

**Public Library Association  
Board of Directors Meeting  
Spring Meeting  
1-5 p.m., May 4, 2014  
Washington, D.C.**

**Location**

Capitol Hill Hotel

200 C St. SE,

Washington, DC 20003

Room: Parlor (East Wing)

There will be free wifi in the board meeting room and sleeping rooms.

PLA Board of Directors and NLLD 2014 Schedule:

- Sunday, May 4, Lunch served at 12:30 p.m. PLA Board meeting 1-5 pm, Board dinner 6:30 pm:  
**Sonoma Restaurant + Wine Bar**  
223 Pennsylvania Avenue, SE  
Washington, DC 20003  
(202) 544-8088
- Monday, May 5, all day – briefing at Liaison Hotel, then reception on Capitol Hill
- Tuesday, May 6 – meetings with legislators/Congressional offices schedule TBD by ALA WO

**Agenda**

1. Welcome and Introductions
2. **Action Item:** Adoption of the agenda  
Additional items may be added to the agenda prior to the adoption of the agenda. Items may also be removed from the consent agenda and moved to a discussion item. The PLA policies related to Board service, the strategic plan and a Board roster have been included in ALA Connect as reference materials. These are not agenda items.

3. <u>Consent agenda</u>	<u>Document Number</u>
a. Draft 2014 Midwinter Board Actions	2014.46
b. Edge Initiative Update	2014.47
c. Educational Activities Update	2014.48
d. Every Child Ready to Read Report	2014.49
e. IMLS Grant Projects-Status Report	2014.50
f. Membership Report	2014.51
g. PLA 2014 Conference Report	2014.52
h. Publications Report	2014.53

- i. "Public Libraries" Magazine Report 2014.54
- j. Technology Report 2014.55
- k. ALA Washington Office Report 2014.56

**Action/Discussion/Decision Items**

- 4. PLA President Update, *Carolyn Anthony* 2014.57
- 5. Division Presidents/Online Community, *Anthony*, discussion 2014.58
- 6. 2015 Summit Event discussion, *Larry Neal* 2014.59
- 7. ALA Financial Status Report 2014.60
- 8. FY 2014 Financial Status Report and FY2015 Draft Budget Overview  
*Barb Macikas* 2014.61 and 2014.62
- 9. PLA Strategic Planning, results of Midwinter discussion and next steps,  
*Pam Sandlian Smith*, discussion 2014.63
- 10. ALA OITP E-Rate 2014.64 onsite
- 11. Fall 2014 Board Meeting Change of Schedule 2014.65
- 12. Review of draft Conference Canvassing Policy, *Barb Macikas*, action 2014.66
- 13. Aspen Institute reports, *Pam Sandlian Smith and Felton Thomas* no doc
- 14. ALA Legislative Day Information: general information including issue briefs are here:  
<http://www.ala.org/advocacy/advleg/nlld>  
  
PLA Board agendas for appointments with Congressional and Federal offices to follow from the ALA  
Washington office. 2014.67 On-site
- 15. New Business

**Public Library Association  
Board of Directors--Midwinter Meeting  
Philadelphia, PA  
Saturday, January 25, 2014; 1:00 PM - 5:30 PM  
Location: Pennsylvania Convention Center – Room 111A  
DRAFT Board Actions**

*To be reviewed and approved at the 2014 Spring Meeting of the PLA Board of Directors*

- Present:** Carolyn Anthony, President; Larry Neal, President Elect; Eva Poole, Past President.  
Directors at Large: Portia Latalladi; Georgia Lomax; Pam Smith; Felton Thomas; Jay Turner
- PLA Councilor:** Christine Lind Hage
- PLA Staff Present:** Barb Macikas, Executive Director, Linda Bostrom, Manager, Professional Development; Steven Hofmann, Manager, Web Communications; Kathleen Hughes, Manager Publications/ Editor *Public Libraries*; Mary Hirsh, Project Manager; Melissa Faubel Johnson, Meeting Planner/National Conference Manager; Amy Sargent, Marketing and Communications Manager; and Lian Sze, Program Coordinator.
- Guests:** Rob Banks, ALA Board Liaison; Clara Bohrer, Chair, PLA Budget & Finance Committee; Denise Davis, Chair, PLA Performance Measurement Task Force; Maggie Farrell, Candidate for ALA President; Jamie Hollier, DigitalLearn.org; Jo Ann Pinder, Chair, PLA Charlie Robinson Award Committee; Lee Raine, Pew Research; Emily Sheketoff, ALA Washington Office.

1. Welcome and introductions.
2. **Approved consent documents:** Consent agenda documents: Draft 2013 Fall Board Actions, 2014.22; Continuing Education Report, 2014.23; Digitalearn.org Report, 2014.25; Edge Initiative Report, 2014.26; Membership Report, 2014.28; "Public Libraries" Magazine Report, 2014.29; PLA 2014 Report, 2014.24; Publications Report, 2014.30; Technology Report; 2014.31; Turning the Page Report, 2014.32.

Document 2014.23, PLA 2014 Conference Report was moved to the discussion agenda.

**Discussion agenda**

3. **Approved agenda as presented** with the removal of Document 2014.23, PLA 2014 Conference Report from Consent to Discussion Agenda; the addition of new business related to the Aspen Institute and adding Document 2014.42, ALA Council item related to the whistle-blower resolution.
4. **PLA 2014 Conference Report (2014.42 from Consent), PLA Conference Manager Melissa Faubel Johnson.** Johnson reported on challenges related to another event to be held in Indianapolis over PLA's dates. Staff will keep Board informed of the impact on the PLA conference.

4. **PLA President's Report, Carolyn Anthony.** Anthony reported on several PLA initiatives (see document 2014.45) including: the Harwood Training and PLA Performance Measurement Task Force progress.
5. **Introductions of ALA and PLA Board Candidates, Carolyn Anthony.** Anthony introduced ALA presidential candidates Maggie Farrell as well as PLA candidate Paula Brehm Heeger.
6. **PLA Performance Measurement Task Force, Denise Davis, chair** (document 2014.33). Davis asked the board to review the document. There was a discussion related to the challenges of tracking outcome measurements. The Board agreed that a brief survey of directors should be done.
7. **ALA Executive Board Liaison Report, Rob Banks.** Rob Banks shared the ALA Board talking points.
8. **Report from PLA Budget and Finance Committee Chair Clara Bohrer report.** Bohrer reported on the status of the FY14 budget as well as providing an overview of plans for the FY15 budget, which the Board will approve in June (see documents 2014.34; 2014.35; and 2014.36).
9. **Debrief of the PLA Strategic Planning session held on Friday, January 24, Pam Sandlian Smith.** Smith observed that three trends resonated with the group. She will send notes out to Barb Macikas in preparation for a discussion at the May board meeting.
10. **PLA Awards-Charlie Robinson Award, chair Jo Ann Pinder.** Pinder reported (see document 2014.38) that the committee this year was unable to select a winner. They were challenged by the application form. The committee recommended new criteria be added. Following discussion it was moved and **approved** that the following two questions be added to the application form for the Charlie Robinson Award: 1) How has the nominee been a risk taker, an innovator and a change agent in a public library? and 2) What is the impact of their work?  
  
Additionally, Pinder questioned the jury instructions issued from PLA, specifically the statement that reads: "Only the information provided in the application may be considered. No personal knowledge may have any bearing." PLA staff will review the application form and develop more workable language.
11. **Review of ALA Council Agenda, PLA Councilor Christine Hage.** Hage reviewed documents 2014.40 and 2014.42. Particularly related to document 2014.42 and the whistle-blower resolution, the Board recommended that ALA policy should be based on general principles not on individual actions, especially in cases where we have incomplete information.
12. **PLA Board Responsibilities at PLA 2014 Conference, Barb Macikas and Carolyn Anthony.** Macikas and Anthony reviewed document 2014.39 and several Board members volunteered to assist with different programs and activities at the upcoming conference. Anthony and Macikas thanked the Board for their assistance.
13. **Results of Pew Research, Lee Rainie.** Rainie previewed the most recent Pew research on typology of public library users. See more [here](#).
14. **ALA Washington Office Report, Emily Sheketoff.** Sheketoff reviewed document 2014.41 and discussed the scheduling process for appointments at ALA National Library Legislative Day. The WO will develop appointments for PLA board members available to meet with Federal agencies and Congress on Tuesday, May 6, 2014. The schedule comes together fairly late.

15. **Aspen Institutes-participation by two PLA Board members.** Pam Smith reported on the "[Dialogue on the future of public libraries](#)." The Aspen Institute may host meetings/focus groups at the PLA conference. The release of the white paper has been extended. *Felton Thomas* is participating in the [Aspen Institute Task Force on Learning and the Internet](#). Their next meeting is in February; with a report to come out in March or April.

Seeing no new business, it was moved and the PLA Board **approved** that the meeting end and it concluded at 4:05 pm.



Date: April 21, 2014

To: PLA Board of Directors

From: Mary Hirsh, Project Manager

RE: Edge: Public Access Technology Benchmarks Report

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PLA wrapped up Edge grant requirements and handed day-to-day training responsibilities to the Urban Libraries Council this spring. However, PLA conservatively managed its funds, and ended the grant period with a balance of \$140,000. PLA has been given a no-cost extension until Sept. 30, 2014.

As its original final grant requirement, PLA hosted a two day train the trainer for nine facilitators in February. There are four courses in the Edge curriculum. Trainers were required to learn the content for only one course, with two or three trainers per course. This allows for depth of facilitator expertise and ample schedule coverage.

Training started on March 17. Over the initial six weeks, 48 sessions were held. This aggressive schedule was designed to meet the need of the seven soft launch states that fully came online in January as well as the 500 libraries selected for peer comparison data. To date, over 600 people have been trained. ULC will continue to manage the training and set the schedule going forward.

PLA is in conversation with the Foundation and Urban Libraries Council regarding spend-down of the remaining funds. We are leaning towards an evaluation or research project that would study barriers to continued engagement with Edge. The ultimate goal would be suggested models for successful adoption. PLA will keep the board up-to-date as spend-down plans unfold.



April 21, 2014

To: PLA Board of Directors

From: Linda Bostrom  
PLA Manager of Professional Development

Re: Update on Educational Activities

**PLA Programs at ALA 2014 Annual Conference**

PLA is sponsoring 3 half-day preconferences and 17 program sessions. A recently added program session, "Is the Public Library the New Education Institution of the Future?" is being presented by PLA Board members Pam Sandlian Smith and Felton Thomas. An uptodate list of PLA-sponsored educational sessions is attached. You can also find information about or links to all PLA's sessions on this site: <http://www.ala.org/pla/education/alaannual>.

**Online Education**

A four-week class, How to Win Grants for Your Library, with 48 registrants is currently underway (April 21-May16). This class has a maximum capacity of 50. A repeat of the popular "The Accidental Public Library Technology Trainer" will be offered in the fall.

Webinars presented since January 1, 2014:

<u>Date</u>	<u>Title</u>	<u>Attendance</u>
Jan.-Feb .	Development and Fundraising series (3 webinars )	53 ind./12 groups
Mar.-April	Supervise with Success (2-part webinar)	59 ind./25 groups

Upcoming webinars include a single session on how to create a great website (April 30), being presented by Matt Reidsma of Grand Valley State University in Michigan, and sessions on dealing with violence in the workplace and tips for conducting an annual campaign.

**Results Boot Camp 2014**

Applications for this management training class led by June Garcia and Sandra Nelson are currently being accepted. The Application deadline is June 13. The class is scheduled to take place August 4-8 in Nashville, hosted once again by the Nashville Public Library.

## PLA@ALA 2014 Annual Conference Programming

The following is a list of all PLA-sponsored sessions currently scheduled to be presented in Las Vegas at the ALA 2014 Annual Conference:

### PRECONFERENCES

**Title:** Beyond Glitz and Glitter: Great Brands Start from Within

**Organizer:** Stacie Ledden, Communications Director, Anythink Libraries, Thornton, Colo.

**Description:** The drawing of a sparkling new brand often starts with a glitzy new logo or fun new colors, but great brands start from within. Learn ways to tap into the DNA of your organization to develop a brand that reflects your library/s culture and community. Hear how three libraries—all in different phases of their brand’s lifecycle—moved beyond the glitz and glitter to create brands that resonate with staff and customers alike. Find examples for staff engagement and share your creative ideas about branding for the 21<sup>st</sup> century library in this workshop-style preconference.

Additional speakers: Jim Staley, Mid-Continent Public Library, Independence, Mo.; Kyle Cox, Mid-Columbia Libraries, Kennewick, Wash.

**Title:** Creating a Collaborative Culture

**Organizer:** Cheryl Gould, InfoPeople.org, Petaluma, Calif.

**Description:** Rewards or threats. Our brains look for them five times a second. That’s the root of many difficult workplace situations. Come learn about the transformative power of reframing failure, the true meaning of “yes, and” and the kinds of listening that change lives. We’ll use applied improvisation to go from passive-aggressive to assertive, from blame to “I’m game.” Instead of hearing “It’s not my job!” you’ll start hearing “How do we do it?”

**Title:** Stepping Into the Director Role: Preparing for the Part

**Organizer:** Sarah Houghton, Director, San Rafael (Calif.) Public Library

**Description:** As director positions open up, is the next generation of leaders ready to assume those positions and transform the libraries in their communities? What new skills are needed to drive libraries forward? If you're interested in administration, this session will provide you with an introduction to what the job entails and introduce you to the skills you'll need to prepare yourself. Hear from four new public library directors about the basics, the challenges and the unexpected in their first few years on the job. Learn how they used career opportunities, ALA experience, and other guideposts to enter administration successfully.

**Additional speakers:** Gretchen Casserotti, Meridian (Id.) Library District; Chris Shoemaker, Rye (N.Y.) Free Reading Room; Ed Garcia, Cranston (R.I.) Public Library.

## **PROGRAMS**

1. **Title:** Boba Fett at the Circ Desk: Library Leadership Lessons from The Empire Strikes Back

**Organizer:** Susan Brown, Director, Chapel Hill Public Library

**Description:** Two public library directors (and Star Wars geeks) share wisdom gained from their first years on the job. Framed by their favorite movie and their efforts to implement organizational change, their perspectives will resonate across the public library galaxy. Both emerging and experienced leaders will find inspiration from lessons like:

- How minor characters (like Boba Fett or a jaded employee) have major impact.
- How to promote staff positivity (the Force) and combat negativity (the Dark Side).
- How a clear mission is essential to instituting change (and combating the Galactic Empire of the status quo).

2. **Title:** Building a Learning Culture From the Inside Out

**Organizer:** Toby Greenwalt, Virtual Services Coordinator, Skokie Public Library

**Description:** Libraries are quickly moving from being repositories for content to full-fledged incubators for new ideas. Using technological tools, innovative spaces, and creative programming, libraries are well-positioned to become an even bigger part of the community's creative process.

Join a panel of library change agents as they examine strategies for kickstarting a culture of innovation in your library - for your staff and patrons alike. We'll look at examples both in and out of libraries, address

challenges, and discuss what it takes to bring creativity out in the open. Audience participation will be involved.

**3. Title:** Continuing Education for Libraries: A National Conversation

**Organizer:** Robert Horton, Associate Deputy Director for Libraries, Institute of Museum and Library Services

**Description:** In 2013 IMLS and OCLC Webjunction began to address Continuing Education (CE) efforts across the field of librarianship through a convening of CE influencers, a white paper, and several targeted grants. The challenges to this sphere are abundant: learners face limited time, funding, and organizational support; providers face questions of sustainability and inconsistent standards for CE delivery; and the overall ecosystem suggests significant duplication of effort. How do we do CE better? Join IMLS and its partners for an overview of progress thus far, and contribute to a national conversation that is certain to shape future CE efforts in the field.

**4. Title:** Data Driven Collections: Integrating Evidence Into Your Collection Maintenance and Development Procedures

**Organizer:** Shellie Cocking, Collection and Cataloging Manager, San Francisco Public Library

**Description:** This session will explore how evidence can be used in collection maintenance and development procedures to help manage budgets, track and map patron use patterns, coordinate weeding and improve processes. A panel of representatives from a sample of library systems will be present to share their own experiences, discuss tools that encourage discussion surrounding best practices. The tools discussed will include CollectionHQ, ArcGIS Mapping Platform, ILS data extracts manipulated in Excel and more.

**5. Title:** Every Child Ready to Eat: Nutrition Education for Families Using Early Literacy Practices

**Organizer:** Sarah E. Wright, Youth Services Librarian, Bull Run Regional Library

**Description:** Healthy eating begins at home, and story time programming is an opportunity to educate children and their caregivers about the USDA Myplate which replaced the food pyramid while encouraging “eating the rainbow” of fruits and vegetables. This session will present an intersection of Every Child Ready to Read 2nd edition and USDA guidelines for eating and introducing healthy habits. Includes an overview of early literacy components including information about cognitive development, the five practices (sing, talk, read, write, play), and making meals matter through new songs and literacy activities for your storytime programs.

**6. Title:** Going Beyond Job Search Help at Queens Library

**Organizer:** Tara Lannen-Stanton, BTOP Coordinator, Queens Library

**Description:** In a tough economy and labor market, many libraries have gone beyond basic job search help to provide more extensive services for job search training, from resume building to interview preparation and mock interviews. Queens Library expanded job search training beyond that to provide in-person and online career specific training opportunities that help library customers to be more competitive in a tight labor market. This has included online training and free testing for certification for software like Microsoft Office, Adobe Creative Suites and QuickBooks and for career certifications such as Six Sigma, Project Management and Human Resources as well as in-person training for construction, food safety and entry-level healthcare careers. Queens Library staff will discuss the logical progression from resume help to career-specific training and lead a discussion on what might work in libraries of all sizes serving diverse populations.

**7. Title:** Ideas and Practices in STEAM Learning

**Organizer:** Sandra Toro, Senior Program Officer, Institute of Museum and Library Services

**Description:** Libraries are crucial to building Science, Technology, Engineering, Art and Math (STEAM) skills among learners of all ages, and funding organizations like IMLS have made these efforts a priority. In this panel, IMLS representatives will discuss national trends in STEAM-based programs as well as future funding directions. Award recipients will share promising practices for science and technology programming in libraries. They will describe how the STEAM focus amplified their library's role as a community technology hub and informal learning space. Through exposure to lessons learned and grant opportunities, participants will come away with their own ideas for implementation.

**8. Title:** Is That a Penguin on Your Desktop?

**Organizer:** Brian K. Auger, Director, Somerset County Library System

**Description:** Linux is so hard. Wait! No, it's not: ask anyone with an Android phone. With the sun having set on Windows XP and the fleet of older computers that most libraries have in abundance, it's time to rethink the advantages and disadvantages of having Linux-based public facing PCs. Join us for a panel discussion with vendors and librarians who have made the switch and consider your options for getting more value from your existing PC stock and Chromebooks, saying goodbye to expensive licenses and never again worrying about slow machines, viruses, trojan horses and other malware.

**9. Title:** Leaning Your Library's Materials Handling Workflows

**Organizer:** Lori Bowen Ayre, Library Consultant, The Galecia Group

**Description:** Applying Lean concepts and tools to library materials handling workflows is a low cost, highly collaborative, and staff-empowering approach to improving how we get items from our shelves, from another library, or from our book jobbers and into the hands of our patrons as quickly and efficiently as possible. Lean involves training every person in the workflow to take responsibility for continuously improving and optimizing their environment. Lean tools can be utilized to make one time changes, but are most effective when the principles are adopted by the organization and incorporated into the culture. This program will provide an introduction to Lean principles and explain how these principles apply to library materials handling. The presenter will provide tools that will be put to immediate use through group projects. Plus, participants will leave with plenty of resources for transitioning their circulation and materials handling staff into a Lean team.

10. **Title:** Leveraging National Data to Advocate Locally

**Organizer:** Shannon Barniskis, PhD Student, Library Director, University of Wisconsin-Milwaukee, School of Information Studies, Lomira QuadGraphics Community Library

**Description:** Recent Pew Research Center reports indicate that public libraries are an essential service, location, and resource in our communities. This program will present a research project investigating responses of public library directors and public library system directors to the findings of three reports, measuring the significance of the data in the library's operations, relationships with stakeholders, and highlighting areas of expansion for useful public library research. In this interactive presentation you will explore ways national reports on public library services can serve as advocacy tools for your public library, including ways to support local data with national statistics.

