

BECAUSE
EMPLOYERS
WANT
CANDIDATES
WHO KNOW
THE DIFFERENCE
BETWEEN A
WEB SEARCH
AND RESEARCH.

BECAUSE
PUNCTUATION
WITHOUT
IMAGINATION
MAKES A
SENTENCE,
NOT A STORY.







BECAUSE OF YOU, LIBRARIES TRANSFORM.

American Library Association

ANNUAL REPORT 2015



ALAAmericanLibraryAssociation

MISSION

The mission of the American Library Association is to "provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all."

This report highlights ALA's 2015 fiscal year, which ended August 31, 2015. In order to provide an up-to-date picture of the association, it also includes information on major initiatives and, where available, updated data through spring of 2016.

DEAR FRIENDS,

Because of you, the American Library Association (ALA) is helping America's libraries transform communities and lives.

The results are dramatic. Today, our nation's public, academic and school libraries are reinventing themselves, opening their doors to new ideas, programs, and populations. In the process, they are transforming education, employment, entrepreneurship, empowerment and engagement.

Public Libraries are champions in digital access and inclusion for all, while adding maker spaces, teen media labs and other new services to connect with new and changing audiences. **Fact:** Nearly 80 percent of libraries offer programs that aid patrons with job applications, interview skills, and résumé development.

Academic Libraries are repurposing space, developing new student-centered technology programs and creating far-reaching ways to support sophisticated research using "big data." **Fact:** Within the next five years, 79 percent of doctoral/research institutions are planning additions, renovations, refurbishments, or new buildings.

School Libraries are reaffirming their critical role in helping our nation's students access and navigate the digital world. **Fact:** Low-income children—and all children—do better in school when there is a strong school library program.

ALA has been at the forefront, adopting a new Strategic Plan in 2015 that spelled out its leadership in the transformation of libraries and library services in a dynamic and increasingly global digital information environment. The plan outlined three strategic directions—Advocacy, Information Policy, and Professional & Leadership Development—that support:

- Advocacy for Libraries and the Profession;
- Diversity;
- Education and Lifelong Learning;
- Equitable Access to Information and Library Services;
- Intellectual Freedom;
- Literacy;
- Organizational Excellence;
- Transforming Libraries

This is an ambitious action plan designed to propel ALA and America's libraries into the future. It will require discipline, creativity, and collaboration among our members, decision-makers and our supporters. In moving forward, we are grateful for the leadership and support we receive from individuals, members, corporations, foundations, government agencies and organizations who also believe in the transformative power of libraries.

Libraries Transform! Our 2015 annual report will show you how.



SARI FELDMAN ALA President



KEITH MICHAEL FIELS ALA Executive Director





LIBRARIES TRANSFORM CAMPAIGN MAKES BIG STRIDES IN ITS FIRST YEAR

More than 2,700 libraries across the nation are using Libraries Transform, ALA's new campaign to increase public awareness of the value, impact and services provided by libraries and library professionals.

Launched in October 2015, the campaign centers around the insightful and eye-catching "Because" statements, which draw in the public and deliver powerful messages supported by key facts, stories, and statistics.

As libraries employ the campaign, they are demonstrating the ability and flexibility of the messages and tools to engage their communities. Whether through social media posts, videos, or as support during meetings with legislators, the Libraries Transform campaign is helping make the case for the value of libraries and how essential they are in the digital age.







OVER 2,700 LIBRARIES

NEARLY
12,000
TOOLKIT
DOWNLOADS

135,000+WEBSITE VIEWS



#LIBRARIESTRANSFORM USED 23,000 TIMES ON TWITTER

We are extremely excited by the response to the campaign," said **ALA President Sari Feldman.** "When we collectively communicate our impact through a unified message, we demonstrate the strength of libraries and illustrate the powerful ways we are transforming our libraries and our communities."

TO JOIN THE CAMPAIGN, VISIT LIBRARIESTRANSFORM.ORG.



63,500 VIEWS

ON YOUTUBE & FACEBOOK

FOR LIBRARIES TRANSFORM-RELATED

VIDEOS

INFORMATION AS OF APRIL 30, 2016

IMPLEMENTATION PLAN CREATES FRAMEWORK FOR COHESIVE ADVOCACY EFFORTS BY ALA

Advocacy efforts were in sharp focus in 2015 as ALA launched the new, association-wide Advocacy Implementation Plan. From raising public awareness of the value of libraries to advancing legislation and policies that support information and library services, this broad-based plan was created as a framework to move ALA's advocacy efforts forward in a cohesive manner.



There are four specific components of our advocacy efforts:

- Laying the groundwork
- Turning support into action
- Advocating for specific goals
- Responding to opportunities and threats

The Advocacy Implementation Plan creates the impetus and organization for education and training for members so that effective, coordinated responses can support and foster the work by librarians and library advocates around the country now and in the future.

The plan contains 11 specific goals and is one of three areas of ALA's new three-to-five year strategic plan. Information Policy and Professional Leadership Development comprise the other two. For more information visit ala.org/aboutala/strategicplan.



ALA ADVOCACY CREDITED IN PASSAGE OF USA FREEDOM ACT

Finally signed into law after years of effort across multiple Congresses, the USA Freedom Act of 2015 made the first meaningful legislative change in almost 15 years to the privacy-hostile USA Patriot Act.

The new law effectively ended the "bulk collection" of telephone meta data and other "business records," including the borrowing and internet surfing records of tens of millions of library users, by amending Section 215 of the Patriot Act.

Known the world over as the "library provision" because of ALA's ferocious opposition to it when first proposed and adopted, Section 215 was at the heart of revelations about the enormous sweep of federal authorities' intelligence gathering activities on Americans everywhere.



ALA ADVOCACY LEADS TO FAVORABLE SCHOOL LIBRARY PROVISIONS BEING INCLUDED IN ESSA

In a significant victory for ALA after a decade of grassroots advocacy, the Every Student Succeeds Act (ESSA)—a major reauthorization bill overhauling K-12 education policy that includes provisions favorable to libraries—was signed into law by President Obama on December 10, 2015. The new law encourages local education agencies to help schools develop "effective school library programs" to teach students digital skills, critical thinking, and build the reading and research competencies essential to achieve in science, math and all other 'STEM' fields. ESSA also authorizes the Innovative Approaches to Literacy program. Competitively awarded IAL grants by the Department of Education may be used to promote literacy programs in low-income areas, including "developing and enhancing effective school library programs." IAL funds also may be used to purchase library resources and underwrite professional development for school librarians.



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ALA MAKES SIGNIFICANT PROGRESS IN THE INFORMATION POLICY ARENA



ALA RELEASES THE NATIONAL POLICY AGENDA FOR LIBRARIES

After many months of background research and consultation with library groups, ALA released the National Policy Agenda for Libraries in June 2015, an initiative that sprang from the Policy Revolution! Initiative, supported by the Bill & Melinda Gates Foundation. Not only a blueprint for the future, The National Policy Agenda is also a tool to expand understanding of the extent to which libraries can be catalysts for opportunity and progress for all people reflecting our historic library values.

