda.</p>
1.2.4	<p>Inventory current research and identify "gaps."</p>

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1.3	Increase resources and training for advocates seeking to secure increased funding and support for all libraries.		
1.3.1	Identify, collect and make available local and national advocacy resources including success stories, best practices, etc.	<p>2015 initiative (8): Promoting the Value of Libraries to Local & State Governments ("CAPWIZ Local")</p> <p>2015 initiative (19): Targeted local advocacy efforts</p> <p>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.</p>	
		<p>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.</p>	
		<p>Customizable resources for free download were developed for National Bookmobile Day 2012 (www.ala.org/bookmobiles), to help libraries across the country advocate for services.</p>	
1.3.2	Create a virtual training module for advocacy purposes.	<p>The Committee on Library Advocacy began offering webinars on advocacy in 2012.</p>	
		<p>To build capacity and ease of use, PLA will create 4 new on-demand, free webinars related to Turning the Page advocacy curriculum. These are: an overview of the program; highlighting successes past participants have had; a train-the-trainer-how to implement TP tools and curriculum in your library and/or your state, and two webinars focusing on existing modules.</p>	

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1.3.3	Create additional opportunities for face-to-face advocacy training; consider partnerships with chapters, affiliates, etc.	The Neal-Schuman grant will allow United for Libraries to send consultants to 20 libraries during the next two years to work directly with library administrations, trustees and Friends in developing an action plan for advocacy.	
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"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
1.4.1	Create and implement a plan to increase the visibility and credibility of ALA with key decision makers beyond the library community.	The Digital Content Working Group and OITP created and disseminated the E-book Media and Communications Toolkit to support members' efforts to advocate for improved library e-book lending practices.	
		ALA leadership, in conjunction with the members and staff of the Digital Content & Libraries Working Group, established good working relationships with major trade publishers and various associations in the publishing ecosystem.	
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.	
		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>YALSA's year-long, IMLS-funded project, the National Forum on Libraries and Teens, has included an effort to reach out to key stakeholders in the areas of policy, research, education, out-of-school time, youth development and more. Individuals from the Dollar General Literacy Foundation, Best Buy, Follett, and the Afterschool Alliance are serving on the National Forum's Advisory Board: www.ala.org/yaforum</p> <p>A collaboration with Best Buy, which began January 2013, has raised YALSA's visibility among other potential funders as well as with the community active in digital technology and youth.</p> <p>ALA collaborates with the Pew Internet Project and the OCLC/Big Shift Initiative through ALA member and staff participation on the respective advisory boards.</p>
<p>1.4.3</p>	<p>Reposition ALA's messages using the language of external stakeholders (outside of the field) to influence decision-makers.</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 Fetzler 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 Fetzler 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>

		<p>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.</p>
		<p>The U.S. Supreme Court announced (3/19/13) its decision in <i>Kirtsaeng v. Wiley</i>, a lawsuit regarding the bedrock "first sale doctrine." The 6-3 decision was a victory for libraries and library users. The Library Copyright Alliance (LCA) advocated on this case. LCA represents the ALA, ACRL and the Association of Research Libraries (ARL). http://librarycopyrightalliance.org/</p>
		<p>YALSA has published two Issue Briefs since 2011: "Teens Need Libraries," and "Libraries Help Keep Teens Safe Online."</p>
<p>1.4.4</p>	<p>Convert the ideas from the Equitable Access Task Force into legislative policy initiatives.</p>	<p>2015 Initiative (36): Economic Research - Licensing/E-Books: Drs. Stanley Besen and Sheila Nataraj Kirby have been hired and are conducting research. (Fall 2011)</p>
		<p>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. (http://wp.me/p1zex0-20p).</p>
		<p>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 http://www.ala.org/advocacy/access/accessinformation/publiclyfundedresearch/s1373</p>

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1.5	Increase ALA's role in the formulation of library-related local, state, national, and international legislation, policies and standards.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
1.5.1	Develop training and awareness around the benchmarks identified by the Technologies Benchmark Gates Initiative.	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 is implementing 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.	
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"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>

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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.	<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
1.7	Use new technologies to build greater public understanding and support for libraries of all types.		
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 administration 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.	
		American Libraries 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.	