11. **Title:** More than Fun in the Sun! Building Collaborative Relationships and Using Real Data to Increase Summer Learning

**Organizer:** Lisa A. McClure, Youth and Family Services Director, Hartford Public Library

**Description:** A library summer reading program can only accomplish so much on its own. Learn how to build collaborative relationships with your school district and community partners that turn shared purpose into shared power! Get real data that increases real outcomes, and yields shared indicators of progress!

Working collaboratively, libraries, schools, and community partners can build a learning continuum that progresses children effortlessly from schoolroom to summer learning and back to school again. Collaborative relationships can market and advocate more effectively, share funding, build data (with programs like Evanced Summer Reader and access to school data) and reduce summer learning loss.

12. **Title:** Smart Marketing Using Big (or little) Data

**Organizer:** Stephen Halsey, Director of Marketing and Online Services, The Seattle Public Library

**Description:** How do you measure whether or not your marketing strategies are effective or that your budget is being allocated correctly? Proving effectiveness with outcomes and metrics is incredibly important in ensuring that you are successfully engaging with your target audience. Using concrete examples from four different library systems, this fun and exciting panel will provide helpful tools and tips for leveraging big data (and little data) in making sure your marketing return on investment is as high as it can be.

13. **Title:** The HIP Film Fest: How to Plan, Partner and Execute!

**Organizer:** Tom Spicer, Teen Services Supervisor, Arlington Heights Memorial Library

**Description:** The Arlington Heights Memorial Library has completed our 7th Annual Film Fest, where, over the last 2 years, we have seen over 600 attendees at the two screenings! Our recipe for success: using a library wide approach for organization and execution, establishing key community partners (Including a professional film critic as one of our judges) to work with, leveraging the fest through Digital Media workshops at our state of the art Digital Studio, utilizing our high school volunteer group as a sounding board to elevate the event (paparazzi red carpet experience + After party with Photo booth anyone?)!

14. **Title:** The Unstaffed Library: Challenges and Opportunities

**Organizer:** Tamera LeBeau, Director of Library Services, Livermore Public Library

**Description:** With the proliferation of self-service technologies, unstaffed libraries are becoming a reality. This solution can extend some library services with limited staffing, but creates its own set of challenges. When faced with drastic cuts at their branch libraries, The Livermore Public Library took a hybrid approach. Hear about their "Easy Access Library" that offers staffed library services one day per week, along with six days per week of unstaffed access. This presentation will include the project background, implementation process, and political aspects of creating a hybrid facility, along with the practical side and challenges of operating an unstaffed library.

15. **Title:** ECRR 2.0: Using Apps and eBooks in Early Literacy Programs

**Organizer:** Kathleen Reif, Director, St. Mary's County Library

**Description:** Parents and librarians want to know how to safely integrate apps and eBooks into their lives without feeling guilty. A panel of practitioners will explore: the current research on the effects of digital media on children, how to model healthy media behavior, when apps are useful, and how they can be incorporated into collections and programming,

16. **Title:** The Strategic Plan is Dead; Long Live Strategy

**Organizer:** Noah Rimland Flower, Manager, Monitor Institute

**Description:** In today's fast-changing world, why freeze your strategic thinking in a five-year plan? The opportunity we have today is to free strategy from the binder and take it back to its roots as the dynamic art of making tough choices with imperfect information. In this interactive working session we will discuss why it is essential today to create "adaptive strategy," then move into hands-on practice with the widely-used Choice Cascade, a tool you can take home to structure your leadership team's ongoing strategic dialogue.

17. **Title:** Is the Public Library the New Education Institution of the Future?

**Organizers:** Pam Sandlian Smith, Director, Anythink Libraries; Felton Thomas, Director, Cleveland Public Library

**Description:** How does formal education fit into the future of public libraries? What role will public libraries play in an ever growing digital learning landscape? In 2013, The Aspen Institute facilitated discussions on the future of public libraries and the future of learning via the Internet. This session will showcase the reports that have been recently published by both groups and delve deeper into the connections, and significance of the results.

**Date: April 2014**

## **ECRR Oversight Committee Update**

**TO: ALSC and PLA Board of Directors**

**FROM: Kathleen Reif, Chair of Every Child Ready to Read Joint Committee:**

**Members:** Kathleen Reif – PLA Chair, Judy Nelson – ALSC, Michelle Willis – ALSC, Maren Ostergard – ALSC, Sarah Hinkle – ALSC, Rita Hamilton – PLA, Dorothy Stoltz – PLA, Christy Estrovitz – PLA, Clara Bohrer – PLA, Kiera Parrott – ALSC consultant

### **Conferences**

**PLA 2014 National Conference, Indianapolis:** All of the pre-conferences were well attended and well received.

- PreConferences: *Discover New Ideas about Early Learning Environments*  
*Put It into Practice: Implement Every Child Ready to Read*
- Programs: *ECRR2—Does it Really Work? Evaluating the Program*  
*ECRR 2.0---Using Apps and eBooks in Early Literacy Pgms*

#### **ALA Annual, Las Vegas:**

- ALSC approved *ECRR2—Does it Really Work? Evaluating the Program*; date and time TBD
- PLA approved *ECRR 2.0---Using Apps and eBooks in Early Literacy Programs*; Sat, June 28, 1-2:30 PM.

#### **ALSC 2014 National Institute, Sept. 18-20, 2014; Oakland, CA:**

- *Inspired Collaboration: Early Childhood Partnerships.*

**Spanish Language version** was released at PLA National Conference. The Spanish brochures, bookmarks and posters have been available.

### **Born to Read Transition Plan**

- At the MidWinter meeting, the recommendations of the ALSC Born to Read committee were accepted. Many of the BTR items will be housed in the ECRR NING. This process has begun.

### **IMLS Research Grant**

#### **Promotion**

- **ECRR 2 won the Opening Minds Innovation Award** at the Chicago Metro NAYEC regional association conference. THANK YOU to Jenna Nemeč-Lois for working the conference crowd so effectively! This provided us with invaluable visibility in a “non-library” group.

- ***Children And Libraries***, beginning in Summer 2014, will run a regular column called ECRR: Best Practices.
- ***Public Libraries***: Neel Parikh has volunteered to write an article about the power of ECRR in the Pierce County community.
- We are working with PLA staff on a proposal to create PSAs on the Five Practices and Libraries which can be purchased by public libraries to air in their communities.

### **Future Modules**

- The committee recommends four topics as future ECRR modules: child care providers, and infusing ECRR into your library, programs, and environment. The committee agreed that they would like to begin work on the child care module first.

April 24, 2014

**TO:** PLA Board of Directors

**RE:** Status Report- IMLS Grant Projects

**ACTION REQUESTED/INFORMATION/REPORT:**

Information

**ACTION REQUESTED BY:**

Barb Macikas, Executive Director

**DRAFT OF MOTION:**

N/A

**BACKGROUND:**

This report provides the Board with background information related to the three IMLS grants PLA is administering.

PLA Leadership Academy Grant

Earlier this month, we were very pleased to learn PLA was awarded an IMLS grant to continue the leadership development work that led to the inaugural [PLA Leadership Academy: Navigating Change • Building Community](#) held in March 2013. The new grant provides \$213,682 to fund our project, “Navigating Change, Building Community: Outward-focused Public Library Leadership Training.” PLA will support the project with an additional estimated \$140,000 in cost share (staff and volunteer time).

The three-year grant will enable PLA, with partner ICMA, to refine and implement the academy curriculum. The asset-based curriculum developed with input from ICMA teaches librarians how to build successful relationships with local government and other community agencies. In addition to extending the Leadership Academy, the grant will allow PLA to conduct research to measure the impact of the program on participants and to convene a meeting of leadership training providers to share evaluation results and trade best practices.

Planning meetings will be convened in the next few months to work with the leadership curriculum and evaluation consultants, PLA Leadership Development Committee, partner ICMA, past academy participants and staff to plan the 2017 training and the leadership summit.

### PLA/ALSC Early Literacy Research Grant

Last fall, PLA and ALSC received funding from IMLS for the early literacy research project, “**Bringing Home Early Literacy: Determining the Impact of Library Programming on Parent Behavior.**” The researcher, Dr. Susan Nueman, NYU, is using the second edition of Every Child Ready To Read @ your library® as the parent education model to study and will conduct research to examine how early literacy programming offered by public libraries affects parent behavior and engagement during their children’s most formative years. ECRR is evidence-based, provides a protocol for its use, and is presented by librarians who operate from a common set of goals and program content. An ancillary focus of the research will consider whether the parent education program increases parent and caregiver use of the public library. The \$499,741 grant is for the three-year period October 1, 2013-September 31, 2016.

The advisory committee, chaired by Clara Bohrer, past chair of the ECRR Committee, has met in person and via conference call to identify library sites for researchers. Dr. Susan Neuman’s work to date includes:

- Phone interviews with key staff related to the ECRR intervention in these exemplar sites. This includes directors of children’s services at seven library systems: San Francisco, Chicago, Carroll County (MD), St. Charles City-County (MO), Cuyahoga County (OH), San Antonio and Salt Lake City.
- Phone interviews with three branch or outreach librarians who are directly responsible for implementing ECRR, including Cuyahoga County, San Antonio and Chicago.
- Collected materials top performers use to implement ECRR including calendars, handouts, brochures and other take-aways given to parents.

This data is being analyzed to determine how key elements of the Every Child Ready to Read program are being implemented in various library systems. ECRR allows libraries flexibility in how to best adapt their services to meet the needs of various client populations, thus the degree of ECRR program implementation varies widely. Initial research shows, however, that a few key elements are emerging as markers of successful programs.

### DigitalLearn.org

IMLS awarded PLA a \$465,475 grant in September 2012 that will conclude in August 2014. Over the two years of the grant period, PLA has developed an online resource center of relevant materials, created new training and awareness templates, created mechanisms for assessment and evaluation, and engaged librarians and other practitioners in expanding and using these materials. The website, [www.digitallearn.org](http://www.digitallearn.org) is live, with a beta site live on March 18, 2013 and the full site on June 30, 2013. We are continuing to improve and enhance content.

Instruction and awareness activities have been held online and in-person. Online events included sessions with WebJunction, the Public Access Technology Community (PAT-C, state library representatives), and different state agencies. In-person awareness events have taken place at the American Library Association (ALA) Midwinter Meetings, ALA Annual Conference, the Schools Healthcare and Libraries Broadband Coalition (SHLB) conference, Alaska State Library Conference, Internet Librarian Conference and the Association for Rural and Small Library (ARSL) conference.

In the final year of the grant we are expanding efforts to support digital literacy through a varied program of library awareness and instruction that will include continued presentations by project staff for online and in-person events. Additionally, community members have been provided with a template that allows information about DigitalLearn.org to be easily shared in their communities. We have already heard that library and non-profit workers from across the nation have been sharing the template on our behalf. We are also focused on creating more content for the site, adding additional functionality, and creating processes that will ease the transition for ongoing support when the grant period ends.

We have had over 7,000 class completions online, well above our goal of 1,000 training lessons in the first year of operation. We also provide access to resources through the community of practice portion of the site. Users have posted a diversity of resources and tools to the site so far, which include:

- Questions for the community
- Class handouts
- Research and reports about digital literacy and libraries
- Evaluation tools
- Webinars and events on relevant topics
- Additional websites with resources, including online tutorials and tips for supporting learners.

The Community of Practice launched in June 2013 and so far has over 8,000 members, and over 230 unique posts, including events, questions, next practices, resources, etc. We are working to continue to grow this audience through outreach and inbound marketing efforts in addition to leveraging interns and project staff to engage the existing audience and offer additional resources and discussion points to grow the conversation online and increase participation. We also added additional functionality to this portion of this site including the ability to subscribe to specific posts. We are also using a weekly newsletter to community site activate and spur traffic. Since the community of practice launched, our weekly newsletter has consistently had over 200 opens each week.

Evaluation of the learn portion of the site has been taking place through an online survey. We are adding survey questions relevant to the teach portion of the site in months to come. Some of the feedback from our current survey includes the following comments:

- “Very impressive, a great learning/teaching site.”

- “My feedback on the classes or the site is for every one involve from top to bottom: Thank you. You are giving us the best gift one could ever receive. Free Education. Which is a key that can open any door in life. May God Bless you.”
- “I found it easier to understand than some other similar cites”

We have also been getting messages from end users through the feedback form. Here are a few we have received so far:

- “This course is very easy for a beginner. It is very good for someone who wants to learn more at my pace. Someone my age takes longer and don't want to take classes and hold up other students or act like we understand and really don't. THANK YOU.”
- “Thanks - excellent program for a newbie, great interaction, awesome graphics, so easy to follow that I used it with an adult who cannot read.”

Currently we are working on sustainability of DigitalLearn.org, including reaching out to foundations with which this project may be a good fit.

For FY15, PLA will support DigitalLearn.org. We have plans to submit a proposal to IMLS for another grant to offset some of these costs and expand the project, with an emphasis on mobile devices and courses in new languages.

Date: April 21, 2014  
To: PLA Board of Directors  
From: Amy Sargent, Manager of Marketing and Communications  
Re: Membership Report

### **Overview**

Good news! As of February 2014, PLA membership was 9,432, which reflects a 3.27% increase over February 2013 numbers. This is our first annually measured increase in some time and clearly shows the impact of PLA Conference on membership.

In August of 2013, just before conference registration opened, membership was at 8,488. In six months we gained nearly 1,000 members.

ALA membership is currently 57,426, a -.16 percent shift from February 2013 (57,518).

### **PLA Membership Numbers by Type**

- Personal: 9,009
  - Regular: 6,760
  - Student: 653
  - Trustee: 385
  - Support Staff: 209
  - Retired: 106
  - Non-salaried: 368
- International: 136
- Other: 392
- Organization: 398
- Corporate: 25

### **Division Membership Comparison (As of February 2014)**

These numbers reflect the total membership for each division. Percentage reflects percentage increase or decrease from November 2012.

AASL 7,493 (+7.78%)	LITA 3,009 (-6.44%)
ACRL 11,649 (-.4.01%)	LLAMA 3,948 (-4.04%)
ALCTS 3,796 (-3.31%)	RUSA 3,624(-7.50%)
ALSC 3,995 (+2.20%)	UNITED 1,229 (-3.61%)
ASCLA 793 (-.38%)	YALSA 5,131 (-1.33%)

### **Professional Outreach from PLA**

With the help of the Membership Advisory Group, PLA organized two unique activities (one virtual, one in-person) during PLA Conference to offer mentoring opportunities to public library professionals. While the events were not limited to PLA members, the Group hopes that the events provided good-will and promotion for PLA. Details are:

1. **Speed Mentoring:** The PLA 2014 Speed Mentoring event was a definite success with about 50 mentors (several current and past PLA board members participated, so thank you!) and 50 mentees. Individuals talked for five minutes before the timer sounded and each mentee moved onto the next mentor. Onsite feedback was positive. Mentees were able to speak to eight-nine mentors. It was the first time PLA had held this type of event, and we do hope to offer it again, perhaps in conjunction with ALA Annual or again with PLA Conference.
2. **Ask Me Anything on Reddit:** This online event was based on the popular Reddit model that encourages participants to ask questions of a particular individual. We arranged for a public library director to be available to answer any question about librarianship, libraries, management, and more, over the five days of conference. Because the intention was to create a space for library professionals to ask a library leader questions and have those questions answered with complete honesty, we decided to make the director anonymous (so he felt comfortable sharing truthfully). The director chosen is a director for a large suburban library system with a budget of \$41 million/year, over 30 branches and about 950 employees. The result was a really interesting and informative conversation with 97 comments (both questions and responses). Check out the thread on [http://www.reddit.com/r/Libraries/comments/206pb5/ama\\_public\\_library\\_editi\\_on/](http://www.reddit.com/r/Libraries/comments/206pb5/ama_public_library_editi_on/) - The Membership Advisory Group plans to discuss this at ALA Annual and decide if it's a program worth extending.

### **Current PLA Connections**

PLA reaches out to members and nonmembers alike in a variety of media to deliver benefits or introduce/reinforce the value of PLA membership.

- Facebook (8,241 fans)
- Monthly E-News
- *Public Libraries*
- [www.publiclibrariesonline.org](http://www.publiclibrariesonline.org)
- [www.pla.org](http://www.pla.org)
- Monthly board letters to 3-4 month members
- New member e-mail campaigns within week of joining, renewing, reinstating
  - Welcome letters designed to show appreciation and highlight valuable benefits and membership. Also includes survey.
- Dropped member e-mails with "why did you drop" survey
- Thank you e-mails to renewed and reinstated members
- Reminder e-mails to members due for renew

- Assorted e-mail blasts (one-two a month)
  - Webinars
  - Other professional development
  - New publications
- Monthly Webinar Series “Public Libraries at Work”
- National Meetings – PLA Conference, Virtual Spring Symposium, ALA Annual Conference, ALA Midwinter
- Twitter (7,832 followers)



Date: April 21, 2014

To: PLA Board of Directors

From: Linda Bostrom, PLA Manager of Professional Development  
Melissa Faubel Johnson, Conference Manager

Re: PLA 2014 – March 11 – 15, 2014, Indianapolis, IN

With the hard work and support of the National Conference Committee, Program and Local subcommittees, along with the PLA staff, the PLA 2014 Conference in Indianapolis, was a huge success. The following report will address final registration numbers and some evaluation results. At this time, financial figures are not available. A final report will be available at the ALA Annual Meeting in Las Vegas.

### **Registration**

In Indianapolis, 7,662 librarians, exhibitors, speakers, guests and others attended PLA 2014. This compares to 8,707 in attendance at the 2012 Conference in Philadelphia. There was a slight decline in overall attendee registration (4,837 in 2014 vs. 4,992 in 2012), with a larger gap in the number of exhibitor representatives (1,976 in 2014 vs. 2,425 in 2012).

PLA continues to draw the highest attendance of any of the ALA divisional conferences.

### **Attendee Evaluation Results**

An online evaluation was sent to all full conference attendees on March 20. Attendees were sent individualized links in order to avoid duplicate responses. Four \$100 Amex gift cards were used as an incentive for completing the survey. The evaluation was open for four weeks and ended on April 18. Final results of the online evaluation survey will be available at Annual Conference. A total of 1430 attendees completed the conference evaluation and among the results:

- 98.7% of the respondents would recommend the PLA conference to a colleague.
- 93.2% of the respondents felt that there were sufficient opportunities to network/meet new colleagues at this conference.
- Of those that attended the sessions, 96% of the respondents rated the quality of the programs as good or excellent. 85% of the respondents rated the quality of the ConverStations as good or excellent. 96% of the respondents rated the Big Ideas as good or excellent.
- 99% of the respondents visited the exhibits at least once.

Comments from respondents include:

“It was an incredible, insightful and altogether useful conference. Thank you not only for providing pertinent information, but for making EVERYTHING so easy---from signage, to finding rooms, to getting session information....my only complaint is that there wasn't enough time in the week! This conference left me wanting MORE, MORE, MORE! Thank you for your hard work. The off-the-cuff-pre-Ann-Patchett-trivia contest was also pretty great! BRAVO!”

“This was my first PLA conference, and I hope that there will be more. It was probably the best conference I have attended in more than 30 years. I learned a lot, and came home with some very practical ideas.”

“Thank you for a great conference! Bryan Stevenson's presentation and The Big Ideas sessions were inspiring. The workshops I attended gave me ideas and tools to improve service and I enjoyed meeting lots of colleagues from all over the US and beyond.”

### **Programming**

A total of 12 preconferences, 105 programs, and 44 ConverStation sessions were offered in Indianapolis. Registration for preconference sessions was good, with an average of about 75 registrants per event. The biggest draw was “Managing the Talent: How to Spot ‘Em, Grow ‘Em, and Move ‘Em Along” with 110 registrants. Smallest was “Creating and Sustaining a Culture of Innovation,” with 35. Programs and ConverStations were well attended with very few exceptions. The BIG IDEAS series had great attendance, and was well received by attendees.

The preliminary results of the conference evaluation demonstrate that the “Educational content of the programs” is the number one reason for attending the conference. And 97.5% of those completing the survey felt they learned something they will be able to apply immediately in their work.

### **Exhibits**

Exhibit sales were strong – 338 companies exhibited from 675 booths and 10 table tops. This compares to 352 exhibiting companies from 727 booths and 20 table tops in 2012.

Exhibitors were very pleased with traffic in the hall. Their satisfaction in the PLA Indianapolis conference is reflected in booth sales for the next PLA conference in Denver in 2016. Our exhibit management company confirmed 179 companies in 496 booths for 2016 – about 74% of our 2014 total sq ft (675 booths). Results of the exhibitor survey will be available by Annual Conference in Las Vegas.