**Too often, decision makers do not yet understand the extent to which libraries can be catalysts for opportunity and progress," said ALA 2014-15 President Courtney Young. "As a result, investments in libraries and librarians lag our potential to contribute to the missions of the federal government and other national institutions.
We must take concerted action to advance shared policy goals.

FCC ASSERTS OPEN INTERNET PROTECTIONS

The Federal Communications Commission (FCC) voted in February 2015 to assert the strongest possible open Internet protections—banning paid prioritization and the blocking and throttling of lawful content and services. ALA, a longtime network neutrality advocate, applauded this bold step forward in ensuring a fair and open Internet. During 2015, ALA submitted formal comments, met with FCC officials, drafted articles, and worked alone and through a coalition of other library and higher education groups, including ARL and EDUCAUSE. In addition, ALA, as part of a smaller group (ALA, ACRL, ARL, and COSLA) filed an amicus brief with the court in response to a legal challenge that was filed by broadband providers.

ALA AND COSLA LAUNCH THE LIBRARY E-RATE ASSESSMENT AND PLANNING (LEAP) PROJECT

After nearly two years of advocacy efforts at the FCC during the E-rate modernization proceeding, ALA's 2015 E-rate work focused on ensuring libraries are equipped to benefit from program changes. To help libraries apply, in October 2015, ALA and COSLA launched the Library E-rate Assessment and Planning (LEAP) project to ensure libraries have resources necessary to take full advantage of the opportunities made possible by the proceeding. The initial LEAP cohort will explore strategies to use the E-rate program to upgrade broadband capacity and significantly decrease the rural broadband gap. States will also address barriers preventing program participation. LEAP pilot states are Alaska, California, Kentucky, Iowa, and North Dakota. ALA, COSLA, and the Universal Service Administrative Company (USAC) will work with the LEAP states throughout 2016 to develop individual plans and strategies for optimizing the new E-rate opportunities.



CENTER FOR THE FUTURE OF LIBRARIES

The Center for the Future of Libraries advanced its efforts to engage experts and innovators in planning the future of libraries. At the 2015 ALA Annual Conference, the Center's "Library of the Future" programs included representatives from Google, Steelcase, OPN Architects, and the Long Now Foundation discussing trends in online searching, space design, cultural preservation, and more. A new Advisory Group for the Center for the Future of Libraries, composed of member leaders from across the association, was also announced, providing support and guidance for the Center's work. Learn more at www.ala.org/libraryofthefuture.



2015 AIA/ALA Library Building Award Winner: Mission Branch Library, San Antonio, Texas

To encourage excellence in the architectural design and planning of libraries, the American Institute of Architects (AIA) and the American Library Association/Library Leadership and Management Association (ALA/LLAMA) created this award to distinguish accomplishments in library architecture. See the 2015 winners: www.aia.org/practicing/awards/2015/library-awards/.

Photo credit: Chris Cooper; Luis M. Garza

ALA'S FOCUS ON PROFESSIONAL DEVELOPMENT HELPS MEMBERS TRANSFORM THEIR SKILLS

Each year, ALA provides numerous professional development opportunities highlighted by major conferences and institutes that offer members engaging content, world class speakers, and opportunities for meaningful face-to-face conversations with colleagues and national leaders.



2015 MIDWINTER MEETING

The 2015 Midwinter meeting convened Jan. 29 – Feb. 3 in Chicago, home of ALA headquarters. In the midst of the city's near-record snowfall, more than 10,000 librarians, library workers, exhibitors, and library supporters created their own indoor blizzard of ideas. Many meetings, sessions, and small-group "kitchen-table" conversations elicited member input into ALA's three current strategic directions: advocacy, information policy, and professional and leadership development. Other topics included how libraries are transforming communities, the value of school libraries, diverse materials for youth, and other issues of diversity, inclusion and equity.

2015 ANNUAL CONFERENCE



In San Francisco, a celebratory energy kicked off the Annual Conference & Exhibition (June 25-30) thanks to the coincidence of the Supreme Court's landmark decision to legalize a national right to same-sex marriages, San Francisco Pride Week, and an appearance by author Roberta Kaplan, who wrote *Then Comes Marriage*, a Los Angeles Times Best Book of 2015. This boost gave a productive edge to the work accomplished by attendees from all over the world. Updates, innovations, and inspiration were exchanged at scheduled programs, sessions, facilitated conversations, and peer-led events.

In the Exhibit Hall, companies highlighted the latest products and services, and hundreds of authors appeared on live stages and in publishers' booths. The conference wrapped up with the launch of the Libraries Transform campaign at incoming ALA President Sari Feldman's Inaugural Brunch.

2015 ANNUAL CONFERENCE BY THE NUMBERS



2,850
SCHEDULED
PROGRAMS
& EVENTS



915 EXHIBITORS





SECOND ANNUAL SHARJAH INTERNATIONAL BOOK FAIR/ALA LIBRARY CONFERENCE OFFERS TRANSFORMATIVE IDEAS

The second annual Sharjah International Book Fair/ALA Library Conference brought approximately 300 librarians from 20 different countries around the region and beyond to Sharjah, United Arab Emirates, November 10-12, 2015. ALA President Sari Feldman's opening keynote, "Libraries Transform," was followed by 17 concurrent sessions and a poster session in which the international roster of expert presenters addressed topics including trends, new technologies, mobile strategies, and the future of academic libraries. A sponsored Librarians' Lounge for networking and an exhibits area were open throughout the event.

SELECTED HIGHLIGHTS & ACCOMPLISHMENTS

While the accomplishments and highlights for ALA are too numerous to mention here, we have provided a selection of stories, initiatives and achievements that helped define 2015.

AASL 17TH NATIONAL CONFERENCE AND EXHIBITION PROVIDES SCHOOL LIBRARIANS WITH TOOLS TO TRANSFORM AND EMPOWER

More than 2,600 school librarians, administrators and exhibitors attended AASL's 17th National Conference in Columbus, Ohio, which empowered school librarians to continue their roles as education leaders within a technology-driven academic landscape.

Themed "Experience Education Evolution," the event brought together school librarians, educators, authors and exhibitors who participated in preconference workshops, author events, and more than 100 concurrent sessions.

"The 2015 conference has provided an opportunity for school librarians to explore their unique role as education leaders that shape students' digital literacy and critical thinking skills. We have learned from attending administrators that the perception of school librarians and strong school library programs has changed from 'nice to have' to 'critical,' as such resources foster digital learning and research skills," said AASL President Leslie Preddy.



UNITED FOR LIBRARIES DEDICATES FIVE LITERARY LANDMARKS™ FOR CHILDREN'S BOOK WEEK

In celebration of Children's Book Week (May 4-10, 2015), United for Libraries dedicated five Literary Landmarks™ honoring children's book authors. Spearheaded by Rocco Staino of the Empire State Center for the Book, this program is presented in conjunction with the Children's Book Council.