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2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
2	Building the Profession: ALA promotes excellence and diversity in the library field.		
2.1	Ensure that library education and training reflect the core values of the profession and the needs of the communities served by libraries of all types.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
2.1.1	Review accreditation standards to align with core values and competencies.	<p>COA 5-Year Review Cycle: COA 5-Year Standards Review Cycle: 4th web survey released March 1, 2013, and remains available at the Standards Review Site, http://www.oa.ala.org/accreditation/). Draft <i>Standards</i> revision is in preparation for release December 2013.</p> <p>The ALA Executive Board approved the Committee on Accreditation's revisions to the COA conflict of interest policy, January 2013.</p>	
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"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
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>	

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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. LLAMA's spring 2013 job hunting webinar drew over 500 participants.</p> <p>YALSA offers monthly live webinars, which are archived and available free to members. As of March 2013, over 30 on-demand webinars are available to YALSA members.</p> <p>ALCTS has created a YouTube channel for its past webinars called ALCTS CE. The channel had over 6,000 views in 2012.</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>	

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		<p>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.</p>	
2.2.4	<p>Create opportunities to take advantage of ALA as a CEU provider.</p>	<p>ALA's IACET application has been accepted, through 2016.</p>	
2.2.5	<p>Enhance and expand the ALA Virtual Conference.</p>	<p>The 2011 ALA Virtual Conference had 249 individual and 58 group registrants, for an average participation level of 600. The ALA Virtual Conference is continuing with (to date) a mid-July schedule. Participation continues to grow.</p>	
2.3	<p>Provide increased leadership and career development opportunities for Library and Information Science students.</p>		<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
2.3.1	<p>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>	<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	<p>Create and implement a plan to increase ALA's presence virtually through the use of social networking tools.</p>	<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>	

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		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.	
		LITA has active social media presences in LinkedIn, Facebook, and Twitter accounts.	
		As of 3/25/13, YALSA has 16,636 Twitter followers; YALSA leverages this to raise awareness about advocacy issues, engage members and partners in dialog and distribute information about products and services.	
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"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
2.4.1	Develop and implement strategies to expand Spectrum and other diversity scholarship programs.	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)	

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2.4.2	Assess opportunities for international work exchanges.		
2.4.3	Promote JobLIST to caucus members and include JobLIST information on caucus website(s).		
2.4.4	Develop and implement recruitment initiatives based on community and professional demographics.	<p>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)</p>	
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"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
2.5.1	Assess best practices and develop training for library managers on engaging and retaining library staff.	<p>The Office for Diversity introduced a new webinar series: <i>Diversity Leadership Online</i> (www.ala.org/ala/onlinelearning/unit/diversity.cfm).</p> <p>The ACRL Board of Directors has approved new "Diversity Standards: Cultural Competency for Academic Libraries," developed by the ACRL Racial & Ethnic Diversity Cte. The new standards are available on the ACRL website and in the October 2012 issue of <i>C&RL News</i>.</p>	
2.5.2	Evaluate JobLIST, librarycareers.org, and other in-house recruiting channels for enhancements and realignments.	<p>The Office for Diversity released new training cards featuring strategies for increasing civility and combating bias, to help foster diversity in the workplace.</p> <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>	

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		<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	<p>Develop and disseminate stories for the public that represent the library as a workplace and the profession as a career.</p>		

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2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
3	<p>Transforming Libraries: ALA provides leadership in the transformation of libraries and library services in a dynamic and increasingly global digital information environment.</p>		
3.1	<p>Increase opportunities to share innovative practices and concepts across the profession, nationally and internationally, among all libraries.</p>		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
3.1.1	<p>Convene association-wide forums to define "transforming libraries."</p>	<p>The Fall 2011 Joint Boards meeting focused on Transforming Libraries. Results were reviewed with the ALA Executive Board at the 2012 Midwinter Meeting.</p> <p>ALCTS held an E-forum on this initiative in February 2012 and a program at ALA 2012 Annual Conference.</p> <p>Two 2012 Midwinter "Conversations" focused on the transformation of libraries and librarianship, particularly looking at the role of the library in its community.</p> <p>In 2012-2013, YALSA is implementing an IMLS-funded, year-long National Forum on Libraries and Teens, to bring together stakeholders in 1 F2F summit and 3 virtual town halls to discuss how libraries need to adapt and change to meet the needs of 21st century teens.</p> <p>www.ala.org/yaforum</p>	
3.1.2	<p>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)</p>	<p>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.</p>	
3.1.3	<p>Identify new ways to distribute innovative practices, e.g., an "innovation snapshots" column in <i>American Libraries</i>.</p>	<p>OITP, in collaboration with LITA, sponsors the Cutting Edge libraries recognition. Recognized services will be described in the OITP Perspectives series in 2012.</p>	