Date: 4/21/14  
To: PLA Board of Directors  
From: Kathleen Hughes, Manager, Publications  
Re: PLA Publications

### **Sales**

As of the March reports, PLA Publications revenues are behind budget. Currently at \$6,333, the sales figure was budgeted to be \$12,632. At this time last year, sales were at \$16,522. This lag in sales can be attributed to a lack of new publications and our backlist growing older, and attracting less interest.

Overall, association publishing has become less financially viable in light of open access and widely available interactive learning tools available to members, and PLA has not been unaffected by this trend. While we are committed to disseminating and advancing knowledge via publishing; we will need to engineer a transition to a new model of publishing and determine how to navigate the transition, in light of our current need to maintain a revenue stream from publishing efforts.

For this year, we are exploring way to maximize revenue (sales, etc.) and meet budget by the end of the fiscal year. These sales figures are for PLA publications only and do not include ECRR figures, or the PLAmetrics (PLDS subscription database) which are listed separately, below.

### **Expenses**

We are well below budget on expenses. The budgeted figure is \$12,599; we are actually at \$3,493. We plan to hold the line on expenses throughout the remainder of the fiscal year.

### **Other PLA Publishing Activities**

#### **Public Library Data Service Statistical Report (PLAmetrics)**

As of the 2011 report, PLA ceased printing a paper PLDS report. For the past few years, PLA has offered access to the PLDS data, initially via the University of Illinois and for the past two year via Counting Opinions. The database, now known as PLAmetrics ([www.plametrics.org](http://www.plametrics.org)) is available via subscription. A subscription (\$250) provides unlimited web access to data and reports from the Public Library Data Service Survey for one year (12 months). At this point, we have **196 active subscriptions**. For comparison purposes here are the subscription numbers from previous years:

2013 (March) – 169 subscriptions (PLAmetrics via Counting Opinions)  
2012 (December) – 173 subscriptions (PLAmetrics via Counting Opinions)  
2011-138 subscriptions (PLAmetrics via Counting Opinions)  
2010 – 69 subscriptions (PLAmetrics via Counting Opinions)  
2009 – 78 subscriptions (PLDS subscription database via the University of Illinois)  
2008 – 83 subscriptions (PLDS subscription database via the University of Illinois)  
2007 – 70 subscriptions (PLDS subscription database via the University of Illinois)

At the 2013 Annual Conference, the PLDS committee recommended, to the PLA Board of Directors, that PLA discontinue the PLDS survey and PLAmetrics. Their exact recommendation was accepted by the board, this is it:

*As the PLDS committee cannot foresee a reduction or elimination of public library data collection by IMLS, we recommend to the PLA Board the discontinuation of the majority of the PLDS annual survey. The survey questions that duplicate those asked in the IMLS survey do not need to continue. However, the PLDS survey could transform into a small set of more-frequently issued, thematic questions that PLA could distribute. We could investigate utilizing the ALA Office for Research & Statistics (ORS) to conduct these trends surveys. It is anticipated that, based on similar work done by ORS for ACRL, the trends surveys could be conducted at greatly reduced costs compared to outsourcing to Counting Opinions. If supported by ALA-ORS, the first trend survey (on Outcomes) could be issued this fall; this specialty trend survey would complement PLA President Carolyn Anthony's creation of the Performance Measurement Task Force.*

Upon notification that that PLA would cease production of PLDS/PLAmetrics, Counting Opinions offered PLA a licensing agreement, wherein they would continue to manage the survey, taking over all aspects of the project, and would pay PLA royalties based on sales. PLA accepted and entered into this agreement in January, 2014. We are currently settling the finances related to the previous agreement and look forward to receiving royalties from Counting Opinions starting July, 2014.

### **Every Child Ready to Read (ECRR) 2<sup>nd</sup> Edition (2011-001)**

Sales of the ECRR kit and auxiliary products have been very strong. Since its release in June, 2011, we have sold 3,348 kits. At this point last year we had sold 2,685 kits.

Outside of the kits we have sold additional products:

English Brochures - Packets of 100 -- 2,288; last year at this time 1,796 packets

English Bookmarks – Packets of 100 -- 1,163; last year at this time 955 packets

English Posters -- 2,040; last year at this time 1,674

Spanish Brochures: -- 191; last year at this time 59 packets

Spanish Bookmarks – 119; last year at this time 36 packets

Spanish Posters – 234; last year at this time 105

\*New!! ECRR Toolkit for Spanish-Speaking– 14

\*The ECRR Toolkit for Spanish-Speaking Patrons was just released last month, at PLA 2014; we anticipate sales will increase as there is strong demand for this product.

### **Other**

PLA is working on a publication, ‘The PLA Guide to Film Programming for Public Librarians,’ with librarian Kati Irons. The book is slated to be released by ALA editions this summer.

Date: 4/21/14  
To: PLA Board of Directors  
From: Kathleen Hughes, Editor and Manager, Publications  
Re: *Public Libraries*

According to the March reports, ad sales in fiscal year 2014 are behind budget. The most recent performance report shows that gross advertising revenue is at \$18,834; the budgeted figure is at \$31,932. For comparison purposes, at this time last year, advertising sales were at \$26,370. This ad revenue difference is mostly a timing issue – all advertising revenues have not yet been collected. As this was a conference year, we did see a small boost in advertising over the past few issues and so will likely meet or exceed our advertising target.

Our subscription base has shrunk a bit; we currently have 533 subscriptions. At this time last year we had 580 subscriptions. Subscription revenues also are slightly behind; budgeted to be \$24,354; the actual figure is \$23,227. A subscription drive planned for this spring should increase subscriptions and bring revenue to the targeted figure by the end of the fiscal year.

In terms of expenses, we are budgeted to be at \$79,161; at this point expenses are at \$49,634. Expenses will catch up to the budgeted figure, as production bills are processed and paid. We are planning to hold the line on expenses, to remain in line with the budgeted expense figure through the end of the fiscal year.

### **Publiclibrariesonline.org**

The online companion site to “Public Libraries” continues to thrive. Like the print iteration, PLOnline ([www.publiclibrariesonline.org](http://www.publiclibrariesonline.org)) focuses on issues and topics that matter to public libraries and public librarianship. Updated daily, the site features selections from the print magazine as well as unique content. With well over thirty energetic volunteer bloggers, the site covers a very wide range of topics. PL Online offers hundreds of articles on library-related topics in addition to author interviews and coming soon, indy e-book reviews. Posts are comment-enabled so readers can share ideas on the often thought-provoking topics, as well as share their own stories or experiences. A variety of social networking options accompany the site, these include Facebook ([www.facebook.com/publiclibrariesonline](http://www.facebook.com/publiclibrariesonline)), Twitter (@publibonline), and Pinterest (<http://pinterest.com/publibonline>).

We are happy to report that the site is very busy, with over 22,295 page views in March, and over 17,000 so far in April. Last year at this time the site had 15,000 page views for the month of March and 15,870 in April. We have also begun to accept advertising on the site and have run several ads since January 1, 2013.



Date: April 21, 2014  
To: PLA Board of Directors  
From: Steven Hofmann, Manager, Web Communications  
Re: Technology

## PLA On-Demand Webinars

The archived recordings of PLA's webinars went on sale as on-demand webinars (<http://www.ala.org/pla/onlinelearning/webinars/ondemand>) via the ALA Store on February 13, 2012.

FY14 gross sales through March 31, 2014 were \$5,313; an increase of \$1,582 since December 31, 2013, the date through which sales were last reported. Life-to-date gross sales of these products through March 31, 2014, were \$13,991.

On-Demand Webinar Title	FY2014		Life-to-Date	
	Amt	Qty	Amt	Qty
Right on the Money: Financial Literacy @ your library			\$28	1
Right on the Money: Financial Literacy @ your library (group)				
Creating a User-Centered Website for Your Library			\$168	6
Creating a User-Centered Website for Your Library (group)			\$119	1
Cracking QR Codes			\$112	4
Cracking QR Codes (group)				
Transforming Our Image Parts I & II	\$140	5	\$364	13
Transforming Our Image Parts I & II (group)			\$357	3
Dive into a Good Book			\$84	3
Dive into a Good Book (group)				
Check Out E-Readers!			\$84	3
Check Out E-Readers! (group)			\$119	1
Intro to E-Books			\$140	5
Intro to E-Books (group)			\$119	1
Building Community: Online Tools for Spanish Speakers			\$84	3
Building Community: Online Tools for Spanish Speakers (group)				
Laying the Groundwork for a Successful E-Book Collection			\$84	3
Laying the Groundwork for a Successful E-Book Collection (group)			\$119	1
Powering Up Your E-Book Program			\$56	2
Powering Up Your E-Book Program (group)				
Strategies for Sustaining Your Library's E-Book Program			\$28	1
Strategies for Sustaining Your Library's E-Book Program (group)				
Fully Engaged Customer Service at Your Library	\$280	10	\$1,036	37
Fully Engaged Customer Service at Your Library (group)	\$952	8	\$2,023	17
Creating a Digital Media Lab at Your Library	\$112	4	\$476	17
Creating a Digital Media Lab at Your Library (group)			\$238	2
Quick Fixes for Library Displays			\$112	4

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Quick Fixes for Library Displays (group)				
Implementing "Choose Civility," a Community-wide Campaign	\$28	1	\$140	5
Implementing "Choose Civility," a Community-wide Campaign (group)				
E-Books 101 – A Look at Devices, Platforms, and Training Ideas	\$28	1	\$308	11
E-Books 101 – A Look at Devices, Platforms, and Training Ideas (group)	\$238	2	\$238	2
Stretching Your Library's E-Books Budget			\$28	1
Stretching Your Library's E-Books Budget (group)				
E-Books and Customer Service at Your Library	\$56	2	\$112	4
E-Books and Customer Service at Your Library (group)			\$119	1
E-Books and Libraries: What's Next?	\$56	2	\$364	13
E-Books and Libraries: What's Next? (group)			\$119	1
Copyright: What You REALLY Need to Know	\$84	3	\$140	5
Copyright: What You REALLY Need to Know (group)	\$119	1	\$357	3
Screentastic! Using Screencasting	\$38	1	\$190	5
Screentastic! Using Screencasting (group)			\$119	1
Are Your Mental Models of a Library Holding You Back?	\$28	1	\$112	4
Are Your Mental Models of a Library Holding You Back? (group)	\$357	3	\$833	7
Alternative Reads			\$28	1
Alternative Reads (group)				
Make Way for Makerspaces in the Library	\$140	5	\$224	8
Make Way for Makerspaces in the Library (group)	\$119	1	\$476	4
The State of E-books in Public Libraries and Publishing			\$56	2
The State of E-books in Public Libraries and Publishing (group)			\$238	2
The Elusive Library Non-User	\$84	3	\$224	8
The Elusive Library Non-User (group)	\$357	3	\$357	3
On Life Support, But Not Dead Yet! Revitalizing Reference	\$140	5	\$476	17
On Life Support, But Not Dead Yet! Revitalizing Reference (group)	\$119	1	\$238	2
The Thinking Person's Guide to Stress Management	\$84	3	\$140	5
The Thinking Person's Guide to Stress Management (group)	\$238	2	\$595	5
How to Be a Webinar Superstar	\$84	3	\$140	5
How to Be a Webinar Superstar (group)				
Early Literacy Programming in the Digital Age	\$224	8	\$224	8
Early Literacy Programming in the Digital Age (group)			\$119	1
Street Smart: Urban Fiction in Public Libraries	\$28	1	\$28	1
Street Smart: Urban Fiction in Public Libraries (group)			\$119	1
Is Community Assessment a High Hurdle?	\$137	5	\$137	5
Is Community Assessment a High Hurdle? (group)	\$238	2	\$238	2
Face-to-Face Presentation Skills	\$196	7	\$196	7
Face-to-Face Presentation Skills (group)	\$238	2	\$238	2
Partners in Literacy	\$84	3	\$84	3
Creating Engaged & Motivated Staff	\$112	4	\$112	4
Creating Engaged & Motivated Staff (group)	\$119	1	\$119	1

	PLA Board of Directors Spring 2014 2014.55			
Fundraising 101	\$28	1	\$28	1
Friends & Foundations	\$28	1	\$28	1
Totals	\$5,313	105	\$13,991	290

## PLA Website

Statistics reported by Google Analytics for the PLA website in the second quarter of FY14 (January 1, 2014\*–March 31, 2014):

- 24,876 users (formerly unique visitors)
- 45,853 sessions (formerly visits), with 45.6% by new visitors and 54.4% by returning visitors and an average session duration of 2 minutes, 28 seconds
- 94,573 pageviews, for an average of 2.06 pages per session
- 89.03% of sessions were from the U.S., 3.00% from Canada, and the remaining from countries including India, the U.K., Australia, China, Philippines, Spain, Indonesia, and Germany
- Top 10 pages by pageviews were:
  - Homepage – 29,607 pageviews
  - Conferences & Continuing Education – 13,915 pageviews
  - Membership – 2,513 pageviews
  - On-Demand Webinars – 2,064 pageviews
  - Public Libraries Magazine (*not* Public Libraries Online) – 1,861 pageviews
  - About PLA – 1,657 pageviews
  - Careers in Public Librarianship (Professional Tools) – 1,583 pageviews
  - Online Learning – 1,404 pageviews
  - Professional Tools – 1,332 pageviews
  - Supervise with Success (PLA Two-Part Webinar Series) – 1,219 pageviews
- Primary source of traffic on the site was search engine results (65.90% of sessions), followed by users entering URLs directly in their browsers or using bookmarks (19.27%), then links from other sites or e-mail communications (13.29%), links from social media (1.57%), and other (.01%)
- Top 10 sources of traffic by sessions were:
  - Google – 27,723 sessions
  - entering URLs or bookmarks – 8,840 sessions
  - Bing – 1,769 sessions
  - placonference.org – 1,479 sessions
  - Yahoo – 525 sessions
  - lj.libraryjournal.com – 489 sessions
  - Facebook – 273 sessions
  - Yahoo Secure Search – 190 sessions
  - Twitter – 150 sessions

- Facebook Mobile – 119 sessions

\* The PLA Technology report submitted at 2014 Midwinter Board Meeting included site statistics through December 31, 2013.

## PLA 2014 Conference Website

Statistics reported by Google Analytics for the PLA 2014 website in the second quarter of FY14 (January 1, 2014\*–March 31, 2014):

- 57,964 users (formerly unique visitors)
- 109,756 sessions (formerly visits), with 50.7% by new visitors and 49.3% by returning visitors and an average session duration of 3 minutes, 26 seconds
- 279,975 pageviews, for an average of 2.55 pages per session
- 95.07% of sessions were from the U.S., 2.58% from Canada, and the remaining from countries including the U.K., India, Germany, Australia, Singapore, China, Brazil, and Mexico
- Top 10 pages by pageviews were:
  - Homepage – 108,838 pageviews
  - Programs – 31,247 pageviews
  - Register – 23,610 pageviews
  - Virtual Conference – 13,749 pageviews
  - Housing – 12,898 pageviews
  - Preconferences – 7,338 pageviews
  - Preliminary Program (landing page, not actual program) – 6,061 pageviews
  - Mobile App (landing page, not actual app) – 4,378 pageviews
  - Restaurants in Indianapolis – 4,341 pageviews
  - Shuttle Schedule – 4,131 pageviews
- Primary source of visits to the site was search engine results (44.45%), followed by links from other sites or e-mail communications (32.24%), then users entering URLs directly in their browsers or using bookmarks (21.45%), links from social media (1.81%), and other (.04%)
- Top 10 sources of traffic by sessions were:
  - Google – 44,786 sessions
  - entering URLs or bookmarks – 23,542 sessions
  - ala.org (this would include the PLA site) – 20,370 sessions
  - SmartCity (on-site wifi hotspots) – 7,403 sessions
  - Bing – 3,038 sessions
  - a2zinc.net (exhibits management site) – 777 sessions
  - Twitter – 761 sessions
  - Yahoo – 701 sessions
  - Facebook – 680 sessions
  - fountas-and-pinnell.wikispaces.com – 680 sessions

\* The PLA Technology report submitted at 2014 Midwinter Board Meeting included site statistics through December 31, 2013.

## **PLA 2014 Conference Mobile App and Text Alerts**

As of the writing of this report, Boopsie had not yet provided a mobile app usage report. This information will be shared in a future report to the Board.

For the first time ever, PLA contracted with Mosio to provide an opt-in text alerts service to conference attendees. Opt-in instructions were included on the PLA 2014 Conference website and in the mobile app, and subscribers were sent only conference-related, non-vendor news, updates, and reminders. Twenty-two (22) different alerts were sent between March 10 and March 15, 2014. We had 748 subscribers overall, with 697 being the most at any given time.



TO: PLA Board of Directors  
FROM: Emily Sheketoff, Executive Director  
DATE: April 3, 2014  
RE: Report on Washington Office Activities

## **WASHINGTON OFFICE NEWS**

### **Policy Discussions Continue at ALA Midwinter Meeting**

Large numbers of attendees participated in policy sessions hosted by the ALA Washington Office at the 2014 ALA Midwinter Meeting, including conference sessions that explored E-rate funding, copyright lawsuits, ebook access, federal depository libraries and internet filtering. More than one hundred attendees gathered to hear insider information on last June's National Security Agency leak from *Guardian* Editor Spencer Ackerman. During other ALA Washington Office sessions, publishing and library experts discussed the best ways libraries can bring together authors and readers in the digital age. In one copyright session, November 2013 Google Legal Counsel Fred von Lohmann discussed the Google Book Search lawsuit court ruling. Finally, library and policy leaders at the conference detailed ALA's vision for an E-rate 2.0 that better serves America's libraries and communities.

On a related note, OITP and Google, Inc. jointly sponsored a Google Glass demonstration booth at the 2014 ALA Midwinter Meeting. For two days, crowds of meeting attendees lined up to try Google Glass, the new display device from Google that's worn like a pair of glasses and rests just above your eyes. Wilson L. White, public policy manager of Glass at Google, and technical members of the Google Glass Team were on hand to talk about the wearable computers.

### **ALA Washington Office Launches Video Advocacy Campaign**

In January, the ALA Washington Office launched "Libraries Matter," a series of four videos that highlight the ways that funds from the Library Services Technology Act are used by libraries to help patrons. LSTA funds are used to support digital literacy, high-speed internet access, small business assistance, job assistance, ebooks and New Americans. The visual videos can be used by library advocates to educate policymakers and Capitol Hill staff about library issues and show legislators the ways that libraries impact their communities. Access the videos:

<https://www.youtube.com/playlist?list=PL5E1ShbPqE4CQ1v86FXWJfZLSjSaXngIM>.

## **OFFICE FOR INFORMATION TECHNOLOGY POLICY (OITP)**

### **OITP, OIF Join SXSW Technology Policy Discussions**

ALA leaders joined technology policy conversations at the South by Southwest EDU and Interactive conferences in Austin from March 7-11, 2014. ALA staff and other library organizations engaged attendees, panelists, policy-makers, startups, and venture capitalists about the ongoing importance and relevance of libraries and librarians to the tech industry. Privacy and the "internet of things" were among the topics on the agenda for the ALA Office for Intellectual Freedom (OIF) and the Office for Information Technology Policy. ALA also joined members

and sister library organizations at the joint “Innovative Booth for Libraries.” SXSWi is a premier technology and policy conference featuring some of the world’s most forward-looking thinkers, emerging technologies, and inspiring digital creators. OIF Director Barbara Jones spoke on a panel about high school students and privacy issues, while OITP Program Director Larra Clark spoke on the panel “Innovating Policy for the Internet of Things.”

### **ALA Joins WiFi Coalition**

The American Library Association has joined WiFiForward, a new coalition calling on policymakers to unleash unlicensed spectrum for Wi-Fi and other uses. Recent analyses indicate that Wi-Fi in our homes, businesses, libraries and schools is becoming congested by a deluge of data from an increasing number of devices, applications and services connecting to the Internet without wires. WiFiForward is an ad hoc group of companies, organizations and public sector institutions working to alleviate the Wi-Fi spectrum crunch. Go to [www.wififorward.org](http://www.wififorward.org) for more information.