The following Literary Landmarks were dedicated:

- Carl Sandburg State Historic Site, Galesburg, Illinois, April 25, 2015 (in partnership with Illinois Center for the Book)
- Westerly (Rhode Island) Public Library, May 2, 2015, in honor of Margaret Wise Brown (in partnership with Rhode Island Center for the Book)
- Norman (Oklahoma) Public Library, May 3, 2015, in honor of Harold Keith (in partnership with Friends of Libraries in Oklahoma)
- George Bruce Branch, New York Public Library, May 4, 2015, in honor of Walter Dean Myers (in partnership with Empire State Center for the Book)
- Hamilton (Ohio) Lane Library, May 9, 2015, in honor of Robert McCloskey (in partnership with the Lane Libraries)

The Literary Landmark program is administered by United for Libraries. More than 140 Literary Landmarks across the United States have been dedicated since the program began in 1986. Any library or group may apply for a Literary Landmark through United for Libraries.

2015 DIVERSITY RESEARCH GRANT AWARD WINNERS RECOGNIZED

Developed in 2002, the Diversity Research Grant is intended to address critical gaps in the knowledge of diversity issues within library and information science. The ALA Office for Diversity Literacy and Outreach Services sponsors the grant.

2015 Winners

- Aditi Gupta, information services librarian at the University of Victoria Libraries in Victoria, British Columbia, and Sarbijit Kaur Randhawa, Indic librarian at the University of British Columbia
- Dr. Win Shih, EdD, director of integrated library systems, and Eduardo Tinoco, business librarian both from the University of Southern California.
- Dr. Gregory Bond, PhD, an archivist and historian at the University of Wisconsin-Madison and at the Wisconsin Historical Society.

ALA TASK FORCE ON EQUITY, DIVERSITY, AND INCLUSION

The ALA Task Force on Equity, Diversity, and Inclusion was created in the spring of 2014 by then ALA President, Barbara Stripling. The Task Force is charged with developing a plan and strategic actions to build more equity, diversity and inclusion among ALA members, the field of librarianship and our communities. The Task Force has developed three surveys to garner a better understanding of the culture of the association. The first survey focused on perceptions of how welcoming ALA is to marginalized groups. The second survey gathered input for the type of activities members would like to see at the 2016 ALA Annual Conference. The third survey will address economic concerns surrounding ALA conferences. In addition, the Task Force has held several listening sessions throughout the year. The activities and recommended actions of the Task Force have generated important public and honest conversations about these issues. The final Task Force report will be submitted at the 2016 ALA Annual Conference in Orlando, FL and will include recommendations for ensuring that a continuing focus on equity, diversity and inclusion is embedded throughout ALA.



Hartford Public Library LTC team members: former CEO Matt Poland, Multicultural Services Director Homa Naficy, Community Engagement Director Richard Frieder, and Public Services Director Corey Fleming. Not pictured: Chief Cultural Affairs and Public Programming Officer Brenda Miller

HARTFORD LIBRARY USES NEW PROGRAM TO ADDRESS COMMUNITY CHALLENGES

Like all cities, Hartford has its challenges. Luckily, Hartford's library is ready to step in and help. Already practiced at community engagement work, Hartford Public Library was one of ten public libraries chosen to take part in ALA's Libraries Transforming Communities Public Innovators Cohort, an intensive, 18-month training program that taught libraries new ways to address challenges facing their communities. The Hartford team began by bringing together residents for eight candid conversations about their feelings on Hartford, their hopes for the city, and the challenges they face. Residents' concerns centered on violence, public safety, and the relationship between residents and the police. Seeking to break down those barriers, the library then invited area police and community members, ranging in age from 18 to 87, to a dialogue about what residents liked about their community and what they would like to change, as well as each groups' role in making those changes happen. The conversation resulted in Stomp the Violence, a public anti-violence event, in February 2016. Libraries Transforming Communities was supported by the Bill & Melinda Gates Foundation.

SPECTRUM SCHOLARSHIP PROGRAM CONTINUES TO FUND EXCELLENCE AND DIVERSITY IN THE FIELD

The groundbreaking Spectrum Scholarship program continues to be a key contributor to the promotion of excellence and diversity in the library field. Eighteen Spectrum doctoral fellowships have been funded through IMLS, with six Fellows receiving support for the 2014-2015 academic year. Fellows presented their individual research at international conferences and jointly presented their work developing an online resource for researchers and practitioners dedicated to issues of social justice in LIS at a number of 2015 conferences.



2015 Spectrum Leadership Institute

The professional and leadership development of Spectrum Scholars is an association-wide investment. Six Spectrum Scholars received travel grants to attend the 2015 ACRL National Conference, and 19 Scholars received academic librarian mentors through ACRL in 2015. Thanks to the generosity of ALSC Past President Ellen Fader, two Spectrum Scholars received follow-up grants in 2015 which supported completion of their degree and job-seeking activities geared toward working in children's services. The 50 2014-2015 Spectrum Scholars convened at the 18th Spectrum Leadership Institute in San Francisco designed and presented by Spectrum alumni. In June, Spectrum provided scholarships to 60 graduate students. The program has to date awarded over 940 scholarships.

YALSA'S BADGES FOR LEARNING WEBSITE OFFERS ANOTHER AVENUE FOR CREDENTIALING



The Young Adult Library
Services Association (YALSA)
has launched the Badges for

Learning program, a self-paced lesson program that provides a new way for librarians and library workers to gain skills and demonstrate their expertise to employers. After completion of each self-paced lesson and project, the participant receives a badge to represent each accomplishment. The Badges for Learning program is a great starting point for library staff to gain and develop skills that can help them better serve teens. The micro-credential website (yalsabadges.ala.org) is made possible by a grant from HASTAC, Mozilla, and the John D. and Catherine T. MacArthur Foundation.

22 CHAPTERS SELECTED TO PARTICIPATE IN CAREER DEVELOPMENT FACILITATOR TRAINING

ALA 2014-15 President Courtney Young partnered with ALA Chapters to provide training for a national cohort of librarians from a cross section of libraries to become certified Career Development Facilitators (CDF).

"I am grateful for the strong interest from the chapters in partnering with me on this program. It was inspiring and heartwarming to read all of the applications," said Young. "The thoughtful and creative ideas from each chapter, many of which include coordination with other groups or other government agencies in their respective states, will have a positive and profound effect on our communities across the nation."

Representatives of the program highlighted career development projects in various chapters during the ALA Annual Conference in San Francisco.