	<p>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.</p> <p>Two representatives from OITP presented the the Knight Foundation Libraries Conference (February 2012) entitled "Re-visioning the Library of the Future."</p> <p>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. The site, DigitalLearn.org, will launch for the profession at the ALA 2013 Annual Conference. It will provide digital training resources for patrons and librarians as well as providing communities of practice for the profession. PLA's partners on the initiative include: COSLA, OITP, REFORMA, ARSL and ALA Office for Diversity.</p> <p>ACRL published a new white paper, "Intersections of Scholarly Communications and Information Literacy: Creating Strategic Collaborations for a Changing Academic Environment," written by a working group of leaders from many areas of the association. The white paper explores 3 areas: (1) economics of the distribution of scholarship, (2) digital literacies, and (3) changing roles of librarians.</p> <p>ACRL has released a new research report, "Academic Libraries and Research Data Services: Current Practices and Plans for the Future," to provide a baseline assessment of the current state of and future plans for research data services in academic libraries. The report is freely available in the publications section of the ACRL website.</p>
3.1.4	<p>2015 initiative (22): Transforming Libraries website: The Transforming Libraries website debuted at Annual Conference (http://transforming.ala.org/). It provides stories of award winning libraries, a Twitter feed, news of library transformations, and links to resources for all types of libraries.</p> <p>Create a portal (website) to aggregate and "brand" content related to library transformation from across the Association.</p>

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3.1.5	Create a "virtual sandbox" (centralized infrastructure) in support of sharing and learning among libraries around innovation practices.		
3.2	Increase recognition of and support for experimentation with innovative and transformational ideas.		<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
3.2.1	Implement a communication strategy to promote existing innovations within libraries to the public and decision makers.	see 3.1.4 --2015 Initiative (22) -- future expansion (to @your library, I Love Libraries)	
3.2.2	Create new mechanisms to recognize and promote innovation and experimentation.	ALCTS will fund mini-grants in FY12 for projects relating to Transforming Collections.	
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)	ASCLA has a new interest group: The Future of Libraries -- which will promote exploration of new concepts.	
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).	
3.3	Help libraries make use of new and emerging technologies by promoting and supporting technological experimentation and innovation.		<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
3.3.1	Create a technology innovation "sandbox" for experimentation in application of emerging technologies to libraries. (see also 3.1.4 & 3.2.4)		

3.3.2	Initiate additional research on use of new technologies by librarians and disseminate through existing and/or new publications.	<p>PLA and its Edge Coalition partners announced the Edge website: www.libraryedge.org, including information about this initiative to develop Public Access Technology Benchmarks.</p> <p>ALA's 3rd American Libraries supplement on digital content is scheduled for release before the 2013 ALA Annual Conference. This publication will be widely disseminated in digital and print formats. The Digital Content & Libraries Working Group also published an e-book scorecard.</p>
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.	<p>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.</p> <p>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.</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>

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		<p><i>ITAL (Information Technology and Libraries)</i>, LITA's peer-reviewed journal, completed its 1st year has an open-access, e-only publication. The total download count for the 33 articles published in 2012 was 42,166 with 48,160 abstract views. The overall number of article downloads for 2012, for new and archival content, was 74,924. Beginning with the June 2013 issue of <i>ITAL</i>, articles will be published individually as soon as they are ready.</p> <p>YALSA offers an "app of the week" column as well as a "trendspotting" column.</p>	
3.4	<p>Increase leadership development and training opportunities designed to support the ongoing transformation of libraries.</p>		<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
3.4.1	<p>Create and maintain an ALA-wide database of leadership development and training opportunities.</p>		
3.4.2	<p>Create a set of "leadership competencies" and innovation skills to be used by librarians.</p>	<p>In April 2013, the LLAMA Competencies Cmt surveyed all members for feedback on current competency statements; results will be reported at the 2013 ALA Annual Conference.</p> <p>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.'</p>	
3.4.3	<p>Create a "Leadership Institute" across divisions and types of libraries.</p>	<p>The 1st ALA Leadership Institute will be offered in August 2013.</p>	
3.4.4	<p>Create continuing education and mentoring programs focused on the concepts of innovation and leading "from where you are."</p>	<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>	