### **ALA, ARL and EDUCAUSE Re-engage FCC on Network Neutrality**

On January 14, 2014, the U.S. Court of Appeals ruled to strike down most of the Open Internet Order, giving commercial companies the astounding legal authority to block Internet traffic, offer preferential treatment to certain Internet services or applications, and steer users to certain web sites based on their own commercial interests. In response, Barbara Stripling published an op-ed, titled “[Why Net Neutrality’s Demise Hurts the Poor Most](#),” in *Wired* magazine, which received a tremendous amount of technology policy and library media coverage. Later, ALA with ARL and EDUCAUSE sent a letter to FCC Chairman Tom Wheeler, offering to work with the FCC in developing new policies that preserve network neutrality and incorporate the essential roles libraries play in this area.

### **E-rate Advocacy Continues**

In February, ALA responded to Federal Communications Commission (FCC) Chairman Wheeler’s E-rate speech, where he emphasized the crucial role of libraries as the “community on-ramp to the world of information.” Since then, OITP staff have been in contact with FCC officials every week to advocate for ALA’s position, including multiple in-person meetings at FCC headquarters. In March, the Federal Communications Commission released a Public Notice, warranting further public input to help the Commission determine the best path forward on E-rate. In ALA’s comments and throughout the process we have sought input and feedback from a wide range of librarians and expect to do so again through the guidance of the ALA E-rate Task Force, other ALA member leaders, and expert consultants. Comments are due April 7, 2014, with reply comments due April 21, 2014. OITP leaders have had several meetings with FCC commissioners and staff, both as ALA, and as a member of inside-the-beltway coalitions.

In mid-March, the Federal Communications Commission dived into rural broadband needs and challenges during an all-day workshop that took place in Washington, D.C. The workshop brought together educators, decision makers, policy and technology experts, and telecommunications leaders to help the FCC generate policies that will impact high-speed internet deployment in rural, high-cost areas. Maine State Librarian Linda Lord discussed the role of libraries in rural communities on a panel highlighting the critical need for high-speed

broadband in rural areas for individual consumers, businesses, and community anchor organizations.

### **ALA Joins Internet Archive in Filing Supreme Court Amicus Brief**

In March, the American Library Association and the Internet Archive joined forces to file a “friend of the court” brief in *David Leon Riley v. State of California* and *United States v. Brima Wurie*, two Appellate cases joined at the Supreme Court to examine the constitutionality of cell phone searches without a warrant after police arrests. In the amicus brief, both nonprofit organizations argue that warrantless cell phone searches violate privacy principles protected by the Fourth Amendment. In the brief, the Internet Archive and the American Library Association argued that reading choices are at the heart of the expectation of personal privacy guaranteed by the Fourth Amendment. Allowing police officers to rummage through the smartphones of arrestees is akin to giving government officials permission to search a person’s entire library and reading history.

### **Four Local Libraries Honored for Offering Cutting-edge Services**

Four libraries were recognized in February by the American Library Association (ALA) for offering cutting-edge technologies in library services, honoring programs in Edmonton, Alberta, Canada; Bridgewater, New Jersey; Raleigh, North Carolina; and University Park, Pennsylvania. The recognition, which is presented by the ALA Office for Information Technology Policy and the Library & Information Technology Association, showcases libraries that are serving their communities using novel and innovative methods. Libraries or library service areas selected will be highlighted through various ALA publications and featured in a program at the 2014 ALA Annual Conference.

### **ALA Joins Organizations Concerned About Rural Issues in Letter to FCC**

On March 5, 2014, ALA signed on to a letter urging the FCC to move forward as quickly as possible to implement a Connect America Fund (CAF) mechanism for small, rural, rate-of-return-regulated carriers that will provide sufficient and predictable support for broadband-capable networks across all of rural America. In total, 37 organizations signed the letter including the American Farm Bureau Federation, the National Association of Federally Impacted Schools, and NTCA-The Rural Broadband Association, among others.

### **OITP Director Discusses Ebooks at Connecticut Meeting**

In March, OITP director Alan Inouye participated in the Connecticut State Library’s Ebook Symposium, a one-day event where library and publishing experts explored the current state of ebook affairs and the future of ebook lending for libraries, publishers, and readers. As a presenter at the statewide ebook conference, Inouye discussed the large number of challenges faced by libraries working to meet patron demands for ebooks, including concerns related to fair pricing, equitable access to ebook titles, digital preservation, privacy, digital rights management and accommodations for readers with limited vision.

## **ALA Participates in U.S. Copyright Office Orphan Works Roundtable**

In March, OITP participated in a U.S. Copyright Office roundtable on orphan works, which are works still protected by copyright whose rights holder or author is not known or cannot be found. Users of these works—libraries, educators, private companies, other creators, the general public—want to get permission to use these works in ways that go beyond fair use or other user exceptions. Moving forward, the U.S. Copyright Office is now accepting public comments on orphan works legislation. The window for public comments closes April 14, 2014.

## **OITP Expands Policy Staff**

In March, Charlie Wapner began work as an information policy analyst for OITP. Charlie will work on a broad range of topics that includes copyright, licensing, telecommunications and E-rate, and provide support for our new *Policy Revolution!* initiative sponsored by the Bill & Melinda Gates Foundation. Charlie comes to the American Library Association from the Office of Representative Ron Barber (D-AZ) where he was a legislative fellow. Earlier, Charlie also served as a legislative correspondent for Representative Mark Critz (D-PA). Charlie also interned in the offices of Senator Kirsten Gillibrand (D-NY) and Pennsylvania Governor Edward Rendell. After completing his B.A. in Diplomatic History at the University of Pennsylvania, Charlie received his M.S. in public policy and management from Carnegie Mellon University.

## **ALA Presents at Digital Book World Conference**

On January 13, 2014, ALA held a pre-conference workshop at the 2014 Digital Book World conference in New York. Featured in this workshop were Nora Rawlinson of EarlyWord, Wendy Bartlett of the Cuyahoga County Public Library, Maja Thomas, a former Senior Vice President of Hachette Book Group, and ALA OITP Program Director Larra Clark.

## **OITP Takes Over Twitter for Teen Tech Week**

On March 13<sup>th</sup>, technology policy leaders from OITP discussed digital learning via the Young Adult Library Services Association's @Yalsa Twitter account. As part of Teen Tech Week, OITP joined several businesses, nonprofits, library organizations and Internet companies in highlighting the digital tools, resources and services that libraries offer to teens and their families. OITP covered a variety of topics during the all-day social media event, including current technology policies, internet filtering, copyright fair use, internet access and net neutrality. Nearly 300 users (with more than 690,000 followers combined) participated in the chat. Overall, the tweets in the day-long event made close to 4,000,000 impressions.

## **OFFICE OF GOVERNMENT RELATIONS (OGR)**

### **Register Now: Library Advocates Gear Up for National Library Legislative Day**

Hundreds of librarians, parents and library supporters will travel to Washington, D.C. on May 5th and 6th to meet with members of Congress and discuss key library issues during the American Library Association's 40th annual National Library Legislative Day. The event will

focus on supporting federal funding for our nation's libraries. Those who cannot attend National Library Legislative Day in person will have the option to contact Congress as part of Virtual Library Legislative Day. To register for the advocacy day, go to [www.ala.org/advocacy/advleg/nlld](http://www.ala.org/advocacy/advleg/nlld).

### **Spending Bill Passed for 2014 Fiscal Year**

In January 2014, President Obama signed a \$1.1 trillion spending bill to fund the U.S. federal government through September 2014. The legislation partially restores funding to the Library Services and Technology Act (LSTA)—the primary source of annual funding for libraries in the federal budget—that were dramatically cut in the 2013 fiscal year under sequestration. The total amount appropriated for LSTA increased from \$175,044,000 to \$180,909,000 for fiscal year 2014. President Obama's spending bill included language that supports open access—a win for libraries and public access to federally-funded information. While we celebrate this milestone in open access, we are also aware that we have not gone far enough; additional provisions found in the Fair Access to Science and Technology Research Act would make this effort complete.

The 2014 fiscal year spending bill also included funding for Innovative Approaches to Literacy, a competitive grant under the Department of Education that requires that at least half of the funds go to low-income school libraries. This program was appropriated at \$25 million for the 2014 fiscal year. This is a \$2.4 million cut from funding for the 2013 fiscal year. Local education agencies in low-income areas can compete for the grant to help update school libraries with books and other materials.

### **Federal Library Funding Cut in Proposed Budget**

In March, President Barack Obama released his budget request for the 2015 fiscal year. The proposed budget for the LSTA Act falls \$2 million short from the \$180.9 million enacted by the U.S. Congress for the 2014 fiscal year. The big hit came to the state grant program, with slight increases to the set aside for Native Americans and Hawaiians and the National Leadership grants. On a conference call with stakeholders, Institute of Museum and Library Services Director Susan Hildreth discussed the Laura Bush 21st Century grants programs, saying that her agency is working on a National Continuing Education Platform so library employees can continue their education around new services and technologies.

Additionally, the ALA, PLA, ALSC, AASL and the Medical Library Association, along with 1,060 other labor, health, and education organization sent a letter to Congress asking that \$163.6 billion be allocated to the House and Senate Labor, Health, and Human Services, and Education Appropriations Subcommittees for FY 2015.

### **ALA Joins in Supporting the FOIA Oversight and Implementation Act of 2014**

In February, ALA united with 26 other organizations in a letter to members of the House of Representatives urging them to vote for H.R. 1211, the FOIA Oversight and Implementation Act of 2014. H.R. 1211 is a bipartisan bill that would “amend the Freedom of Information Act (FOIA) to promote greater government transparency and accountability.” On February 25, 2014, the bill passed the House and a day later was sent to the Senate where it was referred to the Senate Judiciary Committee.

## **ALA Honors Leaders with Freedom of Information Awards**

During the 16th Annual Freedom of Information Day in Washington, D.C., ALA awarded the James Madison Award to President Obama's Review Group on Intelligence and Communications Technologies, the body of intelligence and legal experts tasked with assessing the United States' surveillance practices. The James Madison Award honors, celebrates and recognizes groups and individuals who have championed for public access to government information. Additionally, ALA awarded the grassroots advocacy Eileen Cooke Award to the Open Government Project of the American Civil Liberties Union of New Jersey. ALA Immediate Past President Maureen Sullivan presented the awards at the Freedom of Information Day event.

## **Congress Introduces Harmful Open Access Act**

In March, Reps. Lamar Smith (R-TX) and Larry Bucshon (R-IN) introduced the Frontiers in Innovation, Research, Science and Technology Act (H.R. 4186), a bill that challenges public access to tax-payer funded research. ALA stands with the Scholarly Publishing and Academic Resources Coalition in opposing Section 303 of this bill, a provision that would create unnecessary obstacles to the public's ability to access research funded by tax-payers. ALA is encouraging members to contact their representatives to express their opposition to a bill that would delay the public's right to information.

## **ALA Recognizes Rep. Holt's Leadership**

We are sad to report that Representative Rush Holt (D-NJ) announced his retirement from the U.S. House of Representatives in February, ending 16 years of service. The American Library Association expresses its deepest appreciation for the distinguished work of Rep. Holt, a leader who has worked tirelessly to support public, academic and school libraries nationwide. Rep. Holt introduced the Workforce Investments through Local Libraries Act to integrate libraries into job training efforts. Rep. Holt has also been a consistent supporter of the Library Services and Technology Act, the only federal funding program exclusively for libraries.

## **ALA Leads on Privacy Issues**

In January 2014, ALA President Barbara Stripling released a statement regarding a speech President Barack Obama made on the National Security Agency surveillance program. In her statement, Stripling called for permanent changes to the NSA data collection program and repeated her support for the USA Freedom Act, a bill that will improve the balance between terrorism prevention and personal privacy protection. In February, ALA participated in the Day We Fight Back, a day when thousands of websites hosted banners urging people to call Congress to stop mass surveillance.

**TO:** PLA Board of Directors

**RE:** PLA President's Report

**ACTION REQUESTED/INFORMATION/REPORT:** REPORT

**ACTION REQUESTED BY:** Carolyn Anthony, PLA President 2013-2014

**DRAFT OF MOTION:** N/A

**DATE:** April 29, 2014

PLA President's Report

PLA Spring Board May 2014

Of course the big happening since we met at Midwinter was the PLA National Conference in Indianapolis March 11 – 15. I couldn't have been more delighted with the way everything turned out. My congratulations and thanks to Conference Chair Larry Neal, Program Chair Georgia Lomax, members of the planning committees, the PLA Board, and the incredible PLA staff for what was clearly a wonderfully successful conference. Some initiatives such as the Big Ideas speakers were a big hit. I heard continuing commentary about Bryan Stevenson, the opening speaker, with multiple requests for a recording of his presentation. One attendee observed to me that it felt like there was a theme throughout the Conference of engaging the community. Most sessions got very positive reviews. The exhibitors were happy. People seemed to like Indianapolis as a venue. I understand that PLA made money. We'll get more detail on the numbers and the formal evaluation results from the PLA staff. We can feel good about the PLA National Conference 2014 and begin to think about PLA 2016 in Denver.

The Performance Measurement Task Force met March 11 in Indianapolis. We are making progress in developing a set of outcome measures that can be widely adopted in public libraries of various sizes throughout the country. I continue to actively promote the concept. I wrote an article about the Performance Measurement Task Force and its work for the PLA News at the National Conference. My columns for Public Libraries for March/April and May/June focus on the topic, with March/April dealing with "Knowing Our Communities" and May/June on "Moving Toward Outcomes." I was invited to speak to the Kentucky Library Association on the topic of outcome measurement April 11. There is quite a bit of activity related to outcome measurement in libraries throughout the country, much of it related to state or federal grant projects which have required the reporting of outcomes. The pressure from funding authorities for accountability is sustained. It seems that many public libraries are ready for a set of outcome measures that could be implemented relatively easily. Chris Jowaisis from the Gates Foundation is closely following the progress of the Performance Measurement Task Force and has offered Foundation funding for a two day meeting in Chicago June 20 – 21 to accelerate the development timetable.

In other activities, I introduced three webinars for PLA in recent months. I participated in two additional phone calls for the Miami Mayor's Blue Ribbon Task Force, an initiative that is now complete. The outcome of the process for the Miami Dade Public Library is still not clear. I participated in a panel on the "Future of Library Education" at Dominican University that featured a keynote by David Lankes via Skype and discussion among a number of faculty, area librarians, and other representatives from the University including Board representatives and the President. I also participated in a called meeting at the University of Rhode Island GSLIS, considering challenges and opportunities they face as the only public institution offering the MLIS degree in New England at a time of great change for the profession and limited resources for the University. My 8 -9, I will serve on an advisory board for an ALA Assessment of the Impact of Library Public Programming. May 15, I will attend an IMLS meeting in San Francisco on Learning Spaces in Libraries.

The Consumer Financial Protection Bureau has launched a new program to support financial literacy education through public libraries. The launch was held at the Federal Reserve Bank of Chicago during Money Smart Week April 7. As PLA President, I was part of a panel along with Susan Hildreth from IMLS and a librarian from Brooklyn Public Library. The program has a lot of promise for public libraries which are gearing up to move from responding to isolated requests for information to helping people learn 21<sup>st</sup> century skills related to financial literacy and health literacy as well as digital literacy.

Larry Neal, Barb Macikas and I met at ALA April 18 at Larry's request to talk about the transition from my tenure to his. The meeting was very productive and should become a part of the transition process each year.

**TO:** PLA Board of Directors

**RE:** Division Presidents/Online Community

**ACTION REQUESTED/INFORMATION/REPORT:** Information

**ACTION REQUESTED BY:** Carolyn Anthony, PLA President 2013-2014

**DRAFT OF MOTION:**

**DATE:** April 29, 2014

**BACKGROUND:**

#### Member Engagement Platform

Shannon Peterson, the current YALSA President e-mailed the Division Presidents in mid-February to share information about a concern of the YALSA Board that she thought might have resonance for others. She indicated that their members had “a desire to create ‘communities’ and network professionally.” Although ALA Connect is often identified as an option for communications, she noted that it is only used by 3% of ALA members, primarily as a committee work space. She suggested that members were looking for something more interactive and robust. YALSA brought the issue up with ALA (not sure exactly with whom) and were advised that ALA has concerns about having multiple member platforms (beyond ALA Connect) and that IT is already stretched and needs to focus time on ALA Connect. She said that YALSA had done some investigation of platforms for online member communities for associations including ready to use products and custom built platforms. Ready to use platforms considered included: Association Anywhere <http://www.acgisoftware.com/> Avectra Online Community <http://www.avectra.com/online-community/online-community.php> Higher Logic <http://www.higherlogic.com/HOME/> and Socius <http://socius.com/online-member-communities/>

For custom-built platforms, she had looked at MemberClicks [www.memberclicks.com](http://www.memberclicks.com) She also sent a presentation with some good information about what members want out of online communities and what the benefits of providing one are: <http://www.slideshare.net/vdimauro/digital-now-onlinecommunityforassociations>

I thought the idea had a lot of merit as did LLAMA. LITA was initially interested and then backed off, saying that the potential of ALA Connect should be further explored. Trevor Dawes from ACRL agreed that ALA Connect does not offer member engagement and networking that some members want, but queried where is this happening now? Would the conversation come to ALA? With all that ALA has to deal with, is a technological solution to member engagement a priority? ALCTS responded that it is not a priority at this time. AASL wanted to run it by their Board. A draft letter to ALA (Barbara Stripling) was prepared and went through some group editing. Shannon had a conversation with President Barbara

Stripling about the initiative. Barbara recommended that the subject would be a good one for the Presidents' group meeting in Las Vegas if all agreed to put it on the agenda.

Shannon suggested that Divisions might want to consider the idea further with Presidents-elect and the Boards. She indicated that she was not pushing a particular product, but the "concept of utilizing new tools to engage members virtually in a substantive way. This comes up as a pressing need to YALSA members in surveys year after year...." She acknowledged the strain on ALA IT staff at the present time and wondered if outsourcing couldn't be used to achieve this objective.

I propose that we consider this concept as a Board in order to be able to respond more fully to Shannon's urgent request. Do members of the PLA Board see a vehicle for member-to-member communication as a priority? Are there ideas for how this might be achieved without undue burden to ALA IT staff? We might recall the poor response that PLA had to the initiative to replace some committees with online "communities of practice." I look forward to our discussion.

April 24, 2014

**TO:** PLA Board of Directors

**RE:** 2015 PLA Professional Development Event

**ACTION REQUESTED/INFORMATION/REPORT:**

Information/Discussion

**ACTION REQUESTED BY:**

Larry Neal, PLA President-Elect  
Barb Macikas, Executive Director

**DRAFT OF MOTION:**

N/A

**BACKGROUND:**

This report provides the Board with background information for discussion regarding the idea of holding a new professional development event in 2015. The idea was surfaced during a PLA CE Advisory Group discussion.

## Background

At the PLA CE Advisory Group meeting at Midwinter, the group discussed the idea of PLA offering a professional development opportunity for senior library managers with a focus on inviting presenters who are outside of the library world. The event would be held in a non-PLA conference year and might dovetail with another major conference.

The tentative schedule would be a 1.5 day training. It would begin with lunch followed by an afternoon training session followed by an evening networking event. The next day PLA would host breakfast followed by another session, lunch and concluding no later than 2 pm. The event could be held at an urban library and we might rely on connections the librarian had in that city to recruit speakers, e.g., Marcellus Turner, a member of the PLA CE Advisory Group, suggested Seattle PL and was willing to work with PLA to invite non-library speakers from his city. Other host cities might be San Antonio, Nashville, San Jose, Atlanta or Charlotte. A benefit to the library for use of their space would include free registrations to the training program.

Or, another model might be to tie the event to an existing, related conference such as BEA, SxSW, Consumer Electronics show, ICMA, National League of Cities, Rotary Conference, etc. PLA might consider holding its fall or spring board meetings in conjunction with one of these conferences and the PLA event.

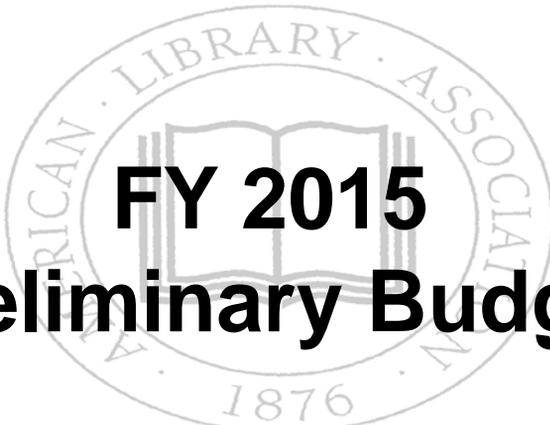
The new professional development event will enhance the reputation of PLA as an innovative provider of education and networking opportunities for library leaders. Additionally, it will: give library staff, regardless of institution size or location, additional training opportunities; offer senior library staff the chance to hear about innovation, leadership and other important topics from leaders in other industries; give PLA an event where we will roll out information about new initiatives such as the performance measurement program; and will give PLA a new training model to test.