LATINO AMERICANS: 500 YEARS OF HISTORY SPARKS CONVERSATION ABOUT LATINO EXPERIENCE

Latino Americans: 500 Years of History is a nationwide public programming initiative offered in partnership with the National Endowment for the Humanities that supports the exploration of the rich and varied history and experiences of Latinos, who have helped shape the United States over the last five centuries and who have become, with more than 50 million people, the country's largest minority group. More than 200 libraries, museums and other institutions received grants in 2015 to host festivals, film screenings, local history tours and other programs to explore Latino culture and history. In Providence, Rhode Island, residents found common ground over cups of coffee at the Southside Cultural Center's Café Recuerdos, or traveling memory café, sponsored by the Rhode Island Latino Arts in partnership with the Rhode Island Council for the Humanities. Cuban-American artist Ana Flores created the portable coffee cart-turned-art installation to spark conversation about the Latino experience in Rhode Island. Participants shared their hopes and regrets upon leaving their native countries, their experiences and discoveries as new residents of the U.S., and even their reactions to seeing snow for the first time.

PLA LAUNCHES PROJECT OUTCOME

In 2013, PLA formed a Performance Measurement Task Force to identify and develop standardized measures of effectiveness for widely-offered public library programs and to promote the training for implementation and use of the measures across public libraries. Following the task force's successful pilot testing, PLA is expanding the reach of the initiative with funding received from the Bill & Melinda Gates Foundation through the development and deployment of Project Outcome.

In June 2015, PLA officially launched Project Outcome during a preconference at the ALA Annual Conference in San Francisco. This exciting three-year project will support the development and implementation of outcome measures and also generate communication and training tools to help libraries effectively apply their findings. After the June launch, Project Outcome began offering a variety of ways for libraries to enlist and participate in outcomes-based performance measurement. https://www.projectoutcome.org/





Providence residents came together over coffee at the traveling memory café created by Cuban-American artist Ana Flores.

Photo credit: Martina V. Martinez

NEW GUIDELINES ENCOURAGE COLLABORATION ON PRIVACY PROTECTION FOR E-BOOKS

The Intellectual Freedom Committee and its Privacy Subcommittee released the Library Privacy Guidelines for e-book Lending and Digital Content Vendors to encourage vendors and libraries to work together to develop effective privacy protection policies for e-book lending and the delivery of digital content to library patrons. IFC Privacy Subcommittee chair Michael Robinson and OIF Deputy Director Deborah Caldwell-Stone participated in drafting the NISO Consensus Principles on Users' Digital Privacy in Library, Publisher, and Software Provider Systems, a set of principles intended to address privacy issues related to the use of library and library-related systems.

TOP TEN MOST FREQUENTLY CHALLENGED BOOKS OF 2014

During National Library Week, the Office for Intellectual Freedom (OIF) published the list of the Top Ten Most Frequently Challenged Books. OIF collects information from two sources, newspapers and reports submitted by individuals, and all challenges are compiled into a database. Reports of challenges culled from newspapers across the country are compiled in the bimonthly Newsletter on Intellectual Freedom and compiled in the Banned Books Week Resource Guide. Challenges reported to the ALA by individuals are kept confidential. The Top Ten Most Challenged Books is not a national roundup of book challenges as all challenges are not reported to the ALA. Rather, it is a snapshot of the reports received by OIF.

- **1.** The Absolutely True Diary of a Part-Time Indian, by Sherman Alexie
- 2. Persepolis, by Marjane Satrapi
- **3. And Tango Makes Three**, by Justin Richardson and Peter Parnell
- **4.** The Bluest Eye, by Toni Morrison
- 5. It's Perfectly Normal, by Robie Harris
- 6. Saga, by Brian Vaughan and Fiona Staples
- 7. The Kite Runner, by Khaled Hosseini
- 8. The Perks of Being a Wallflower, by Stephen Chbosky
- 9. A Stolen Life, by Jaycee Dugard
- 10. Drama, by Raina Telgemeier

AASL LAUNCHES KNOWLEDGE QUEST

The American Association of School Librarians (AASL) announced the launch of a companion website for its professional journal, Knowledge Quest. A new vehicle to empower school librarians as they

transform learning for their students, the new site offers breaking news, inspired blogs, and encourages conversations



to inspire insightful professionals and stronger communities. Knowledge Quest can be viewed at **knowledgequest.aasl.org.**

Focused on enhancing professional practice, the new site builds on the strong foundation provided by AASL's bimonthly journal. Knowledge Quest articles focus on the integration of theory and practice in school librarianship and new developments in education, learning theory and relevant disciplines. The new site will continue this tradition and also offer informal opportunities for professional conversation.

"If you want a go-to site for news, blogs, technology tips and more, check out the new KQ site," said Terri Grief, AASL president. "It has literally everything you need to start conversations about library issues. It is a great place to find your place in this community. Check it out! I think you will love it."



ACRL TASK FORCE FILES FRAMEWORK FOR INFORMATION LITERACY FOR HIGHER EDUCATION

The Association for College and Research Librarians (ACRL) Board of Directors appointed a task force in 2013 to update the Information Literacy Competency Standards for Higher Education, adopted by the association in 2000. The task force's mission was to update the standards so they reflect the current thinking on the creation and dissemination of knowledge, the changing global higher education and learning environment, the shift from information literacy to information fluency, and the expanding definition of information literacy to include multiple literacies. To better equip students to navigate, understand and contribute in this dynamic information ecosystem, the task force determined that a move from the traditional standards model to a framework was needed to allow for more creative and integrated information literacy learning outcomes. The Board took the official action of "filing" the new Framework for Information Literacy for Higher Education at the 2015 ALA Midwinter Meeting in Chicago. The Board also decided to defer sunsetting the Information Literacy Competency Standards for Higher Education.

2015 STANDARDS FOR ACCREDITATION FOR MLIS RELEASED

Enhancement of the professional degree got a boost with the release of the 2015 Standards for Accreditation of Master's Programs in Library and Information Studies and the process manual, Accreditation Process, Policies, and Procedures ('AP3'). Improvements were made possible by thoughts shared both in person, at conferences and virtually via email, weblog, and Adobe Connect Town Hall Meetings. The multi-year review and revision process was brought to closure by the 2014-2015 Chair of the Committee on Accreditation, Mary Stansbury, professor at the University of Denver, aided by the efforts of past and present members of the COA. Special recognition goes to the members of the COA Subcommittee on Standards Review, which included Elizabeth Aversa, professor and director emerita of the School of Library and Information Studies at the University of Alabama; Joan Giesecke, professor and director emerita of Libraries at the University of Nebraska-Lincoln; and Terry Weech, associate professor, Graduate School of Library and Information Science at the University of Illinois, Urbana-Champaign.

DIGITALLEARN.ORG CONTINUES ITS SUCCESS

Since launching in March 2013, DigitalLearn.org, a PLA digital



literacy initiative funded by IMLS, has exceeded expectations. The site, an online hub for digital literacy support and training, includes self-directed tutorials for users as well as a community of practice for staff at libraries and community organizations who are working to bridge the digital divide. In its first year, DigitalLearn.org had 36,667 unique visitors and 5,914 class completions, far exceeding its goal of 10,000 unique visitors and 1,000 class completions.