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		<p>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. A very successful training pilot for 24 librarians and 8 coaches was held on March 2013. PLA will use pilot evaluation to develop an implementation grant for leadership training.</p>	
<p>3.4.5</p>	<p>Create more transformational programming at ALA conferences and through ALA online continuing education.</p>	<p>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</p>	

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2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
4	Member Engagement: ALA provides an environment in which all members, regardless of location or position, have the opportunity to participate in, contribute to, and benefit from engagement in their association.		
4.1	Increase member and staff innovation and experimentation in the creation of new opportunities for face to face and virtual engagement.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
4.1.1	Significantly expand virtual participation opportunities using new and existing tools and reaching new audiences.	<p>June 2011 Virtual Town Hall; ALA Connect; web-meeting spaces/webinars</p> <p>PLA is hosting Facebook Forums, interactive hour-long discussions on a PLA Facebook Page about specific topics, to reach both members and non-members.</p> <p>In May 2013, YALSA will collaborate with connectedlearning.tv to offer a series of virtual discussions using Google Hangouts and Tweet-ups to explore the topic of "bringing social media into libraries."</p>	
4.1.2	Provide training tools to assist members and staff in participating virtually.	<p>LITA document/wiki on virtual participation</p> <p>The YALSA Academy consists of a collection of free, short videos about a variety of topics, including how to use social media: www.youtube.com/yalsa1957</p>	
4.1.3	Identify partners at the state and regional levels (e.g. chapters, affiliates, state libraries, networks) to drive member engagement.	<p>An initiative by 2011-2012 ALA President Molly Raphael will create a "map" to engagement in ALA and its affiliates.</p>	
		<p>YALSA has a State Library Association Engagement Taskforce developing recommendations for YALSA's Board to consider on how to best reach and work with state level groups.</p>	

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		YALSA has a Road Trip Taskforce working out the logistics of an on-going road trip to state level conferences that would entail recruiting local members to create a YALSA presence at the conference, either via an exhibit booth, a presentation or a social event.	
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.	
		YALSA offered speed networking events for members at both the 2011 and 2012 ALA Annual Conferences.	
4.2	Increase member engagement by identifying and eliminating barriers to participation and through technological innovation.		<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
4.2.1	Conduct member and potential member assessment to identify barriers to and opportunities for member engagement.	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.	
		In the fall 2012, YALSA worked with a marketing consultant to survey three groups -- current members, lapsed members, and nonmembers -- to obtain information about their wants and needs.	
4.2.2	Develop and implement an action plan based on assessment of barriers.	YALSA is beginning (2013) implementation of a Self-Guided Marketing plan based on a 2012 consulting project (see 4.2.1)	

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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.	<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
4.3	Develop new models to recognize member contributions in a changing association.		
4.3.1	Conduct an environmental scan on other models such as social networking sites and gaming.		<ul style="list-style-type: none"> • What has actually occurred or been accomplished toward achieving the objective? • Do members believe we have made progress? • Can we see any impact on public perceptions, attitude? • Are there other measurable impacts on libraries, users or the public?
4.3.2	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).	Since 2011, YALSA members have voted online for which program proposals they'd like to see selected for presentation at the ALA Annual Conference and YALSA YA Literature Symposium.	
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.	
4.4	Continue to enhance a web presence that engages members and the public.		
4.4.1	Make site usable through mobile technology.	Project in 2014 capital budget (ALA website). The Scheduler mobile app launched in 2012. YALSA launched (2012) a Teen Book Finder app, which took all the lists of recommended reading on its web site, put them in an easily searchable format and synchs with OCLC, so a user can find the nearest library with their selected book.	

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4.4.2	Make ALA site more interactive, easier to navigate; identify opportunities to make site "indispensable" 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.
		The Ebooks and Digital Content section of the Transforming Libraries website was revamped to provide improved usability and augmented with much more robust content.
4.4.3	Create or expand "live chat" customer service and expert advice feature.	ALA Library Live Chat
		LITA invited online participation in the LITA Town Meeting at the 2013 Midwinter Meeting. A live chat and live-edited google doc provided chat and editing capabilities to over 20 off site participants. The USTREAM video provided access to 117 viewers either during or after the event.
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"
		YALSA will release two brief webinars in April 2013: "Making the Most of Your Membership," and "How to Get Involved in YALSA."