Additional work needs to be done to test interest levels; price points; potential sites and companion conferences; competition, etc. We invite the Board's comments and suggestions.

# American Library Association

2013-2014 EBD# 14.9

2013 - 2014 BARC #20



## FY 2015 Preliminary Budget

Submitted to:  
ALA Executive Board

Keith Michael Fiels – Executive Director  
Gregory L. Calloway – AED Finance

2014 Spring Meeting  
April 12 – 13, 2014 1

**TO:** ALA Executive Board  
Budget Analysis and Review Committee (BARC)

**ACTION REQUESTED:**

Approval of the *Preliminary FY 2015 ALA Budget*

**ACTION REQUESTED BY:**

Keith Michael Fiels, Executive Director  
Gregory L. Calloway, AED, Finance  
L. Denise Moritz, Director of Financial Reporting and Compliance

**DATE:** April 4, 2014

**DRAFT MOTION:**

**F&A recommends to the Executive Board that the Preliminary FY 2015 Budget proposal (EBD #14.9) be forwarded to the Budget Analysis and Review Committee (BARC) for further analysis and review. The Board affirms the strategic directions of this budget and requests that BARC report back on its analysis at the 2014 Annual Conference in Las Vegas.**

**Budget Alignment with ALA Programmatic Priorities, Strategic Plan and Strategic Initiatives**

The fiscal year 2015 budget proposal reflects the following:

- The Programmatic priorities approved by Council
- The ALA 2015 Strategic Plan approved by Council
- Three strategic initiatives which serve as a focus for effort in the coming year
- A series of enabling strategies which support and advance the programmatic priorities and strategic initiatives

**Programmatic Priorities**

The Executive Board recommended and Council has approved the ALA programmatic priorities that constitute the framework for the *2015 Strategic Plan*. The ALA Programmatic Priorities

were approved by Council at the Philadelphia, PA Midwinter Meeting, January 2014, and are as follows:

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

### **Strategic Framework and Strategic Initiatives**

Over the last two years, the ALA leadership has engaged in a series of member conversation sessions at conferences, broadened and deepened to include insights from division and round table leadership, Council, focus groups, and a membership survey. The Executive Board and ALA staff have analyzed and synthesized these comprehensive conversations in order to develop a strategic framework that will guide our Association as we re-conceptualize our focus, structure, operations, and culture.

The strategic framework includes three **strategic initiatives**:

- **Advocacy** ALA shall advocate the public value of librarians, libraries and information services.
- **Information Policy** ALA, operating in the public interest, focuses at every level on a diverse set of policy areas that includes: intellectual freedom, privacy, civil liberties, telecommunications, funding for education and research programs, funding for libraries, copyright and licensing, government information, and literacy.
- **Professional and Leadership Development** The professional and leadership development of librarians and library workers is essential to high-quality professional practice and the future of libraries and information services.

The Strategic initiatives are part of a larger “Reimagining ALA” process that began with Board and Council discussions in the fall of 2012.

In 2013, the Association began working with the Harwood Institute for Public Innovation on an initiative known as “Libraries Transforming Communities.” As part of this work, the Association began to systematically engage in a process known as “looking outward.” Using practices developed by the Harwood Institute, ALA has engaged in a series of “kitchen table” conversations held in conjunction with the 2013 Annual Conference and the 2014 Midwinter Meeting.

These conversations have yielded a deeper understanding of member aspirations, identified obstacles to achieving these aspirations, and helped identify specific steps that would help ALA achieve its aspirations. The results of these conversations have been brought back into the Association through regular “Innovation Space” meetings, where staff incorporate the knowledge gained through the conversations into specific actions based on the insights gained from the member conversations. 20 Kitchen Table conversations are also planned with the Chapters using Harwood Institute method to help develop the next ALA Strategic Plan.

The Strategic Initiatives operate within the framework of the ALA 2015 strategic plan, which was approved by Council in June 2010. The 2015 budget represents the final year of this five year plan.

The FY 2015 budget includes funding for a one day retreat with division and round table leadership, which is a key component of the process for the development of the Association’s next strategic plan. This plan will be submitted to Council for approval in June 2015.

### **Enabling Strategies:**

A set of **enabling strategies** have also been identified for ALA to undertake in order to create a “welcoming, inclusive, engaged and supportive organization” that is focused on the three strategic initiatives. Activities specifically designed to support a number of these enabling strategies are reflected in the 2015 budget:

- **Review staff structure and compensation to ensure focus on strategic initiatives.** The strategic repositioning of staffing resources within ALA is a key element of the 2015 budget. A number of significant new staff positions are being created or redefined to focus on the initiatives. In some instances, this will be done through “strategic repositioning” of existing staff resources. The 2015 budget includes a 2 per cent salary increase for all ALA staff, the first increase in base salary in two years. The expertise and energy of ALA staff is one of the key resources of the Association.
- **A more robust public communication and public relations/marketing capacity** will be created by a major realignment of ALA media relations and public awareness activities to more fully integrate them with ALA advocacy and research efforts, and to support the initiatives. A new advocacy plan will be created through conversations with members, and new organizational relationships will be put in place to support a new advocacy vision.
- **A focus on revenue streams and fundraising opportunities to support the strategic initiatives** are included in the 2015 budget, including increased staff support for the 15 X 15 planned giving campaign and a continued focus on new business development in the online learning and international areas. At the macro level, strong endowment growth has had a significant impact on the Association’s financial strength, and the budget proposes increased support from the endowment for strategic initiatives. Roughly \$1 million in amortization and depreciation for Neal-Schuman and RDA will steadily decrease over the next several years, freeing up funds to support strategic initiatives. Major updates to publishing and technology plans provide strong vision for the Association in these areas and will guide our investments in support of the strategic

initiatives. These plans will be incorporated into the Association's five-year budget plan. A newly created position in accounting will work with ITTS to expand the capabilities of the new financial system and to maintain financial stewardship at the highest possible level. Work is proceeding on a variety of online learning fronts, with online learning now representing an estimated \$1.4 million in yearly revenue.

- **Increased collaboration with the division leaders and staff and their contribution to the strategic initiatives** are central to our 2015 plans and are highlighted in this 2015 budget. Many of our plans call for new partnerships with division efforts in a variety of areas, ranging from membership development to community engagement to advocacy.
- **A sustainable technological infrastructure that enables ALA to advance the strategic initiatives** will be supported through additional staffing resources, an updated technology strategy document that recognizes the growing importance of social media, mobile devices and cloud technologies, and a proposed strong investment in ALA's core technology infrastructure. Important investments are planned in 2015 to the Association's business continuity and data security systems.
- **ALA publishing and conferences will support the strategic initiatives** through a new publishing vision and plan and through the continuing "reimaging" of the conference experience based on member conversations and a focus on the member experience.
- **New Pathways for member involvement/engagement in strategic initiatives** are being created through new approaches to conferences, increased opportunities for virtual participation, and through increased use of Connect and other social media channels. A total "revamping" of the new member experience will be implemented in 2015, based on the kitchen table conversations and close collaboration with the divisions. For Connect, the focus will be on building a member matching feature in Connect, a group matching feature based on member profile interests, and more community features.

An additional enabling strategy will be the leveraging of external and internal relationships to support the initiatives

- **Establish and support a network of internal and external relationships that promote the strategic initiatives.** An Association-wide assessment of strategic partnerships and alliances is currently being conducted, with approximately 150 existing relationships identified. In 2015, a permanent database of these will be created, and work will begin on how we can more effectively leverage these partnerships to achieve our goals.

### **Key initiatives and highlights in the FY 2015 Budget:**

- Annual Conference in San Francisco, Midwinter Meeting in Chicago, ACRL National Conference in Portland. The anticipated overhead from these strong conference sites will offset the lower overhead associated with an odd year and one division conference.
- Support for advocacy initiatives at the national, state and local levels. Continuation of the national school library advocacy campaign and the Citizens for Libraries/Office for Library Advocacy coordination of "Declaration for the Rights of Libraries" project, launched in 2014. Development of a new comprehensive advocacy plan and new relationships to support an expanded and more powerful advocacy effort.

- Establishment of an ALA Center for the Future of Libraries. The Center will gather information on societal, technological, demographic and educational trends from a variety of fields within and outside of librarianship and will serve as a focus and resource for “futures-thinking” and innovation in libraries of all types.
- A national Community Engagement project for libraries in partnership with the Harwood Institute for Public Innovation, which will provide community engagement training to hundreds of libraries and thousands of library staff members.
- A proposed allocation of \$250,000 in long-term investment funds in strategic technology investments to support an updated technology strategy document.
- Implementation of the new ALA e-commerce site (dues, events, fundraising), which will allow the Association to conduct commerce with its members, customers, and vendors in an accessible, user-friendly, and integrated fashion.
- Implementation of next generation *Engage* social networking platform for ALA Chapters to support advocacy at the state and national level, and experimentation with use of platform to promote local advocacy.
- Continuation of the work of the Digital Content Working Group to address issues related to the impact of ebooks and other forms of digital content on libraries of all types, with a FY 2014 focus on digital preservation and accessibility.
- Continuation of the ALA Leadership Institute initiated in 2013.
- Redesign of Annual Conference and “Repositioning” of Midwinter Meeting and reduction in number of face-to-face committee meetings. Digital capture of Annual Conference content.
- Implement a permanent Association digital archiving program in conjunction with the University of Illinois.
- Refine and expand the Legacy Society and Library Champions programs. Design and implement a refreshed and expanded giveALA (online donations) interface which will ultimately support the annual giving campaigns of ALA units following implementation of the new e-commerce system.
- Work to make ALA more welcoming via specific initiatives including re-engineering the membership web pages to support better member engagement and assist new members/student; improve and better communicate the member value proposition, better coordinate and communicate via social media channels; and work with ITTS, MACS, divisions and other units with the goal of “revamping” the membership and new member experience.
- Utilizing Harwood processes, work with ALA units (with a focus on divisions) to facilitate the identification and implementation of achievable processes and practices to help ALA be more welcoming with an initial focus on improved communications with student members and new members and support the implementation of programs that divisions can share/pilot that may be more useful at a division level or may serve as a pilot for Association-wide adoption.

*Advocacy ALA shall advocate the public value of librarians, libraries and information services.*

## Major initiatives

- Creation of a new Advocacy Coordinating Group, headed by the AED for Communications and Member Relations in order to increase coordination – and impact – of advocacy, public information and research units. A new comprehensive advocacy plan will be created, informed by a series of kitchen table conversations at Annual Conference and discussion with ALA members and units.
- Integration of @ Your Library and I Love My Library web sites to create a more powerful vehicle for the promotion of libraries and the engagement of the public in advocacy at local, state and national levels.
- Expansion of the national school library advocacy campaign and the “Declaration for the Rights of Libraries” project, launched in 2014. AASL will lead editing of a school libraries focused *American Libraries* digital supplement that will be released in October. PIO will promote that value of school libraries and librarians through preparation of op-eds, letters to editor, and media relations placements.
- Migration to *Engage* advocacy software platform (from Capwiz) in 2015 will increase capabilities for members and public to advocate through ALA and Chapters at the local, state, and federal level.
- Implement second year of Libraries Transforming Communities community engagement initiative in partnership with the Harwood Institute for Public Innovation and funded by the Bill & Melinda Gates Foundation. Incorporate additional models of community engagement and, working with a cohort of ten public libraries, develop resources, training and a peer to peer support network that will allow hundreds of libraries to utilize community engagement practices in their local communities. Work with ACRL and AASL to develop academic and school library modules.

## Related 2015 Initiatives:

- United for Libraries recently completed advocacy consultation for the first ten of twenty libraries selected to receive this service through a Neal-Schuman Foundation grant. The first three results are in and all three are positive. Salem-South Lyon, MI, Gilmanton, NH, and Long Beach, CA were all successful in their bids. Further results will come in during the course of this year.
- Lobby for: a) LSTA, School Libraries and ESEA, USF and broadband service to all libraries and communities, support for LOC and GPO-FDLP; b) increased funding for all library related programs; c) IMLS programs; d) preservation of fair use and other copyright policies; e) ongoing support for open government, no-cost public access to government information; f) preservation of E-rate and promotion of new broadband strategies. (OGR)

- Maintain E-government initiative including coordination of training, policy models, in maintenance of a tool kit, etc. Continue work on proposed legislation recognizing and funding libraries as e-govt. “centers.” Develop and expand partnerships and coalitions on these issues, collaborate within ALA. (OGR)
- Target new coalitions, allies, and outreach efforts on copyright, broadband and cybersecurity issues; advocate for increased funding for library-related programs. Assess feasibility of establishing a congressional library caucus; implement as appropriate. (OGR)
- Manage fiscal year of the IMLS National Leadership Grant: Public Libraries as Providers of Digitally Inclusive Services and Resources: Transforming Communities, including dissemination of results. (ORS)
- Take an active role in developing library and information policies and standards by participation in the IMLS Library Statistics Working Group, and Committees of the International Standards Organization, and the National Standards Organization. (ORS)
- The ALA crisis communications team and help respond to libraries that need op-eds and letters to editor placed in their local publications to make their case for the value of their library.
- ALCTS created its Advocacy and Policy Committee in 2013 to enable the Association to play a proactive and effective role in policy development and legislative influence in order to enhance and ensure ALCTS’ contribution to the advancement of the profession and the improvement of library services.
- Continued expansion of Preservation Week advocating for the preservation of personal cultural heritage by engaging library users in their local library. (ALCTS)
- Campaign for *World’s Libraries* partnership with IFLA will provide new public awareness about the value of libraries in countries such as South Africa, Romania, Bulgaria, Jamaica, and Taiwan.
- The Office for Research & Statistics is currently in year 2 of an IMLS National Leadership Grant that funds the Digital Inclusion Survey of Public Libraries. Results will be used to inform policy makers and advocate the need for improved public access technology infrastructure and resources that promote inclusion in civic engagement, education, health and wellness, and workforce/employment.
- Continue to encourage ALSC members to become actively involved with grassroots advocacy through the Everyday Advocacy Website and resources. Create resources for libraries to foster partnerships with local organizations to expand advocacy efforts in their community.

- As part of an IMLS National Leadership Planning Grant *Causality: School Libraries and Student Success (CLASS)*, AALS will bring together 50 researchers to focus on the casual relationship between strong school library programs and student academic achievement, and create a white paper proposing a research agenda for future research for the school library field.
- Create a network of advocates in all 50 states. Each network will consist of diverse advocates (public, school, managers/non-managers, etc.) to ensure the network doesn't collapse when one person leaves (OGR).
- With a one-year planning grant from IMLS, PPO will be developing a comprehensive research agenda and five-year implementation plan to understand and document the characteristics, audiences, outcomes and value of public programming in libraries at a national level. The "National Impact of Library Public Programs Assessment" aims to advance an understanding of how library programs increase broad public access to knowledge and foster support for lifelong learners across diverse geographic, cultural, and socioeconomic backgrounds.
- PPO will re-launch [ProgrammingLibrarian.org](http://ProgrammingLibrarian.org); integrating PPO brands, sites, and social media with ALA's web presence; and facilitating the creation of a new member group, the Programming Librarians Interest Group (PLIG).
- Washington Office will be creating videos, and scripts consisting of interviews with librarians and library patrons on ways that libraries use LSTA federal funds to support digital literacy, high-speed internet access, small business assistance, job assistance and services for New Americans.
- Through the work of its Performance Measurement Task Force, PLA is working on identifying standardized measures of effectiveness for widely-offered public library programs; these "plug and play" procedures for using outcomes for a group of services related to common community goals will produce comparable data that can be collected on a statewide or regional basis for advocacy purposes. Additionally, PLA will develop and promote training for implementation and use of the measures across public libraries.

***Information Policy*** (ALA), operating in the public interest, focuses at every level on a diverse set of policy areas that includes: intellectual freedom, privacy, civil liberties, telecommunications, funding for education and research programs, funding for libraries, copyright and licensing, government information, and literacy.

### **Major Initiatives:**

- Develop and implement a national policy agenda under the auspices of the Policy Revolution! Initiative. Develop new relationships and activities with influential stakeholders at the national level. (OITP)

- Strengthen the capacity of the Office for Government Relations through creation of a new high level lobbyist position focusing on copyright and privacy. This new lobbyist will work in very close collaboration with the copyright analyst in OITP as new federal copyright legislation is expected to be introduced.
- Establishment of an ALA Center for the Future of Libraries. The Center will gather information on societal, technological, demographic and educational trends from a variety of fields within and outside of librarianship and will serve as a focus and resource for “futures-thinking” and innovation in libraries of all types.
- Provide support for the Digital Content and Libraries Initiative and Working Group. Organize and lead working group and subgroup activities. Develop documents on policies and practices for the major policy areas addressed. (OITP).
- Banned Books Week will be expanded internationally, using social media and promoting the Challenge Database. (OIF)

#### **Related 2015 Initiatives:**

- Providing the research and resources to enable ALA staff to develop and promote legislation and policies that support information and library services in all types of libraries and information environments. (ORS)
- ALCTS created its Advocacy and Policy Committee in 2013 to enable the Association to play a proactive and effective role in policy development and legislative influence in order to enhance and ensure ALCTS’ contribution to the advancement of the profession and the improvement of library services.
- ALCTS created its Standards Committee to provide ongoing education to ALCTS members and other interested individuals in the information industry about relevant standards and to actively promote member involvement in the standards development process.
- The national education policy related to Common Core State Standards (CCSS) was addressed in “Powerful Partnerships: Libraries, Technology, and the Common Core,” a new webinar on how to propel the school library program into the center of teaching and learning in the era of CCSS. The webinar complements the fall 2013 action brief, “Implementing the Common Core State Standards: The Role of the School Librarian,” created by AASL in collaboration with the Achieve organization.
- PLA will enhance and sustain its IMLS grant funded digital literacy website [DigitalLearning.org](http://DigitalLearning.org) to include additional classes (in Spanish and other languages) as well as more resources for librarians and other community centered organizations. This will be accomplished through support from PLA and partnerships with Federal, technology and educational organizations.

***Professional and Leadership Development*** *The professional and leadership development of librarians and library workers is essential to high-quality professional practice and the future of libraries and information services.*

**Major initiatives:**

- A new ALA elearning commons will bring together ALA's online continuing education offerings through a new web portal that will provide members and others with improved access to a growing array of courses, including certification courses, CEUs and free webinars. A new partnership with San Jose State University SILS will pilot a "plug and play" model for joint development and deployment of elearning modules in the future.
- Joint ALA-Division recruitment/retention initiatives will be launched to grow membership/revenue and better deploy organizational resources. This initiative is one of several based on the kitchen table conversations held as part of ALA's "looking outward" initiative.
- In FY2015 the Spectrum Scholarship Program will award a minimum of 50 scholarships to students from racial and ethnic groups currently underrepresented in the profession. Since its inception in 1997, Spectrum has provided more than \$6million in support to over 930 talented students. The IMLS funded Spectrum Doctoral Fellowship program continues to support six Spectrum Doctoral Fellows thru FY 2015. Since its inception in 2006, 18 individuals have pursued a doctoral degree with the support of this program.
- HRDR will support ALA President-Elect Courtney Young, in partnering with ALA Chapters to provide training for a national cohort of 25 librarians from a cross section of libraries to become certified Career Development Facilitators (CDF). By offering this innovative training to those in state chapters, participants will be able to assist their peers as well as the thousands of patrons from their libraries through several facets of career planning and the job search.
- The Emerging Leaders Program will be entering its 9<sup>th</sup> year with the 2015 Co-hort. To date 696 participants have participated in the program which was initiated in 2007. The ALA-APA will continue to further its mission in supporting the certification of individuals through its CPLA (245 enrollees and 75 graduates) and LSSC (455 enrollees and 80 graduates) programs, as well as comparable worth and pay equity activities. During the next fiscal year it will seek to partner with states on certification initiatives and continue its advocacy efforts by providing materials that assist in elevating salaries and status of all library workers.
- A staff working group has been developing a strategy for ALA's international presence. Activities for 2015 include presenting a series of programs at the Sharjah Book Fair (first ever 2-day library conference during the Book Fair for 200 ALA members and non-members in the Middle East Region), a pilot program in China, and the presenting of materials at book fairs and other events through Combined Book Exhibit (e.g., Taiwan) or individual agreements (e.g. Japan Library Fair).