DOLLAR GENERAL LITERACY FOUNDATION HELPS ALA MAKE A DIFFERENCE

The Dollar General Literacy Foundation provided funding for the Everybody Reads @ your library, which assists libraries across the country with activities geared toward children and young adults through the Association for Library Services to Children (ALSC) and Young Adult Library Services Association (YALSA). This funding also supported a YALSA seminar during the Midwinter Meeting in Chicago to develop cultural competencies for working with Hispanic and African American youth, as well as create ways to engage and leverage community partnerships to meet their needs. Through the Everybody Reads @ your library program, YALSA also awarded mini-grants and stipends to support the Teens' Top Ten book collection, Teen Read Week, and summer internships in local libraries. ALSC developed STEAM (Science, Technology, Engineering, Arts, Mathematics) toolkits through the Dia de los Libros program to help bring literacy to underprivileged youth.

Grants from the Dollar General Literacy Foundation also support the American Dream Starts @ your library program through the Office of Diversity, Literacy, and Outreach, which aims to expand literacy services to adult English language learners, and the Beyond Words program, an effort of the American Association of School Librarians (AASL), which assists libraries affected by natural disasters.

ALA AWARDS 2015

Each year the American Library Association recognizes the achievements of more than 200 individuals and institutions. This selection represents only a portion of those honored in 2015 but who are notable for their contributions to the field of librarianship. Chosen by juries consisting of colleagues and peers, this year's award winners are distinguished for their leadership and vision, as well as their continued investment in the profession through mentorship.



Recipient: The Oklahoma State University Library

(Stillwater, OK)

Donor: ALA Cultural Communities Fund

ALA/INFORMATION TODAY, INC. LIBRARY OF THE FUTURE AWARD

Recipient: Landis Intermediate School (Vineland, NJ)

Donor: IIDA and Information Today, Inc.

BETA PHI MU AWARD

Recipient: Beverly P. Lynch, senior faculty member, Department of Information Studies, University of California, Los Angeles

Donor: Beta Phi Mu International Library Science

Honorary Society

MELVIL DEWEY MEDAL

Recipient: Hwa-Wei Lee, former chief of the Asian

Division of the Library of Congress

Donor: OCLC

EQUALITY AWARD

Recipient: Camila Alire, ALA past-President

Donor: Rowman and Littlefield

THE FREEDOM TO READ FOUNDATION **ROLL OF HONOR AWARD**

> **Recipient:** Jonathan Bloom, counsel to Weil, Gotshal & Manges LLP in its New York office and a former trustee of the Freedom to Read Foundation

> **Recipient:** James G. (Jim) Neal, university librarian emeritus at Columbia University, Council and Executive Board of the American Library Association

Donor: Freedom to Read Foundation

GALE CENGAGE LEARNING FINANCIAL DEVELOPMENT AWARD

Recipient: James V. Brown Library

(Williamsport, PA)

Donor: Gale Cengage Learning

JOSEPH W. LIPPINCOTT AWARD

Recipient: James G. (Jim) Neal, university librarian emeritus at Columbia University, Council and Executive Board of the American Library Association

Donor: Joseph W. Lippincott III

SCHOLASTIC LIBRARY PUBLISHING AWARD

Recipient: Judith Wines, director at Ravena-Coeymans-Selkirk Community Library

(Ravena, NY)

Donor: Scholastic Library Publishing

THE LEMONY SNICKET PRIZE FOR NOBLE LIBRARIANS FACED WITH ADVERSITY

Recipient: Scott Bonner, director of the Ferguson

Public Library in Missouri

Donor: Daniel Handler (Lemony Snicket)

SULLIVAN AWARD FOR PUBLIC LIBRARY ADMINISTRATORS SUPPORTING SERVICES TO CHILDREN

Recipient: Ann Burlingame, deputy director of Wake County Public Libraries (Raleigh, NC)

Donor: Peggy Sullivan

H.W. WILSON LIBRARY STAFF DEVELOPMENT GRANT

Recipient: Ohio Library Support Staff

Institute (OLSSI)

Donor: H.W. Wilson Company



2015 I Love My Librarian Award winners and committee members with ALA 2015-16 President Sari Feldman, Dr. Vartan Gregorian, President of the Carnegie Corporation of New York, and ALA 2014-15 President Courtney Young. Photo credit: Filip Wolak



I LOVE MY LIBRARIAN AWARD WINNERS

Ten librarians were honored with the **2015 I LOVE MY LIBRARIAN AWARD** for their exceptional public service to the community and ongoing commitment to transforming lives. The winning librarians were selected from a pool of more than 1,300 nominations submitted by library patrons nationwide who use public, school, college, community college or university libraries. Each winner received a \$5,000 prize at an award ceremony hosted by the philanthropic foundation Carnegie Corporation of New York, the award sponsors. The New York Public Library and The New York Times also co-sponsor the award.

Diane Brown

Branch Manager

New Haven Free Public Library, Stetson Branch, New Haven, CT

Doug Campbell

Library Learning Services Librarian

Willis Library, University of North Texas, Denton, TX

Sylvia Cieply

Teacher Librarian

Otto A. Fischer School Library, Orange County Juvenile Hall, Orange, CA

Dona J. Helmer

Librarian

College Gate Elementary School Library, Anchorage, AK

Courtney P. Kincaid

Former Director

Hood County Library, Granbury, TX

Leslie D. Koch

School Library Media Coordinator

Armstrong Elementary School, Eastover, NC

April Roy

Manager

Kansas City Public Library, Lucile H. Bluford Branch, Kansas City, MO

Elizabeth Rumery

Library Director

Avery Point Campus Library, University of Connecticut, Groton, CT

Dr. Christopher A. Shaffer

Dean of University Libraries

Troy University, Troy, AL

Shugana Williams

Librarian

Mississippi Gulf Coast Community College, Perkinston Campus, Perkinston, MS

SELECTED 2015 ALA BOOK AND MEDIA AWARDS



PURA BELPRÉ AUTHOR AWARD

I Lived on Butterfly Hill written by Marjorie Agosín, illustrated by Lee White and published by Atheneum Books for Young Readers, an imprint of Simon & Schuster Children's Publishing Division. Presented by the Association for Library Service to Children (ALSC).



PURA BELPRÉ ILLUSTRATOR AWARD

Viva Frida illustrated and written by Yuyi Morales and published by Roaring Brook Press, a Neal Porter Book. Presented by the Association for Library Service to Children (ALSC).



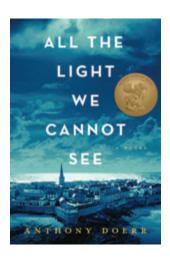
RANDOLPH CALDECOTT MEDAL

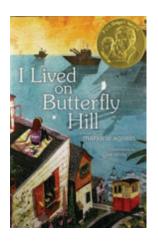
The Adventures of Beekle: The Unimaginary
Friend illustrated and written by Dan Santat and
published by Little, Brown and Company,
a division of Hachette Book Group, Inc.
Presented by the Association for Library
Service to Children (ALSC).