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2015 Section	Goal - Objective- Strategies	Sample Implementation Projects	Outcome / Impact on Members and/or Public
5	<p>Organizational Excellence: ALA operates effectively, efficiently, creatively and in a socially responsible fashion to accomplish its mission.</p>		
5.1	<p>Develop and sustain the resources required to ensure the vitality of the association, its programs and services.</p>		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
		<p>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.</p>	
5.1.1	<p>Create fund for product development and programmatic innovation, possibly a percentage of net product sales.</p>	<p>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 or 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]</p>	

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		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 YALSA participated in the 2012 National Day of Giving and created a Fundraising Guide to help active members implement fundraising activities for YALSA at the local level.	
5.1.4	Explore new revenue generating opportunities to support programmatic goals.	2015 initiative (18): Extending ALA reach into new markets (Graphics) In April 2013, YALSA will launch its curriculum kits with two sets of training materials: one about teen development & managing teen behavior, one about teens and technology: www.ala.org/yalsa/young-adults-deserve-best YALSA will experiment with a new downloadable product that utilizes its 2013 lists of recommended reading and remixes them into new, theme-specific lists in a ready-to-use, reproducible format.	
5.1.5	Explore opportunities to utilize archival resources for new products and services.		
5.2	Enhance the association's organizational structure to meet the changing needs of members, libraries and the users they serve.		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
5.2.1	Continue to support member-formed virtual structure.	There are 709 member-created Communities in ALA Connect, in addition to 1,275 formal ALA groups.	

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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).
		United for Libraries is collaborating with the ALA Chapter Relations Office to promote trustee and friends memberships to library directors. UNITED is also partnering with CRO for a shared membership by trustees in their state association and United.
5.3.1	Assess and eliminate/change existing functions, operations and programs within ALA that are no longer relevant.	At its 2013 Midwinter Meeting, YALSA's Board established an ad-hoc committee to evaluate award and selection committee work processes to determine opportunities to streamline the work of these committees to free up member leader and staff time and resources.
		Beginning February 2013, YALSA is piloting two of its selection committees in an all-virtual format, to determine whether all selection committees may eventually be transitioned into an all virtual format.
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). ECRR 2nd edition for Spanish-speakers will be released in June 2013.
		The Digital Content & Libraries Working Group is an effective cross-divisional and cross-office entity.
		ALA and its Divisions are partnering on establishment of a repository (D-Space) based at the University of Illinois.

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5.3.3	Analyze member experience and determine and implement ways to improve it.	<p>OA has expanded the searchable database of ALA-accredited LIS programs to include 22 areas of concentration or career pathways. See http://www.ala.org/Template.cfm?Section=ilsdir&Template=/cfapps/ilsdir/index.cfm</p> <p>ALCTS appointed a task force to undertake a year-long review of its publishing activities, with a report issued at Annual 2012. Recommendations from the report are being considered and implemented.</p>
5.3.4	Create and implement plans to attract and retain new members.	<p>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.</p> <p>United for Libraries has developed a free, 10-minute webcast embedded on the the UNITED "join" page to highlight the many benefits received as a member.</p>
5.3.5	Increase ALA's international membership as well as programs and products attractive to an international membership.	<p>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.</p>

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		<p>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.</p>	
5.3.6	<p>Work with a "young professionals" group to assess and improve services to this group of members.</p>	<p>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.</p>	
5.3.7	<p>Reposition the ALA Midwinter Meeting to focus on professional conversation and regional continuing education.</p>	<p>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.</p>	
		<p>LITA organized 24 discussions focused on technologies and libraries at the 2013 Midwinter Meeting in Seattle (2013).</p>	
5.4	<p>Strengthen support for and collaboration with Chapters and Affiliates.</p>		<ul style="list-style-type: none"> • <i>What has actually occurred or been accomplished toward achieving the objective?</i> • <i>Do members believe we have made progress?</i> • <i>Can we see any impact on public perceptions, attitude?</i> • <i>Are there other measurable impacts on libraries, users or the public?</i>
5.4.1	<p>Identify models of successful collaborations with chapters and affiliates.</p>	<p>2015 Initiative (4) : ALA/JCLC conference scholarships (based on successful program with Guadalajara Book Fair)</p>	
5.4.2	<p>Facilitate periodic conversations with chapters and affiliates to discuss trends, challenges, opportunities and needs.</p>	<p>A Chapter Relations Task Force reported to the ALA Executive Board at the 2011 Annual Conference; implementation is in process.</p>	
		<p>In 2012, YALSA's State Association Engagement Taskforce conducted a survey of all youth services leaders in state library associations.</p>	