- ALA Editions/Neal-Schuman will publish 54 titles. Representative book and e-book titles include *Managing Digital Projects*, *Driving Transformational Change in Public Libraries*, *Sustainable Libraries*, *7 Steps to Effective Online Teaching*, *The Personal Librarian: From Resources to Relationships*, *The Faculty Commons for Teaching and Research*, *Managing with Data and Metrics*, *Fundamentals of Technical Services*, *The Library Innovation Cookbook*, *Service Leadership*, *Rightsizing the Academic Library Collection*, *Professional Competencies*, *Re-inventing Reference*, *Getting Started in Demand-Driven Acquisition of E-books*, and *Embedded Librarianship*.
- ALA TechSource is increasing the number of its webinars and e-courses from 6 a month in FY14 to 8 a month in FY15. Topics in this realm include *Creating Subject Guides for the 21<sup>st</sup> Century Library*, *How to Teach Online*, *Getting Started with Open Access*, and *Re-Thinking Library Instruction: Libraries as Social Learning Centers*.
- RDA has exceeded its FY 2014 target, with 410 new subscribers to date.. The print version has sold 468 copies and an e-book version is now available. In FY15, there will be an Essential RDA that will function as the Concise AACR2 did for AACR2. RDA has been adopted as the primary standard for cataloging by 16 national libraries. The RDA Toolkit currently provides access in English, French and German, and will soon offer Spanish and Italian Discussions are underway for translations into Finnish, Arabic, Catalan, Japanese, Korean, Norwegian, and Swedish, and China is translating the print version.
- United for Libraries provides statewide subscriptions to groups in Nebraska, North Dakota, and Kansas representing 670 libraries as well as region-wide purchases in a portion of Los Angeles county and Broward county (with reduced benefits) representing 102 libraries. Access to the UFL databases and webinars provides for leadership development for Friends and Trustees in these locations.
- PLA partnered with the international City/County Management Association (CMA) in 2013 to build on PLA's existing model by developing the PLA Leadership Academy, an asset-based curriculum that educates librarians on how to build relationships with local government and other agencies. PLA will continue its focus on leadership training and has received additional funding from IMLS that will allow more offerings of the Academy over a three-year period (2014 – 2017) as well as hosting a summit to bring together leadership training providers for collaboration and sharing of best practices.
- In conjunction with select divisions, ALA will launch pilot communications and outreach activities to new student members and new first-year regular members to help them better understand all that ALA offers, and present ALA in a more welcoming manner.
- AASL will enter year six of "Learning4Life," a comprehensive 3-5 year plan to ensure adoption of its learning standards and its vision for school library programs with a focus on a summative evaluation of the plan.

## Related 2015 Initiatives:

- Through the Knowledge Alliance recruitment initiative, OFD seeks to build a network of recruitment partners by FY2015 to deploy racially and ethnically diverse early career librarians to career and graduate education fairs targeting students from underrepresented groups.
- The Diversity Research Grant program will award three \$2500 grants in FY2015 and recognize an individual for achievement in diversity research. This program has provided \$105,000 to support original research addressing critical gaps in the knowledge of diversity issues within library and information science since its inception in 2002.
- ALSC will publish a white paper on the need for diversity in library collections and programming and continue and pursue the means to host a national diversity summit to contribute resources and information to the library service to children field through the Dia initiative.
- Developing site-specific finding aids or “roadmaps” to the resources from ALA and others for “best practices” information needed to develop new services, such as <http://www.ala.org/tools/new-immigrants> (Advocacy) or <http://www.ala.org/tools/libfactsheets/alalibraryfactsheet19> (Information Policy) or <http://www.ala.org/tools/disaster-response> (Professional and Leadership Development)
- Maintain strong accreditation standards and processes for library and information science programs with input from all sectors of the profession and the public. A revision of the 2009 *Standards* will be brought to ALA Council at the 2015 Midwinter Meeting.
- Increase the diversity of library professionals and sustain their professional growth through multiple strategies. Intensified emphasis is placed in the *Standards* revision on expectations of programs to “ensure that their student bodies, faculties, and curriculum reflect the diverse histories and information needs of the people served.”
- In April, a pilot Facebook advertising campaign to increase student membership will launch. Based on results and what is learned from the pilot, it will be expanded into FY15.
- The membership pages of ALA’s website were re-engineered to add a “Get the Most from Your Membership” section, containing member orientation information and a new portal to guide members to the many tools kits offered by numerous units, ways to become involved with ALA, and ways to connect with other ALA members, including social media.
- The “[Why ALA?](#)” brochure, offering 20 compelling reasons for ALA membership, was introduced at the Midwinter Meeting in Philadelphia. In FY14 and FY15 this brochure (and a web version) will evolve to strategically present combined ALA/individual division information, creating an integrated value message.

- ALA will introduce Fundamentals of Cataloging web course this summer, which will be another ALCTS developed course for the LSSC. ALCTS has introduced the first Spanish language webinar this spring on RDA and the first web course offered exclusively for an international (outside North America) audience taught by an ALCTS member in United Arab Emirates.
- CRO/CRC to continue yearly *Chapter Leaders Forums* at Annual Conference and Midwinter to prepare 60 incoming Chapter Leaders for their role guiding their associations.
- ORS will deliver presentations at state chapters, at ALA, and at other library-related conferences designed to inform librarians about current ORS research, to provide instruction in locating sources of federal, state and local data, and to empower librarians to use both qualitative and quantitative data for decision making and advocacy.
- ALSC will evaluate and update Core Competencies for Librarians Serving Children in Public Libraries and develop training based on them. Support best practices sharing and developing leaders through mentoring program, ALSC Student Sessions, #alschat Twitter discussions.
- AASL will emulate its *School Libraries in the Anytime Anywhere Learning Landscape* theme by offering nine satellite sites at locations across the country during the institute, which takes place in October 2014.
- *eCollab*, a repository of webinars and professional development resources for members or by subscription, will be expanded with the addition of more than 70 offerings including recordings from session at the national conference. (AASL)
- United for Libraries updated the school library toolkit and added a new academic library toolkit. All three are available free of charge at <http://www.ala.org/united/friends>.

**American Library Association  
Budget Narrative – Total ALA  
FY 2015**

The total preliminary FY 2015 budgeted revenue for ALA is \$50,929,852. This reflects an increase of \$308,868 from the total final FY 2014 budgeted revenue. The most significant changes are:

- Δ Dues revenue is comprises a smaller percentage of ALA’s revenue budget  
FY 2015 \$8.4m – 16%  
FY 2014 \$8.6m – 17%
- Δ Book sales account for 11% of total budgeted revenue, down 3% from FY 2014.
- Δ Other sales are making up a larger portion of the revenue budget, up \$130k from FY 2014, mostly due to online sales.
- Δ Booklist continues to perform well year after year and is expected to increase 2015 revenues over 2014 by \$86,886.
- Δ Subscriptions and advertising revenue are budgeted to increase by \$250k each.
- Δ Meetings and Conferences revenue is expected to hold at 24% of total budgeted revenue, compared to the FY 2014 budget, even though there will be only one Division national conference. The static pattern is due to an increase in budgeted revenue for the 2015 Annual Conference: registration fees are budgeted \$1 million higher than the FY 2014 budget and exhibit space revenue is budgeted to exceed 2014 by \$274,000.

The total preliminary FY 2015 budgeted expenses for ALA is \$52,985,613. This reflects an increase of \$2,091,664 from the total final FY 2014 budgeted expenses. Consistent with the FY 2014 budget, payroll and related expenses represent 41% of total budgeted expenses. It is planned that the beginning FY 2015 division and round table net assets, will be \$14,620,753. At the end of fiscal year 2015, it is estimated to be \$12,623,728. The decrease in net assets of \$1,997,025 is mostly due to hosting one division national conference, instead of two, in 2015. Taking in account the General Fund deficit of \$747,150, Total ALA operating net assets is budgeted to be \$11,817,843.

Finally, ALA’s investment portfolio is strong and has been performing well under current market conditions. The long-term investment balance at March 31, 2014 was \$37,623,869, compared to a fiscal year-end balance of \$34,381,883. Through the first six months of the fiscal year, ALA has recognized realized gains on the investments of \$608,535 and unrealized gains of \$2,667,852.

***General Fund  
Revenues***

The General Fund revenues for FY 2015 are budgeted at \$29,498,008 consisting of:

- Net dues income, which is budgeted at \$5,568,894, represents an increase of \$15,200 compared to the FY 2014 projections of \$5,553,694. Note: Refer to the Communications and Member Relations overview for an analysis of membership levels.
- Sale of materials, which includes sale of books, Graphics and Digital Reference is budgeted for a total of \$4,978,488 as compared to the FY 2014 projection of \$5,794,868. The decrease of \$816,380 is primarily attributed to ALA Editions. ALA Editions book sales are budgeted at \$4,588,627 as compared to \$4,767,130 in FY 2014 projections. A total of 54 front list titles are projected for release as compared to 52 in FY 2014. The average list price will be decreased on front list sales, with the average price per title targeted at \$58.85, compared to \$60.06 in FY 2014. Graphics sales are budgeted to reach \$1,085,448, which represents a \$100,820 decrease compared to the FY 2014 projections of \$1,186,268.
- Other sales include mail list rental, Online Guide to Reference subscription sales, and non-catalog product sales at the ALA Store, and are budgeted to be \$1,082,730 as compared to \$384,870 in FY 2014 projections, representing an increase of \$697,860 due to online sales.
- Subscriptions are budgeted at \$3,231,539 as compared to \$2,957,294 in the FY 2014 projections. Subscription revenue is a function of Booklist, Booklist Online, RDA and TechSource subscriptions. Booklist magazine subscriptions budgeted slightly higher than the FY 2014 projections at \$1,686,400. American Libraries magazine subscriptions budgeted flat at \$77,000 in comparison to FY 2014 projections. RDA budgeted an increase of \$230,361 in subscriptions from the FY 2014 projection for a total of \$1,200,514.
- Advertising income budgeted at \$4,119,068 reflects an increase of \$198,283 from the FY 2014 projections. Booklist advertising is budgeted at \$2,517,694 which is higher than FY 2014 projections of \$2,381,197 and the FY 2014 budget of \$2,352,636.
- Revenues for meetings and conferences, registration fees and exhibits, space rental and meal functions are budgeted at \$8,115,075, which is a \$1,555,768 increase from the FY 2014 projections due to anticipated draw of the Chicago and San Francisco sites. The FY 2015 budget reflects revenues for exhibits sales at \$4,182,000 and registration fees at \$3,905,575.
- Miscellaneous income, which includes donations, interest and dividends and royalties, is \$2,399,414 as compared to the FY 2014 projection of \$2,520,208, which reflects a decrease of \$120,794.

### Expenses

Expenses for the General Fund are budgeted at \$29,498,008, which is \$1,804,182 more than the FY 2014 projection.

- Payroll and related expenses of \$14,325,306 represent 49% of the total expense budget, compared to 48% in the FY 2014 budget. Payroll related expenses are budgeted to increase by \$417,422 from FY 2014 projection. A 2% salary increase, including benefits, of \$260,000 have been included in the FY 2015 budget. There is a total of 37.342 unfunded FTE totaling approximately \$2,550,000 savings for salaries and benefits. Publishing has 6.8 unfunded FTE, Accounting and Staff Support Services has 4.142 unfunded FTE, Member Programs and Services has 11.9 unfunded FTE, Communications has 7.5 unfunded FTE, Executive Office unit including Human Resources and the Development Office has 3.0 unfunded FTE, and Washington Office/OITP has 4.0 unfunded FTE. A total of 5 positions are funded in the 2015 budget offset by 4 staff reductions.
- Outside Services are budgeted at \$4,044,749, which is higher than the FY 2014 projection by \$307,751.
- Travel and related expenses are budgeted at \$986,467, which is \$26,302 greater than the FY 2014 projection.
- Meetings and Conferences expenses are budgeted at \$3,842,024, which is \$532,421 over FY 2014 projections. The major increases include: facilities rent - \$122,935, special transportation - \$190,184 and security - \$100,902.
- Publication related expenses are budgeted at \$2,964,921 and are \$13,537 less than the FY 2014 projections.
- Operating Expenses are budgeted at \$4,831,130, which is an increase of \$315,065 from the FY 2014 projections. Operating expenses include subscription equivalent for organizational members to receive the *Library Worklife* newsletter offered by the ALA-APA.
- Overhead recovery for the General Fund is expected to be \$2,063,228 as compared to \$2,149,271 in the FY 2014 projections. The primary reason for the decrease is due to hosting one division national conference, instead of two, offset by higher grant and General Fund overhead. Divisions are budgeted to contribute \$1,529,489 in overhead (25.4 % overhead rate) as compared to \$1,770,292 in the FY 2014 projections, which is \$240,803 lower. The grant overhead is budgeted at \$551,241 and \$131,102 higher than FY 2014. The FY 2015 overhead rate is based on the FY 2012 Indirect Cost Study.

### ***Division Fund***

- By the end of FY 2015, the Division fund net assets are budgeted at \$11,186,450. Total net revenue is budgeted to be a loss of \$2,044,587 in FY 2015.
- The following divisions have requested long-term investment transfers in the Division FY 2015 budget: ACRL - \$150,000; ALSC - \$50,000 and LITA - \$50,000.

- No new positions were requested or budgeted for FY 2015. 8.3 unfunded positions are from ACRL, AASL, ASCLA, RUSA, LLAMA, LITA and UFL.
- Revenues for the Divisions are budgeted at \$13,502,287, which represents a decrease of \$1,998,734 from the FY 2014 budget due to one national conference scheduled for 2015, instead of two. Dues revenue for FY 2015 is \$2,700,315, which is \$27,942 lower than the FY 2014 budget of \$2,728,257. Dues income for Divisions represents 20% of total Division revenue.
- Sales of materials is budgeted at \$686,365, which represents a \$32,706 decrease from FY 2014. Other sales of materials are budgeted at \$1,250,836, which is a \$98,000 decrease compared to budget.
- Subscription sales and advertising income are budgeted at \$1,844,907 and \$1,227,480, respectively.
- Meetings and conferences are budgeted to be \$3,724,277, which represents a decrease of \$1,570,342 compared to FY 2014 due to one Division national conference vs. two Division national conferences in FY 2014.
- Miscellaneous income is budgeted at \$2,068,107, which represents a \$151,428 decrease from FY 2014. Miscellaneous income is composed of the following: donations of \$836,975, royalties of \$790,002 and other income of \$441,130.
- Total expenses, including overhead and taxes for the Divisions, are budgeted at \$15,546,876, which represents a \$456,656 decrease from the FY 2014 budget. The decrease is primarily due to the scheduling of one national conference instead of two, specifically outside services, travel, and overhead account for the decrease. Support to the small Divisions total \$49,081, consistent with the FY 2014 budget. CHOICE building expenses including interest on the mortgage total \$87,255.

### ***Round Tables***

FY 2015 Round Tables revenues are budgeted at \$412,785 compared to \$395,020 in the FY 2014 budget. Dues account for \$180,482 or 44% of total revenue, and sales and meeting functions contribute \$65,300 and \$82,083, respectively, to revenues. Sales of \$65,300 are primarily related to the sale of the Coretta Scott King seals, which are included in EMIERT. Subscription, advertising, donations and miscellaneous revenues are \$8,325, \$16,600, \$20,479 and \$22,516, respectively.

Expenses for the FY 2015 budget are \$365,223 resulting in net revenue of \$47,562. The total Round Tables net assets are budgeted at \$1,437,278 by the end of FY 2015. All Round Tables are budgeted to end the year with positive net assets.

### ***Plant Fund***

The Plant Fund budget consists of the 40 and 50 East Huron buildings, the Washington Office building, and the CHOICE building for total ALA building cost of \$1,631,342 which covers the Headquarters building (\$1,151,736) and the Washington Office building (\$392,351) related expenses. The CHOICE portion of the cost is \$87,255, which includes depreciation and interest expense.

### ***Long-Term Investments***

Long-term investments are budgeted to fund: Other Scholarships and Awards - \$168,800 and Spectrum Scholarships - \$230,000, which includes a total of 50 scholarships, 30 from the ALA Spectrum Family, 1 TLA scholarship, 2 from the MLA/NLM, 1 from Pro-Quest in honor of Ron Clowney, 10 from the Scholarship Bash, 2 named scholarships (Turock and Gordon) and 4 scholarships from ALA Divisions: ALSC, ACRL, AASL and YALSA. The Long-Term Investment's total budget is \$1,127,370 and includes a placeholder of \$250,000 to fund the ALA Strategic Technology Plan for FY 2015 only.

### ***Grants and Awards***

The preliminary budget reflects approved grants in the amount of \$6,448,138, which will be adjusted as pending proposals are approved. Overhead recovered from grants of \$551,241 will offset expenses in the General Fund.

### ***Capital Budget***

The proposed capital budget for FY 2015 totals \$2,159,865. The computer and technology related budget totals \$1,952,318 which results in \$208,236 of depreciation to the ALA budget which includes Publishing capital request to support continued development of RDA, website development, electronic store and Booklist Online development. The capital budget continues to maintain ALA's property, which includes improvements to the 40 and 50 East Huron buildings and Washington Office building with a capital request of \$169,000 and related depreciation of \$8,450. Furniture and equipment budget totals \$24,000 with related depreciation of \$2,400. There is a capital contingency of \$100,000 for unanticipated needs.

### ***Technology Reserve Fund***

There is no Technology Reserve Fund capital request in FY 2015.

The Technology Reserve Fund is intended to provide a stable source of funds for one-time major capital items associated with the Association's core "enterprise" technology systems and infrastructure.

The Executive Board approved a transfer of \$1.0 million from the General Fund reserve to establish the Technology Reserve. The funds were expended to support implementation of the Content Management System and the finance/accounting system.