ANDREW CARNEGIE MEDALS FOR EXCELLENCE IN FICTION

All the Light We Cannot See written by Anthony Doerr and published by Scribner, a division of Simon & Schuster, Inc. Presented by Booklist and the Reference and User Services Association (RUSA).







ANDREW CARNEGIE MEDALS FOR EXCELLENCE IN NONFICTION

Just Mercy: A Story of Justice and Redemption written by Bryan Stevenson and published by Spiegel & Grau, an imprint of Random House. Presented by Booklist and the Reference and User Services Association (RUSA).



CORETTA SCOTT KING BOOK AWARD

Brown Girl Dreaming written by Jacqueline Woodson and published by Nancy Paulsen Books, an imprint of Penguin Group (USA) LLC. Presented by the ALA Ethnic and Multicultural Information Exchange Round Table (EMIERT) and supported by the ALA Office for Literacy and Outreach Services (OLOS).



CORETTA SCOTT KING ILLUSTRATOR AWARD

Firebird illustrated by Christopher Myers and written by Misty Copeland and published by G.P. Putnam's Sons, an imprint of Penguin Group (USA) LLC. Presented by the ALA Ethnic and Multicultural Information Exchange Round Table (EMIERT) and supported by the ALA Office for Literacy and Outreach Services (OLOS).



JOHN NEWBERY MEDAL

The Crossover written by Kwame Alexander and published by Houghton Mifflin Harcourt. Presented by the Association for Library Service to Children (ALSC).



STONEWALL BOOK AWARDS



MIKE MORGAN & LARRY ROMANS CHILDREN'S & YOUNG ADULT LITERATURE AWARD

This Day in June written by Gayle E. Pitman, PhD, and published by Magination Press, an imprint of the American Psychological Association. Presented by Gay, Lesbian, Bisexual, and Transgender Round Table (GLBTRT) and supported by the ALA Office for Literacy and Outreach Services (OLOS).



MICHAEL L. PRINTZ AWARD

I'll Give You the Sun written by Jandy Nelson and published by Dial Books, an imprint of Penguin Group USA, a Penguin Random House Company. Presented by the Young Adult Library Services Association (YALSA) and Booklist.

SCHNEIDER FAMILY BOOK AWARD

A Boy and a Jaguar written by Alan Rabinowitz, illustrated by Catia Chien and published by Houghton Mifflin Harcourt Publishing Company, wins the award for children ages 0 to 10.

Rain Reign written by Ann M. Martin and published by A Feiwel and Friends Book, is the winner of the middle-school (ages 11-13).

Girls Like Us written by Gail Giles and published by Candlewick Press. Administered by ALA.



Several other book and media awards are administered by ALA in recognition of excellence in literature for all types of audiences, including the Alex Awards, Andrew Carnegie Medal for Excellence in Children's Video, Coretta Scott King-John Steptoe Award for New Talent, Laura Ingalls Wilder Award, Margaret A. Edwards Award, Mildred L. Batchelder Award, Odyssey Award for Excellence in Audiobook Production, Robert F. Sibert Medal, Theodor Seuss Geisel Award, William C. Morris Award Booklist Editors' Choice, Booklist Top of the List, YALSA Excellence in Nonfiction for Young Adults Award, RUSA Notable Books Award, Stonewall Book Award-Barbara Gittings Literature Award, and the Stonewall Book Award-Israel Fishman Non-Fiction Award. For more information, please visit: http://www.ala.org/awardsgrants/awards.

The announcement of the book and media medal winners and honor books, selected by librarians, is eagerly awaited by the public, publishers, libraries and reading communities each year. ALA medal winners and honor books are easily recognized by embossed foil seals or seal images on paperback editions, book jackets, audio or video cassettes, compact disc cover copies, etc.

FINANCIAL HIGHLIGHTS FISCAL 2015

The American Library Association (ALA) prepares its budget based on the programmatic priorities identified and approved by the ALA Council. The programmatic priorities for fiscal 2015 were as follows:

- > Diversity
- > Intellectual freedom
- > Equitable Access to Information and Library Services
- > Advocacy for Libraries and the Profession
- > Literacy
- > Transforming Libraries
- > Organizational Excellence

To determine the above strategic priorities, ALA leadership engaged in a series of member conversations that included the insights of the Division and Round Table leadership, Council focus groups and a membership survey. These conversations, called "Kitchen Table Conversations," were analyzed and synthesized to develop a strategic framework to act as a guide in the re-conceptualization of our focus, structure, operations and culture. This effort resulted in the identification of three "Strategic Directions," which were as follows:

- > Advocacy
- > Information Policy
- > Professional and Leadership Development

The programmatic priorities and strategic directions provided the foundation for the programmatic and financial successes realized in FY15.

The following programmatic achievements helped to drive ALA financial success:

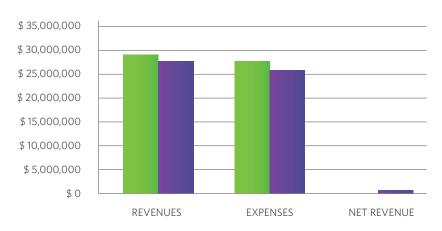
- A very successful national division conference by the Association of College and Research Libraries (ACRL) in Portland, OR – 75th Anniversary year;
- ALA conferences in Chicago and San Francisco which contributed \$1.4 million in net revenue;
- An ALA/United for Libraries membership drive targeting institutional members recruited 3,500 new organizational members;
- PLA launched Project Outcome, its latest field-driven outcome measurement initiative, at the ALA Annual Conference;
- The Office of Research and Statistics published ALA's State of America's Libraries Trends in academic, public and school libraries;
- Libraries Transforming Communities: "Turning Outward" Online Learning Series made available:
- Online continuing education programs provided by the Divisions and Offices continue to expand.

TOTAL ALA OPERATING RESULTS



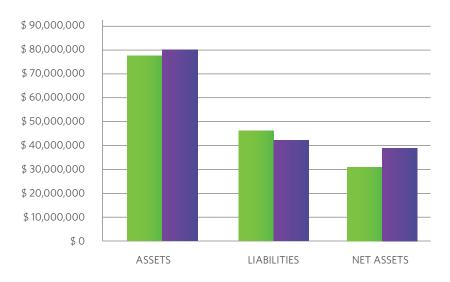
- Total ALA operating revenues were \$52.7 million compared to \$51.2 million in FY14.
- Revenues were higher primarily due to additional Grants and Awards received during the year.
- Dues revenue was essentially flat at \$8.3 million.
- Total ALA operating expenses were \$52.5 million compared to FY14 of \$48.5 million.
- Expenses were higher due to the activities from Grants & Awards and Meetings & Conferences.
- The result was net operating revenue of \$220,625, which compares to \$2.7 million in FY14.

GENERAL FUND



- Total General Fund revenues were \$29.0 million compared to \$23.8 million in FY14.
- Publishing contributed **\$12.7 million** in total revenue and **\$672,378** in net revenue.
- Meetings & Conferences contributed \$9.3 million in total revenue and \$747,679 in net revenue.
- Interest and Dividends were \$1.1 million
- Total General Fund expenses were **\$28.8 million** compared to **\$27.7 million** in FY14.
- Meetings & Conferences (\$713,428), Outside/ Professional Services (\$288,938) and Payroll (\$238,529), accounted for the most significant changes in expenses during the year.

STATEMENT OF FINANCIAL POSITION





TOTAL ASSETS, LIABILITIES AND NET ASSETS

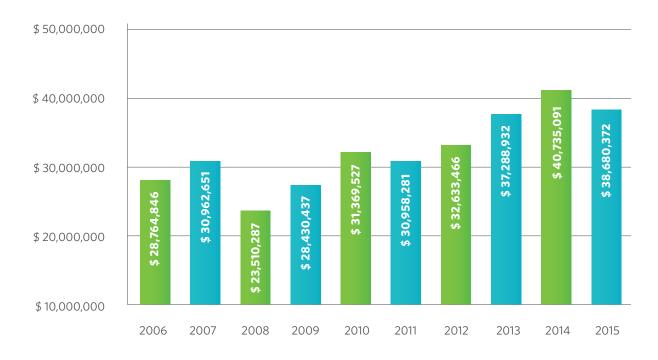
- Total assets were \$77.6 million compared to \$80.4 million in FY14.
- Assets were lower primarily due to a decrease in long-term investments (\$1.5 million) resulting from volatility in the market, cash due to a renegotiated loan pay down (\$954,951) and the scheduled amortization of intangible assets (\$489,666).
- Total liabilities were **\$25.7 million** compared to **\$24.6 million** in FY14.
- Liabilities were higher due to the non-cash impact of higher accrued postretirement benefits (\$4.8 million) resulting from the use of the recently released actuarial mortality table, deferred revenue (\$1.2 million) related to the timing on grants and accounts payable (\$1.4 million). These increases were offset by a reduction in long-term debt (\$3.7 million) related to the Association's renegotiated and early payment of its debt.
- Net Asset Balances were **\$31.5 million** compared to **\$38.7 million** in FY14.

ALA ENDOWMENT FUNDFISCAL 2015

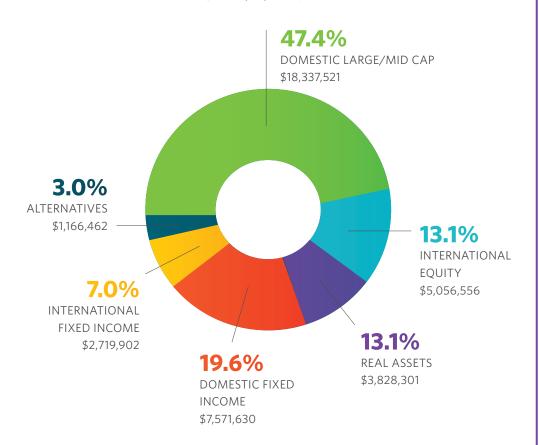
The Endowment Fund of ALA is managed by the seven ALA Endowment Trustees, with the assistance of its investment advisor Merrill Lynch. The fund has grown over the years as a direct result of successful investing. The current market value of \$38.7 million compares to its book value of \$13.9 million, resulting in net investment earnings, or capital appreciation, of \$24.8 million. This growth has allowed the Trustees to diversify and minimize risk while improving returns.

As a result of the fund's growth over the previous 20 quarters, a spending/payout rate of 5% was approved for the fiscal year 2015. This resulted in approximately \$1.6 million available to support awards, scholarships, unit initiatives, general operations and the Association's "Strategic Directions."

TEN YEAR MARKET VALUE (as of 8/31/2015)



ASSET ALLOCATION (as of 8/31/2015)



ENDOWMENT RETURNS VS. SPENDING/PAYOUT

ENDOWMENT RETURNS

CALENDAR YEAR	2011	-1.5%
	2012	10.5%
	2013	17.5%
	2014	7.7%
	2015	-0.8%*

AVAILABLE SPENDING/PAYOUT**

FISCAL YEAR	2013	\$ 936,799
	2014	\$ 1,141,810
	2015	\$ 1,594,730
	2016	\$ 1,618,322
	2017	\$ 1,745,079***

- * Through 11-30-15
- ** A payout rate of 4% for FY13 and FY14. A payout rate of 5% for FY15-FY17.
- *** Payout rate recommended by the Endowment Trustees and approved at the fall Executive Board meeting in October 2015.

WHY ARE AVAILABLE ENDOWMENT FUNDS IMPORTANT AND WHAT ARE THEY USED FOR?

Endowment Funds increase the amount of money available for scholarships and awards. In 2015, the Divisions received \$46,000 to support scholarships and Spectrum received \$187,000. In FY15, ALA awarded 60 Spectrum Scholarships, bringing the total awarded through the Spectrum Scholarship Program to 940.

The Endowment Funds also contribute substantially to the general operations of Divisions, Round Tables and Offices. In FY15, a total of \$784,000 was allocated from Endowment Funds to the General Fund, and \$109,000 went to support the work of Divisions.

Finally, Endowment Funds support ALA's Mission and Strategic Directions, along with unit initiatives. For example, in FY16, \$250,000 in Endowment Funds will be used to improve ALA information technology systems, allowing us to upgrade key systems in order to successfully serve our members.

LIBRARY ADVOCATES | 2014 - 2015

CORPORATIONS, FOUNDATIONS, GOVERNMENT AGENCIES AND ORGANIZATIONS

ALA is honored to recognize our Library Advocates, who have invested in ALA through grants, sponsorships and other contributions, between September 1, 2014 through August 31, 2015.

Thank you!

\$100,000 and above

AARP Foundation Bill & Melinda **Gates Foundation** Carnegie Corporation of New York Dollar General Literacy Foundation Financial Industry Regulatory (FINRA) Investor **Education Foundation** Gale, Cengage Learning Institute of Museum and Library Services National Endowment for the Humanities OverDrive, Inc. The Walt Disney Company

\$50,000 to \$99,999

Best Buy Company, Inc. Google, Inc. ProQuest Smithsonian Institution

\$10,000 to \$49,9993M Library Systems

ABC-CLIO Inc.

Association of

ASAE Foundation

Research Libraries Baker & Taylor Inc. Bound to Stay Bound Books Inc. Craigslist Demco Incorporated **EBSCO Information Services** Elsevier Inc. Harper Collins Children's Books Ingram Content Group Innovative John S. and James L. **Knight Foundation** National Library of Medicine/ Medical Library Association **OCLC** Penguin Group Random House LLC SAGE Publishing

Space Science Institute
Springer Nature
StoryCorps
University of California
Irvine Libraries
West Virginia
University Libraries
Zondervan Publishing House

\$5,000 to \$9,999

CCS Content Conversion
Specialists
Emerald Group Publishing
Ex Libris USA Inc.
Follett School Solutions
Gladys Krieble Delmas Foundation
Mackin Library Media
Macmillan Children's
Publishing Group
McGraw Hill Professional
Northwestern University Library
Oxford University Library
ReferenceUSA
Rowman & Littlefield
Scholastic Inc.