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AMERICAN LIBRARY ASSOCIATION  
FY 2015 BUDGETARY CEILING - TOTAL ALA

	General Fund	Divisions	Round Tables	Plant Fund	Grants & Awards	Long Term Investment	Total All Funds
Projected Net Asset Balance at end of FY 2014 (Available for Budgetary Ceiling)		13,231,037	1,389,716	0	0		14,620,753
Projected Net Asset Balance at end of FY 2014- Operating Reserve (not available for budgetary ceiling)	132,850					35,827,654	36,072,632
Projected Net Asset Balance at end of FY 2014- Operating Reserve(including non operating results)	(747,150)						(747,150)
Tech Reserve Fund at the end of FY 2014							0
Total Operating and Board Designated Reserve (not available for budgetary ceiling)	(747,150)					34,630,145	33,995,123
FY 2015 Budgeted Revenues	28,920,022	13,484,072	412,785	0	6,448,138	1,277,954	50,542,971
Revenue Transfer:							
Interest & Dividend trf to G.F.	533,568					(533,568)	0
Spectrum Interest/Dividends						150,244	150,244
Spectrum Capital Gain						236,638	236,638
Life Member Dues	48,198	14,435				(62,633)	0
Continuing Members	(3,780)	3,780					
Total Revenues including Capital Gain Transfer	29,498,008	13,502,287	412,785	0	6,448,138	1,068,635	50,929,853
<b>TOTAL ALA BUDGETARY CEILING</b>	<b>29,498,008</b>	<b>26,733,324</b>	<b>1,802,501</b>	<b>0</b>	<b>6,448,138</b>	<b>1,068,635</b>	<b>65,550,606</b>
FY 2015 Budgeted Expenses							
Salary and Benefits	14,325,306	6,226,652	1,377	0	925,831		21,479,166
Other	13,844,038	9,267,544	363,846	1,631,342	5,522,307	647,370	31,276,447
Spectrum Scholarship Expenses						230,000	230,000
LTI- Strategic Technology Investment	(250,000)			0		250,000	0
Plant Fund Transfer	1,544,087	87,255		(1,631,342)			0
Support To Small Divisions	34,577	(34,577)					0
Total Expenses	29,498,008	15,546,874	365,223	0	6,448,138	1,127,370	52,985,613
FY 2015 Projected Net Revenues (Expenses) Capital Gain	0	(2,044,587)	47,562	0	(0)	(58,735)	(2,055,760)
FY 2015 Projected Change in Net Assets Net Assets Transfer	0	(2,044,587)	47,562	0	(0)	(58,735)	(2,055,760)
Budgeted Net Asset at end of FY 2015	(747,150)	11,186,450	1,437,278	0	(0)	(58,735)	11,817,843

## American Library Association FY 2015 Total ALA Budget By Fund

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	2015 Budget	2015 Budget	2015 Budget	2015 Budget	2015 Budget	2015 Budget	2015 Budget	2015 Budget	2015 Budget	2015 Budget	2014 Budget	2015 Budget
	OPERATING/GENERAL FUND (11)	OPERATING/DIVISIONS FUND (12)	OPERATING/RND TABLES FUND (13)	Plant Fund	LT Endowment Funds/34&35&36	Roll up 47&48&49	All Funds	OPERATING/GENERAL FUND (11)	ALA - APA	All Funds	All Funds	Variance
	All - Less TRF	All	All	All	All	All	All - Less TRF and APA	Technology Reserve F	All	All With TRF and APA	All - Less TRF and APA	All - Less TRF and APA
<b>ACCOUNT</b>												
(400) Subtotal Dues	5,568,894	2,700,315	180,482		-62,633		8,387,058			8,387,058	8,649,515	-262,457
(410) Subtotal Sales-Net	4,978,488	686,365	17,000		509		5,682,362		46,622	5,728,984	6,905,436	-1,223,074
(411) Subtotal Other Sales	1,082,730	1,250,836	65,300		10,000	5,000	2,413,866			2,413,866	2,284,096	129,770
(412) Subtotal Subscriptions	3,231,539	1,844,907	8,325				5,084,771		0	5,084,771	4,919,080	165,691
(414) Subtotal Advertising	4,119,068	1,227,480	16,600				5,363,148			5,363,148	5,136,938	226,210
(420) Subtotal Meetings and Conferences	8,115,075	3,724,277	82,083			92,000	12,013,435		40,750	12,054,185	12,125,543	-112,108
(430) Subtotal Grants & Awards	2,800	0				5,754,764	5,757,564			5,757,564	4,135,344	1,622,220
(440) Subtotal Misc.	2,399,414	2,068,107	42,995		1,120,759	596,374	6,227,649		10,000	6,237,649	6,465,032	-237,383
<b>Total Revenue</b>	<b>29,498,008</b>	<b>13,502,287</b>	<b>412,785</b>		<b>1,068,635</b>	<b>6,448,138</b>	<b>50,929,852</b>		<b>97,372</b>	<b>51,027,224</b>	<b>50,620,984</b>	<b>308,868</b>
(500) Payroll & Related Expenses	14,325,306	6,226,652	1,350	0		925,831	21,479,139		76,754	21,555,892	20,822,813	656,326
(510) Outside Services	4,044,749	1,472,569	17,820	114,690	281,197	1,485,177	7,416,203		45,520	7,461,722	6,668,196	748,007
(520) Travel and Related Expenses	986,467	653,050	9,550	0	7,000	334,060	1,990,127		4,000	1,994,127	2,145,314	-155,187
(530) Meetings and Conferences	3,842,024	2,699,899	210,490	0	426,600	1,134,113	8,313,126		1,948	8,315,074	6,980,377	1,332,749
(540) Publication Related Expenses	2,964,921	1,361,107	72,057	0	2,125	182,647	4,582,857		5,117	4,587,973	4,977,744	-394,887
(550) Operating Expenses	4,831,130	1,417,290	17,305	797,602	85,376	1,645,490	8,794,193		6,136	8,800,329	9,622,872	-828,679
(590) IUT	-1,026,815	131,226	11,623	719,050	325,072	189,579	349,734		274	350,008	0	349,734
<b>Total Direct Expenses</b>	<b>29,967,782</b>	<b>13,961,793</b>	<b>340,195</b>	<b>1,631,342</b>	<b>1,127,370</b>	<b>5,896,897</b>	<b>52,925,379</b>		<b>139,748</b>	<b>53,065,127</b>	<b>51,217,316</b>	<b>1,708,063</b>
Contribution Margin	-469,774	-459,506	72,590	-1,631,342	-58,735	551,241	-1,995,526		-42,376	-2,037,902	-596,332	-1,399,194
IUT-General Overhead	-2,063,228	1,529,489	25,028	0		551,241	42,530		0	42,530	0	42,530
<b>Total Expenses Excl. Alloc</b>	<b>27,904,554</b>	<b>15,491,282</b>	<b>365,223</b>	<b>1,631,342</b>	<b>1,127,370</b>	<b>6,448,138</b>	<b>52,967,909</b>		<b>139,748</b>	<b>53,107,656</b>	<b>51,217,316</b>	<b>1,750,593</b>
IUT-Allocations	1,593,454	34,577		-1,631,342			-3,311	300,000		296,689	-341,068	337,757
<b>Total Exp. Incl. OH &amp; Alloc.</b>	<b>29,498,008</b>	<b>15,525,859</b>	<b>365,223</b>	<b>-0</b>	<b>1,127,370</b>	<b>6,448,138</b>	<b>52,964,598</b>	<b>300,000</b>	<b>139,748</b>	<b>53,404,345</b>	<b>50,876,248</b>	<b>2,088,350</b>
Net Rev/(Exp) Before Taxes	-0	-2,023,572	47,562	0	-58,735	-0	-2,034,745	-300,000	-42,376	-2,377,121	-255,264	-1,779,481
Taxes/Income	0	21,017					21,017			21,017	27,701	-6,684
<b>Total Expenses Incl. Taxes</b>	<b>29,498,008</b>	<b>15,546,876</b>	<b>365,223</b>	<b>-0</b>	<b>1,127,370</b>	<b>6,448,138</b>	<b>52,985,615</b>	<b>300,000</b>	<b>139,748</b>	<b>53,425,362</b>	<b>50,903,949</b>	<b>2,081,666</b>
<b>Net Rev/(Exp) After Taxes</b>	<b>-0</b>	<b>-2,044,589</b>	<b>47,562</b>	<b>0</b>	<b>-58,735</b>	<b>-0</b>	<b>-2,055,762</b>	<b>-300,000</b>	<b>-42,376</b>	<b>-2,398,138</b>	<b>-282,965</b>	<b>-1,772,797</b>

American Library Association  
Statement of Revenues and Expenses - Total ALA  
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	YTD 2013 Actual	2013 Budget	2014 Budget	2014 Projection	2014 Projection - Budget Variance	2015 Budget	2015 Budget Less Prior Year Projection
<b>FUND</b>							
OPERATING/GENERAL FUND (11)	28,662,911	31,640,176	28,821,439	27,693,826	-1,127,613	29,498,008	1,804,181
OPERATING/DIVISIONS FUND (12)	13,489,583	13,454,651	15,501,021	14,645,308	-855,713	13,502,287	-1,143,021
OPERATING/RND TABLES FUND (13)	410,750	401,704	395,020	395,020	0	412,785	17,765
Plant Fund				0	0		0
Grants and Awards	6,922,284	6,285,991	4,853,993	4,853,993	0	6,448,138	1,594,145
Longterm Investment (Endowment Fund)	521,164	839,955	1,049,511	1,049,511	0	1,068,635	19,124
<b>Total Revenues</b>	<b>50,006,692</b>	<b>52,622,477</b>	<b>50,620,984</b>	<b>48,637,659</b>	<b>-1,983,325</b>	<b>50,929,852</b>	<b>2,292,194</b>
OPERATING/GENERAL FUND (11)-594	28,552,235	31,348,405	28,821,439	27,693,826	-1,127,613	29,498,008	1,804,181
OPERATING/DIVISIONS FUND (12) w Tax	13,558,805	15,214,826	16,003,532	15,058,980	-944,552	15,546,876	487,896
OPERATING/RND TABLES FUND (13)	287,482	321,073	334,753	334,753	0	374,036	39,283
Plant Fund	0	0	0	0	0	-0	-0
Grants and Awards	6,690,228	6,285,991	4,853,993	4,853,993	0	6,448,138	1,594,145
Longterm Investment (Endowment Fund)	801,644	779,193	890,232	890,232	0	1,127,370	237,138
<b>Total Expenses</b>	<b>49,890,394</b>	<b>53,949,488</b>	<b>50,903,949</b>	<b>48,831,784</b>	<b>-2,072,165</b>	<b>52,994,428</b>	<b>4,162,644</b>
OPERATING/GENERAL FUND (11)	110,676	291,771	0	-0	-0	-0	-0
OPERATING/DIVISIONS FUND (12)	-69,222	-1,760,175	-502,511	-413,671	88,840	-2,044,589	-1,630,918
OPERATING/RND TABLES FUND (13)	123,268	80,631	60,267	60,267	0	38,749	-21,518
Plant Fund	-0	0	0	0	0	0	0
Grants and Awards	232,056	0	0	0	0	0	0
Longterm Investment (Endowment Fund)	-280,480	60,762	159,279	159,279	0	-58,735	-218,014
<b>NET REVENUE/(EXPENSE) Less TRF</b>	<b>116,298</b>	<b>-1,327,011</b>	<b>-282,965</b>	<b>-194,125</b>	<b>88,840</b>	<b>-2,064,575</b>	<b>-1,870,450</b>



**Public Library Association  
FY 2013-14 Financial Report  
Year-To-Date Report by Project**

	<b><u>Budget</u></b>	<b><u>FY2013 Final Close Actual</u></b>	<b><u>FY 2014 Budget as of Mar.</u></b>	<b><u>FY2014 Actual as of Mar.</u></b>
<b><u>1 Administration (0000)</u></b>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$885,654.00	\$605,144.00	\$484,815.00	\$387,040.00
<b><u>2 Service to Members (3000)</u></b>				
Revenue	\$0.00	\$0.00	\$256,953.00	\$288,625.00
Dues	\$370,175.00	\$457,368.00	\$256,953.00	\$288,625.00
Expenses	\$189,990.00	\$33,769.00	\$77,364.00	\$34,051.00
<b><u>3 Regional CE, Bootcamp (3007) August 2013</u></b>				
<b>Revenue</b>	\$0.00	\$0.00	\$17,477.00	\$0.00
Registration	\$0.00	\$58,755.00	\$17,477.00	\$0.00
Expenses	\$0.00	\$39,945.00	\$12,286.00	\$212.00
OH & Tax	\$0.00	\$14,983.00	\$4,230.00	\$0.00
<b>Net</b>	\$0.00	\$3,827.00	\$961.00	-\$212.00
<b><u>4 PLA Partners (3020)</u></b>				
Revenue	\$69,000.00	\$23,310.00	\$34,830.00	\$87,975.00
Expenses	\$10,350.00	\$11,861.00	\$6,707.00	\$6,423.00
<b>Net</b>	\$58,650.00	\$10,449.00	\$28,123.00	\$81,552.00
<b><u>5 Public Libraries (3030)</u></b>				
Revenue	\$87,459.00	\$82,662.00	\$53,276.00	\$44,698.00
Expenses	\$148,422.00	\$127,902.00	\$75,892.00	\$46,501.00
OH	\$5,081.00	\$5,217.00	\$2,947.00	\$2,810.00
Tax	\$547.00	\$0.00	\$322.00	\$322.00
<b>Net</b>	-\$66,591.00	-\$50,457.00	-\$25,885.00	-\$4,935.00
<b><u>6 ALA Conf Preconferences and MW Institute (3026)</u></b>				
Revenue	\$23,300.00	\$10,855.00	\$3,701.00	\$0.00
Expenses	\$17,481.00	\$1,511.00	\$2,784.00	\$0.00
OH	\$5,942.00	\$2,768.00	\$896.00	\$0.00
<b>Net</b>	-\$123.00	\$6,576.00	\$21.00	\$0.00

	<b>FY2013</b>	<b>FY2013</b>	<b>FY 2014</b>	<b>FY2014</b>
<b><u>Budget</u></b>		<b><u>Final Close Actual</u></b>	<b><u>Budget as of Mar.</u></b>	<b><u>Actual as of Mar.</u></b>
<b><u>7 Web Based CE (3040)</u></b>				
Revenue	\$72,000.00	\$66,934.00	\$52,497.00	\$37,869.00
Expenses	\$23,075.00	\$18,774.00	\$12,368.00	\$15,168.00
OH	\$9,180.00	\$8,534.00	\$6,351.00	\$4,582.00
<b>Net</b>	<b>\$39,745.00</b>	<b>\$39,626.00</b>	<b>\$33,778.00</b>	<b>\$18,119.00</b>
<b><u>8 Publications (3058)</u></b>				
Revenue	\$54,134.00	\$25,468.00	\$12,632.00	\$6,333.00
Expenses	\$44,378.00	\$9,746.00	\$11,514.00	\$2,912.00
OH & Taxes	\$6,204.00	\$3,008.00	\$1,085.00	\$581.00
<b>Net</b>	<b>\$3,552.00</b>	<b>\$12,714.00</b>	<b>\$33.00</b>	<b>\$2,840.00</b>
<b><u>9 NC 2014 General Program (3061)</u></b>				
Revenues			\$1,163,955.00	\$1,324,331.00
Expenses			\$185,822.00	\$433,523.00
OH & Taxes			\$281,677.00	\$320,488.00
<b>Net</b>			<b>\$696,456.00</b>	<b>\$570,320.00</b>
<b><u>10 NC 2014 Exhibits (3062)</u></b>				
Revenues			\$1,520,896.00	\$1,604,320.00
Expenses			\$432,559.00	\$253,077.00
OH & Taxes			\$336,380.00	\$388,246.00
<b>Net</b>			<b>\$751,957.00</b>	<b>\$962,997.00</b>
<b><u>11 NC 2014 Promotion (3063)</u></b>				
Revenues			\$107,000.00	\$31,579.00
Expenses			\$69,700.00	\$35,965.00
OH & Taxes			\$12,947.00	\$3,821.00
<b>Net</b>			<b>\$24,353.00</b>	<b>-\$8,207.00</b>
\$35750 posted to this project in April				
<b><u>12 NC 2014 Phil Reg (3064)</u></b>				
Revenues			\$0.00	\$0.00
Expenses			\$30,252.00	\$2,359.00
OH			\$0.00	\$0.00
<b>Net</b>			<b>-\$30,252.00</b>	<b>-\$2,359.00</b>

	<b>FY2013 Budget</b>	<b>FY2013 Final Close Actual</b>	<b>FY 2014 Budget as of Mar.</b>	<b>FY2014 Actual as of Mar.</b>
<b><u>13 NC 2014 Opening/Closing Session (3065)</u></b>				
Revenues			\$0.00	\$0.00
Expenses			\$162,000.00	\$121,616.00
<b>Net</b>			-\$162,000.00	-\$121,616.00
<b><u>14 NC 2014 Programs (3066)</u></b>				
Revenues			\$0.00	\$0.00
Expenses			\$53,620.00	\$57,690.00
<b>Net</b>			-\$53,620.00	-\$57,690.00
<b><u>15 NC 2014 Meal Events (3069)</u></b>				
Revenues			\$83,250.00	\$105,540.00
Expenses			\$77,863.00	\$151,442.00
OH			\$0.00	\$0.00
<b>Net</b>			\$5,387.00	-\$45,902.00
<b><u>16 NC 2014 Preconference(3070)</u></b>				
Revenues			\$108,500.00	\$143,505.00
Expenses			\$37,499.00	\$30,456.00
OH & Taxes			\$26,257.00	\$14,400.00
<b>Net</b>			\$44,744.00	\$98,649.00
<b><u>17 Preschool Literacy (3120)</u></b>				
Revenue	\$24,000.00	\$76,216.00	\$23,332.00	\$26,746.00
Expenses	\$15,930.00	\$19,245.00	\$30,357.00	\$3,363.00
OH & Taxes	\$3,060.00	\$9,718.00	\$2,823.00	\$3,236.00
<b>Net</b>	\$5,010.00	\$47,253.00	-\$9,848.00	\$20,147.00
<b><u>18 PLA 2014 Promotion and Planning (3145)</u></b>				
Revenue	\$0.00	-\$100.00	\$0.00	\$0.00
Expenses	\$67,500.00	\$82,051.00	\$4,669.00	\$50,731.00

	<b>FY2013</b>	<b>FY2013</b>	<b>FY 2014</b>	<b>FY2014</b>
	<b><u>Budget</u></b>	<b><u>Final Close Actual</u></b>	<b><u>Budget as of Mar</u></b>	<b><u>Actual as of Mar.</u></b>
<b>19 <u>Public Library Data Service (3172)</u></b>				
Revenue	\$88,000.00	\$28,072.00	\$14,466.00	\$6,692.00
Expenses	\$74,325.00	\$52,096.00	\$35,145.00	-5027
OH & Taxes	\$11,220.00	\$3,579.00	\$1,750.00	\$810.00
<b>Net</b>	\$2,455.00	-\$27,603.00	-\$22,429.00	\$10,909.00
<b>20 <u>PLA Virtual Conference (3173)</u></b>				
Revenue			\$27,996.00	\$0.00
Expenses			\$23,311.00	\$2,036.00
OH & Taxes			\$3,388.00	\$0.00
<b>Net</b>			\$1,297.00	-\$2,036.00
<b>22 <u>Certified Public Library Administrator (CPLA) (3189)</u></b>				
Revenue	\$13,000.00	\$6,700.00	\$6,500.00	\$0.00
Expenses	\$9,708.00	\$5,182.00	\$4,855.00	\$0.00
OH & Taxes	\$3,315.00	\$1,709.00	\$1,573.00	\$0.00
<b>Net</b>	-\$23.00	-\$191.00	\$72.00	\$0.00
<b>23 <u>Leadership Initiative (3174) * end. interest</u></b>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$3,871.00	\$0.00	\$22,780.00
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	\$0.00	-\$3,871.00	\$0.00	-\$22,780.00
<b>24 <u>Leadership Academy (3196)</u></b>				
Revenue	\$0.00	\$0.00		
Expenses	\$17,080.00	\$45,174.00		
OH & Taxes				
<b>Net</b>	-\$17,080.00	-\$45,174.00		
<b>25 <u>Cost Share IMLS Grant Digital Learn (3188)</u></b>				
Revenue	\$0.00	\$0.00	\$34,998.00	\$0.00
Expenses	\$0.00	\$42,425.00	\$26,526.00	\$1,579.00
OH & Taxes			0	\$0.00
<b>Net</b>	\$0.00	-\$42,425.00	\$8,472.00	-\$1,579.00
<b>26 <u>Cost Share IMLS Grant NDSR (3198)</u></b>				
Revenue	\$0.00	\$0.00	Grant ending	
Expenses	\$5,000.00	\$1,549.00		
OH & Taxes				
<b>Net</b>	-\$5,000.00	-\$1,549.00		

**BALANCE SHEET STATEMENT**

	<b>FY2013 Budget</b>	<b>FY2013 Final Close Actual</b>	<b>FY 2014 Budget as of Mar.</b>	<b>FY2014 Actual as of Mar</b>
<b>Opening Fund Balance</b>	\$2,129,045.00	\$2,129,045.00	\$1,769,722.00	\$1,769,722.00
<b>Revenue</b>	\$867,428.00	\$868,334.00	\$3,522,259.00	\$3,708,213.00
<b>Expenses</b>	\$1,511,626.00	\$1,172,353.00	\$1,857,908.00	\$1,656,801.00
<b>Overhead</b>	\$52,463.00	\$55,304.00	\$682,304.00	\$738,974.00
<b>Taxes</b>	\$547.00	\$0.00	\$322.00	\$322.00
<b>Net</b>	-\$697,208.00	-\$359,323.00	\$981,725.00	\$1,312,116.00
Transfer to Endowment	\$0.00	\$0.00	\$0.00	\$0.00
<b>Closing Fund Balance</b>	\$1,431,837.00	\$1,769,722.00	\$981,725.00	\$3,081,838.00
<b>LTI Principle</b>		\$1,134,221.00		\$ 1,134,221.00
<b>LTI Interest</b>		\$36,912.00		\$7,325.00
<b>Expenses</b>		\$9,515.00		\$1,964.00
<b>Net</b>		\$27,397*		\$5,361.00

\*Rolled into PLA operating budget; not LTI. Est. as LTI not closed



TO: PLA Board of Directors  
 FROM: Barb Macikas, Executive Director  
 RE: **FY 2015 Budget Overview**  
 DATE: April 22, 2014

Here is an overview of the draft Fiscal Year 2015 budget, along with comparison data for actual and budget in previous and current years.