Taylor & Francis Group
Texas Library Association
Thomson Reuters
University of Iowa Libraries
University of Pennsylvania
Van Pelt Library
Washington University
in St. Louis

IN-KIND SUPPORT

Asmodee Games
Asterion Italy
BallyHoo
Dryden Press
Good Games
Hollinger Metal Edge
Konami
Looney Labs
OnePlay
SAGE
Springer Nature
Steve Jackson Games
Thomson Reuters
USAopoly
Yummy Yummy Tummy

LIBRARY CHAMPIONS



ALA considers supporters of the Libraries Transform Campaign – our Library Champions – among our greatest advocates for the future and sustainability of libraries across the country. When an individual, company, or foundation supports the Libraries Transform Campaign, they are supporting ALA's strategic initiatives: advocacy, information technology, and professional and leadership development. The Libraries Transform Campaign and Library Champions also support annual initiatives such as Library Card Sign-Up Month and National Library Week.

Through their generous support, Library Champions help make transformation possible for the nearly 120,000 libraries across the country. ALA would like to thank the following Library Champions for their contribution to the Libraries Transform Campaign:

ALA Library Champion Sustainers \$25,000 of above

Dollar General Literacy Foundation OverDrive, Inc.

ALA Library Champion Investors \$10,000 - \$24,999

Severn House Publishers Ltd. TLC - The Library Corporation

ALA Library Champion Patron \$7,500 to \$9,999

SirsiDynix

ALA Library Champion Members \$5,000 to \$7,499

Baker & Taylor

Bound to Stay Bound Books

Brodart Company

Burgeon Group

Candlewick Press

Demco Incorporated

EBSCO Information Services

Elsevier

Gale, Cengage Learning

Ingram Content Services

Innovative

LexisNexis Academic & Library Solutions

LSSI

Midwest Tape

Morningstar, Inc.

OCLC

ProQuest

ReferenceUSA

Rowman & Littlefield

SAGE Publishing

Scholastic Inc.

Sisters in Crime

Springer Nature

Taylor & Francis Group

Thomson Reuters

ALA LEGACY SOCIETY

The role of librarians and the profession of librarianship continue to transform and grow.

Librarians and library staff members benefit from a strong professional association to serve as a national advocate and resource for the field. Our ALA Legacy Society Members are instrumental to ensure that ALA continues to address the evolving needs of members, libraries and the library profession into the future.

The ALA Legacy Society is comprised of philanthropic benefactors who have designated ALA as a beneficiary of their will, retirement account, life insurance policy, gift of securities, or other planned giving method. Thank you to the following Legacy Society members who have included ALA or its Divisions, Offices or Round Tables in their estate plans.

Anonymous (3) William G. Asp**

Susan D. and Roger Ballard**

Robert E. Banks** Peggy Barber* Anne K. Beaubien**

John W. and Alice M. Berry** Katharina Blackstead**

Irene L. Briggs** Francis J. Buckley, Jr. Michele V. Cloonan & Sidney E. Berger** Trevor A. Dawes** Carol Pitts Diedrichs**

Ellen Fader**

Janice Feye-Stukas** Carole & Stan Fiore* Shirley Fitzgibbons Barbara J. Ford*

Julia Gelfand & David Lang**

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Peggy Sullivan* Teri Switzer

Ann & John Symons* Ruth & Jay Toor* Betty Turock* William L. Turner, Jr.**

Beatriz Pascual Wallace**

Patricia A. Wand** Marina Welmers** J. Linda Williams**

* Charter member

**ALA 15x15 planned giving campaign

With gratitude, ALA remembers and acknowledges the following individuals for their visionary support and whose estate gifts were received between September 1, 2014 and August 31, 2015.

Marcia Brown Larry Romans John Symons

INDIVIDUALS

Thank you to everyone who gave generously to support ALA in fiscal year 2015! Your contributions are critical to our success. Because of you ALA received more than \$250,000 in donations. **Thank you!**

Anonymous (13) James S. Aagaard Millicent D. Abell Joel H. Abrams Siobhan Abrams Paul Thomas Adalian Kenneth Adams Lvnne B. Adams Cynthia Altick Aden Sharon K. Adley Gia Aivazian Jaena Alabi Lois K. Albrecht Alia Al-Harrasi Dr. Camila A. Alire Carolyn Henderson Allen Melody L. Allen Nancy H. Allen Dr. Susan M. Allen Susan Webreck Alman Kristine Alpi Lucas Alvarez Edwin D. Andersen Abbie M. Anderson Carolyn S. Anderson Craig J. Anderson Joan C. Anderson Serin Marie Anderson Dr. Susan E. Anderson Judith C. Andrews Katelyn Mary Angell Carolyn A. Anthony Judith M. Arnold Beth Arnott James Ernest Arsenault Kathleen Arthur James P. Ascher Joan L. Atkinson Rita Auerbach Frederick J. Augustyn, Jr. Kristi N. Austin Judith M. Auth Elizabeth L. Bagley Tiffany Anne Baglier Anne McDougal Bahde Jody Bailey Kimberly Michele Bailey Dr. Lynn Norris Baird Fagdeba Adjola Bakoyema William T. Balcom Lora Kay Baldwin Timothy O. Baldwin

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Andrea M. Gruhl Jenna C. Guenther Julia Chance Gustafson Mary A. Haag Joseph Hafner Ruth Hafter Christine Lind Hage Cynthia Mann Haiken Jill Hallam-Miller Rachel Ellen Hamelers Daniel Handler Dana M. Hanford Prof. Yasuhiro Harada Dr. Beatriz B. Hardy Martha E. Hardy Elizabeth K. Harper Eileen G. Harrington Andrew S. Hart Benjamin Hart Fishkin Carol Ann Hartnell Arianne Hartsell-Gundy Marianne Hartzell Barbara C. Harvey W. Michael Havener Sandra Lee Hawes Kevin Scott Hawkins Jan E. Hayes Elspeth Healey Anne A. Heanue Carol Hedlin Kirsta J. Hein Holly B.A. Heller-Ross Brenna Kaye Helmstutler Deborah J. Hendrickson Peter D. Hepburn Cindy Hepfer Diana Tixier Herald Dr. Irene M.H. Herold Philip Herold Paul J. Herring Julie A. Higbee Susan H. Hildreth Jennifer C. Hill Nann Blaine Hilyard Lisa Janicke Hinchliffe Steven Hinckley W. Lee Hisle Adrian K. Ho Dora T. Ho Megan Hodge Steven Hofmann Elizabeth Hofsas Eric Hogan Patricia M. Hogan Pamela Spencer Holley Dr. Lucy B. Holman Claire L. Holmes Jill M. Holmes Paula Holmes Douglas Holtzman Mark Holtzman

Patrick L. Doland

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