	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Draft</b>
<b>Beginning Fund Balance</b>	\$1,049,598	\$2,129,598	\$1,769,722	\$2,275,662
<b>Revenues</b>	\$4,243,107	\$ 868,334	\$3,997,194	\$ 859,052
<b>Expenses</b>	\$2,363,924	\$1,172,344	\$2,782,625	\$1,614,388
<b>Overhead</b>	\$ 799,655	\$ 55,304	\$ 708,629	\$ 48,707
<b>Total Expenses</b>	\$3,163,579	\$1,227,648	\$3,491,254	\$1,663,095
<b>Net</b>	\$ 1,079,528	\$ (359,314)	\$ 505,940	\$ (804,043)
<b>Ending Fund Balance</b>	\$ 2,129,052	\$1,769,722	\$2,275,662	\$1,471,619

## *FY15 – Overview*

### Revenues

In general, the revenue side of the FY 15 budget is flat. Revenues for dues, webinars, publications and sponsorships are budgeted at actual FY13 levels.

- The largest source of PLA revenue in a non-conference year is membership dues ; 53% (\$457,520) of the FY15 budget. Membership typically declines in a non-conference year; some of the decline will be offset by our dues adjustment related to the CPI. This will be the first year we make that adjustment, which will be a lesser amount than the \$5/year increase we have implemented over the last three years.
- Additional revenues may become available through new grants. IMLS has signaled an interest in receiving a new proposal to build on the DigitalLearn site. We are also looking for sponsorships from technology providers and literacy foundations for this project.
- The Gates Foundation has indicated they would support travel for Performance Measurement Task Force meetings.
- PLA will continue to seek new revenue opportunities related to new products such as app development to support the Every Child Ready to Read product.

### Expenses

The expense side of the budget is approximately \$442,000 over the actual spent in FY13. Increases in expenses are described below.

- Increased salary and benefits of approximately \$250,000 are included in the FY15 budget. One FT position has gone from grant funding to the PLA operations budget and the equivalent of 50% of a position which was funded by Gates will move back to our operations budget.
- Sustaining the DigitalLearn.org site will require tech support of approximately \$50,000 that was previously covered by the grant. Additional staff time will need to be allocated to sustain this work.
- There is a \$40,000 deposit on the Denver convention center. A deposit wasn't required in FY13; this is a timing issue.
- We have also added to the promotion budget line from FY13 (approximately \$20,000 from FY13). This is mostly a timing issue for expenses that previously were in the next budget year. This will allow us to begin promoting PLA 2016 sooner.
- There is \$50,000 budgeted for the PLA board's fund for strategic initiatives.
- There is travel money budget for Performance Measurement that did not exist in FY13.

**TO:** PLA Board of Directors  
**RE:** Fall Board Meeting Change of Schedule

**ACTION REQUESTED/INFORMATION/REPORT:**  
Information

**ACTION REQUESTED BY:** Barbara Macikas, Executive Director  
**DRAFT OF MOTION:** NA

**DATE:** April 25, 2014

**BACKGROUND:**

**From:** Barb Macikas [<mailto:bmacikas@ala.org>]  
**Sent:** Friday, April 25, 2014 11:06 AM  
**To:** Carolyn Anthony  
**Subject:** FW: Fall 2014 planning session

Hi Carolyn,  
Here is formal word about ALA's plans to change the schedule for the Fall meeting. Instead of a joint, half-day meeting of all divisions and ALA board on Friday afternoon, they will hold a strategic planning session all day on Friday. For the sake of parity, they are also asking that we send only the presidents of each division to this session. As far as I know, ALA does not plan to provide any financial support for our participation. I also understand that in the past they invited division representatives (how many, I don't know) to a separate strategic planning session (every five years I assume) but they do not have the funds to do that this year so chose to piggyback onto the meeting.

I'm all for making the meeting more relevant and productive and for saving money in the process. These changes though will impact our usual PLA board meeting schedule. It would seem we could hold the board meeting all day Saturday in 2014.

Do you want me to add this to our board agenda for discussion?  
Thanks,  
Barb

Barbara A. Macikas  
Executive Director, Public Library Association  
a division of the American Library Association  
50 E. Huron St.  
Chicago, IL 60611  
T: 312.280.5028  
F: 312.280.5029  
E: [bmacikas@ala.org](mailto:bmacikas@ala.org)

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**From:** Keith Michael Fiels

**Sent:** Friday, April 25, 2014 9:40 AM

**To:** Keith Michael Fiels; Mary Ghikas; Barb Macikas; Mary Ellen Davis; Julie Walker; Susan Hornung; Mary Taylor; Charles Wilt; Aimee Strittmatter; Kerry Ward; Beth Yoke; Sally Gardner Reed; Sylvia K. Norton

**Subject:** Fall 2014 planning session

I wanted to update everyone on our plans for the Fall joint session with division leadership, based on Executive Board discussions at the Spring Meeting.

With ALA's current strategic plan covering the period through August 31, 2015, we are now working on what we envision to be new "strategic directions" for the Association that will be brought to Council for approval at the 2015 Annual Conference. Our assumption is that we will use the Strategic Framework and Strategic Initiatives distributed by ALA President Barbara Stripling in February as a starting point as we develop our new Association-wide strategies and goals.

We want to make sure that the division leadership and membership is centrally involved in shaping this work as we go forward, and want to devote a full day on Friday, October 24<sup>th</sup> to a joint planning session with division leadership and round table representatives.

Please note that we are not planning on a stand-alone planning retreat as has been the case in the past.

At this point, our assumption is that participants would include the President, Past President and President-Elect of each division, or a designate if they are unable to attend.

Because I know this will have an impact on your planning for the Fall, I wanted to share our thinking with you as soon as possible. More information on our proposed planning process and activities over the next year will be forthcoming, as will much more detailed information about the Fall planning session as we get closer to the event.

Keith

April 24, 2014

**TO:** PLA Board of Directors  
**FROM:** Pam Sandlian Smith, PLA Director-at-Large  
**RE:** PLA Strategic Planning, Spring meeting

**ACTION REQUESTED/INFORMATION/REPORT:** Information

I am enclosing notes from the PLA strategic planning session held at the 2014 Midwinter meeting. The three key trends that were identified for PLA to support are as follows:

- Support libraries as roles are shifting and changing
- Get ahead of the technology curve
- Relevance (As in, are we relevant? What do we need to do/communicate to remain relevant?)

At the fall PLA board meeting, the PLA board of directors decided to update the 2010 PLA Strategic Plan. As I examine the 2010 PLA Strategic Plan and the 2014 ALA Strategic Initiatives, there seems to be strong compatibility with the trends that we identified.

Reviewing all three of these documents it appears that advocacy, leadership development, evaluation/measurement and connecting with our community/civic engagement dominate the conversation. I believe the ideas generated at Midwinter provide a refreshing energy as well as a compelling sense of urgency. I also believe we have a footprint for our next set of goals.

I look forward to working with the board to update our PLA strategic plan at our spring meeting. Please review these documents so we can continue our lively discussion.

## Notes from PLA Strategic Planning Session – January 24, 2014

### Question #4. – How should PLA support public libraries in dealing with these trends?

#### Support libraries as roles are shifting and changing (Roles, expectations, spaces)

- Facilitate the external conversation
- PLA is the convener of the conversation
- Identify and communicate best practices
- Identify and communicate thought leadership (internal and external)
- Identify competencies for leaders and staff
- Influence library school curriculum
- Use PLA conference to incubate something
- Evaluation and assessment of competition

#### Get ahead of the technology curve

- PLA is the messenger, multiplier, megaphone
- Better representation with developers (be at the R & D table)
- Continue e-rate advocacy
- Broadband
- Strong relationships between PLA membership and OITP – (Gates grant?)
- Support Technology education and trends
- Identify and support best trainers – new infusion of talent
- Identify what community expects and needs from technology
- What technology is available in community

#### Relevance (As in, are we relevant? What do we need to do/communicate to remain relevant?)

- Rally, Defend, Advocate, Define the language that communicates our value
- Think Big
- Don't hitch on future on a small star (maker spaces isn't the magic wand)
- **Asking community**
- Focus on the customer
- How do we measure success?
- Harwood Institute
- Focus on 36%
- Convene the conversation – Are we relevant?
- Sustainability
- Civic Engagement
- Marketing & Community Analysis
- What to Count and How to count

**Question #3. What trend is the most important trend that is influencing public libraries?**

**#1. Response: Changing/Shifting Position/Roles/Space (21 votes)**

- Different expectations of the public library
- Libraries positioning in life-long learning
- Different expectations of what physical spaces should look like?
- What people should be able to do in libraries?
- How to plan/create physical spaces that meet the needs of customers with changing expectations
  - Collaborative spaces
  - Learning spaces
  - What do customers need?
- Baby boomers effect on demographics and services
- Helping people maintain the job skills to remain employable over the long term
- Format demanded for content shifting to electronic
- Becoming closer to a competitor to Netflix

**#2. Response: Technology (15 votes)**

- Rapid pace of technology
- Designing virtual spaces & growth of mobile
- Wearable
- Bandwidth
- Mobile users who need a virtual library space
- E-books
- Everyone is a content creator: how can libraries support this?
- Availability of cheap internet at home, so no need for library

**#3. Response: Relevance (11 votes)**

- Perceived irrelevance of libraries
- Anti-governmental sentiment
- Polarization

**Other responses:**

- Competition (6 votes)
- Sustainability (5 votes)
- Digital library (2 votes)
- Life/jobs/skills (3 votes)

**Question #2. – What current initiatives should PLA continue?**

**Relevancy**

- PLA relevancy to members and new members (communication methods)
- Public Libraries publications and online
- Public Libraries Magazine – perhaps refocused – fresh perspective
- PL online – continue diverse online continuing education topics

**Performance Measurement – 5 mentions**

- Benchmarking

**Every Child Ready to Read – 11 mentions**

- Metrics on ECRR
- ECRR Spanish language product

**Edge – 3 mentions**

**Leadership**

- Leadership academy – create innovative, passionate leaders for the future
- Leadership – the foundation of everything
- What’s the next generation of library leaders going to be like?
- Supporting leaders who will build great libraries worth advocating for!!!
- Leadership training
- Leadership development – 3 votes

**Advocacy – 4 mentions**

- Collaborative advocacy
- Need grass roots training, leadership training (T + P, etc.)
- Other leadership training (Inaugural Academic, etc.)
- Advocacy in local community to raise profile of Librarians and Libraries
- Advocacy initiatives
- Tool kits to help libraries

**PLA Conference – 5 mentions**

- **Professional development**
- Educational opportunities
- More online learning opportunities

**Spectrum – 4 mentions**

- Diversity both through Spectrum Scholarships and programs for patrons
- Support for diversity in general

**Digital Learn.org – 3 mentions**

- Expansion to create more robust community home for digital lit work

**Libraries Transform Communities**

**Sustainability of PLA's finances**

**Literate Nation**

- Civic engagement, prepare PLA members to be engaged/participate



## American Library Association

### Strategic Framework

“...to ensure equitable access to information for all.”

~ ALA mission statement

ALA will focus on three **strategic initiatives**:

#### ➤ **Advocacy**

ALA shall advocate the public value of librarians, libraries and information services and seek to:

- Focus ALA’s mission and priorities working with the three constituencies:
  - \* ALA members;
  - \* libraries; and
  - \* the public.
- Represent libraries and information providers at the local, state, federal and international levels while building support for libraries and librarians through public awareness.
- Assure legislation and policies that support information and library services in all types of libraries and information environments.
- Provide a vision of innovation, enable the future of libraries and promote libraries as centers of community engagement and participatory librarianship.
- Promote ALA’s core values and emphasize the impact of libraries, as represented by ALA’s Declaration for the Right to Libraries, to form the basis for advocacy and community conversations.

#### ➤ **Information policy**

Information policy is comprised of laws, regulations and doctrines, and other decision making and practices, involving information creation, storage, equitable access, communication, accessibility, dissemination, use and preservation.

The American Library Association (ALA), operating in the public interest, focuses at every level on a diverse set of policy areas that includes: intellectual freedom, privacy, civil liberties, telecommunications, funding for education and research programs, funding for libraries, copyright and licensing, government information, and literacy.

Operating on behalf of the public, ALA seeks through libraries to:

- Serve as a knowledgeable resource on policy issues for ALA members and the public at large.
- Lead the advocacy for legislation, regulation, and policies for the public interest.
- Educate library staffs and the public on public policy matters.
- Document the impact of legislation, regulation, and policies on the work of libraries and public access to information.
- Promote coalitions to advance policy positions in advancing ALA's agenda and mission.
- Enable successful models of information access that support the ALA policy agenda.
- Advocate for effective policies that enable libraries to meet the information needs of all sectors of the public.

➤ **Professional and Leadership Development**

Recognizing that the professional and leadership development of librarians and library workers is essential to high-quality professional practice and the future of libraries and information services, ALA seeks to:

- Provide professional development opportunities through multiple venues.
- Maintain strong accreditation standards and processes for library and information science programs.
- Foster certification programs through the ALA/APA.
- Coordinate the multiple opportunities available throughout ALA to provide a coherent, transparent, and accessible continuing education framework for all members.
- Increase the diversity of library professionals and sustain their professional growth through multiple strategies.
- Provide leadership development opportunities and create new pathways for member leadership in the association.
- Align leadership development and continuing education with best thinking about the changing information environment and ALA's Center for the Future of Libraries.

**Enabling Strategies:**

- Create an assessment and evaluation process to measure the effect of the strategic initiatives.
- Review governance structure (including committees and round tables) to identify changes to address the strategic initiatives.
- Review staff structure and compensation to ensure focus on strategic initiatives.
- Build a more robust public communication and public relations/marketing capacity.
- Identify revenue streams and fundraising opportunities to support the strategic initiatives.
- Engage division leaders and staff to define their role and contribution to the strategic initiatives.

- Build a sustainable technological infrastructure that enables ALA to advance the strategic initiatives.
- Align ALA publishing and conferences to support the strategic initiatives.
- Strengthen pathways for member involvement/engagement in strategic initiatives.

The ALA Executive Board would like to hear from you about these strategic initiatives and enabling strategies. To facilitate that process, these have been posted to the ALA Members group in ALA Connect: <http://connect.ala.org/node/218697>

If you prefer to focus your attention on a specific part of this document, you may also comment on the following posts in the ALA Member section:

Advocacy -- <http://connect.ala.org/node/218696>

Information Policy -- <http://connect.ala.org/node/218695>

Professional and Leadership Development – <http://connect.ala.org/node/218693>

Enabling Strategies – <http://connect.ala.org/node/218691>

Approved by the PLA Board of Directors June 2010

## Overview

In May 2010, the PLA Board of Directors, staff, and other volunteer leaders met to assess progress toward achievement of PLA's current strategic plan and to create a revised strategic plan for the future. The group reviewed external data and member research to form a basis for their thinking and discussion. The resulting strategic plan builds on PLA's successes to date and stretches the association into the future. The desired outcome of the planning process is to create clarity and focus on how the PLA should invest its valuable and limited resources in meeting the future needs of its members and other stakeholders it serves.

The strategic plan includes the following:

- A set of "Assumptions About the Future" of the profession the association represents and the professionals that work within it (Appendix A);
- A list of relevant factors in the long-range horizon (10+ years into the future) including a core purpose, core values, Big Audacious Goal (BHAG) and a vivid description of future success;
- Focused goal areas that identify where the association will direct its energy in the next five years. The goal areas focus on outcomes beneficial to the association and its members.
- A set of strategic objectives in each goal area setting measurable direction for the association to head in to achieve its goals.
- A set of possible strategies that identify the actions the association could undertake in the next 1-2 years in order to achieve each goal area.

PLA's leadership views strategic thinking and planning as ongoing process within the organization. This is not a strategic planning "project." Adoption of a plan is an affirmation of the general intent and direction articulated by the vision, goals, and objectives. Progress toward achieving the plan's objectives will be assessed annually and the plan will be updated based on achievement and changes in the needs of the stakeholders served.

## 10+ Year Planning Horizon Core Ideology & Envisioned Future

*Core ideology* describes an organization's consistent identity that transcends all changes related to its relevant environment. It consists of two elements – **core purpose** — the organization's reason for being — and **core values** — essential and enduring principles that guide the organization. **Envisioned future** conveys a concrete yet unrealized vision. It consists of a **Big (hairy) Audacious Goal (BHAG)** — a clear and compelling catalyst that serves as a focal point for effort — and a **vivid description** — vibrant and engaging descriptions of what it will be like to achieve the BHAG.

### Core Ideology

**Core Purpose:** To strengthen public libraries and their contribution to the communities they serve.

#### Core Organizational Values:

PLA is dedicated to:

- Visionary Leadership.
- Member Focus.
- Integrity and Transparency.
- Openness, Inclusiveness, and Collaboration.
- Excellence and Innovation.

## Envisioned Future

**Big Audacious Goal (BHAG):** The public library is the most valued asset in every community.

### Vivid Description of a Desired Future:

We envision a future where public libraries are acknowledged as the key to building vibrant communities and sustaining a strong democracy. Here, the library provides a pathway to a better future for all community members by serving as the principal destination for individual enrichment and economic opportunity. The value of libraries is so deeply ingrained in the community that they are readily and appropriately funded. By providing critical literacy services, enriching formal education, and supporting lifelong learning, public libraries make America a literate nation and are recognized as an integral component of a successful educational system.

The public seeks out the library for myriad reasons. Not only are they attracted by the library's ability to provide expert assistance, relevant collections, and cultural enrichment, but they also view the library as a vital place to foster community. Yet the library's virtual presence and physical space are equally important; community members make ample use of the library's cutting-edge technology to harness its resources from home and on the go.

The library serves as a beacon, a fundamental reason for living in a particular community. The library acts as liaison between community and government and is the partner of choice for community service agencies. By providing free and permanent access to government information and e-government services, the library plays an invaluable role in community members' lives. Public libraries are change agents, responding and anticipating the needs of their communities. Community members recognize the library's vital role and routinely volunteer as Friends and in other ways at the library.

Finally, the Public Library Association (PLA) is an essential partner in transforming libraries and empowering librarians, with membership viewed as a necessity for a successful library career. The Association is instrumental in assisting libraries respond to the needs of the communities they serve. Moreover, PLA leads the profession, intuiting trends in an ever-changing environment and matching member needs with superior services. Every public library worker and trustee looks to PLA as his or her primary educational and training resource. PLA membership represents 100% of North America's librarians and library workers. Members are actively engaged with the association and benefit from the various educational and networking opportunities.

## 3-5 Year Planning Horizon Outcome-Oriented Goals and Objectives

*The following are the PLA's goal areas for the next three to five years. These outcome statements define "what will constitute future success." The achievement of each goal will move the association toward realization of its BHAG. The goals listed below are considered of equal importance and are not necessarily in priority order. Objectives and Strategies provide direction and actions on how the organization will accomplish its articulated goals. Objectives are considered in the 3-5 year planning horizon while Strategies are considered within the 1-3 year planning horizon. Success toward achieving the goals and accomplishing strategies are reviewed annually by the PLA's leadership. The strategies for each objective will be further developed by volunteers and staff and will be incorporated into the plan.*

### **Priority Key:**

*H = Must begin objective in next fiscal year*

*M = May begin objective, if resources permit, in next fiscal year*

*L = Begin objective in subsequent fiscal year*

## Goal: Advocacy & Awareness

Goal Statement: PLA is an essential partner in public library advocacy.

Objective (1):

Enhance and improve relations with ALA Advocacy and Washington offices to better represent the needs of public libraries.

Objective (2):  
Enhance the effectiveness and awareness of PLA's advocacy resources.

Objective (3):  
Drive participation in all levels (federal, state, local) of public library advocacy.

Objective (4):  
Enhance public awareness of public libraries.

## **Goal: Leadership & Transformation**

Goal Statement: PLA is the leading source for learning opportunities to advance transformation of public libraries.

Objective (1):  
Increase leadership development and training opportunities designed to support the ongoing transformation of public libraries.

Objective (2):  
Increase opportunities to share best practices and next practices in public libraries.

Objective (3):  
Advance the use of new and emerging technologies in public libraries.

## **Goal: Literate Nation**

Goal Statement: PLA will be a leader and valued partner of public libraries' initiatives to create a literate nation.

Objective (1):  
Increase awareness of the many types of literacy necessary for success.

Objective (2):  
Enhance public libraries' abilities to provide literacy services in their communities.

Objective (3):  
Expand PLA toolbox(es) for local literacy efforts.

## **Goal: Organizational Excellence**

Goal Statement: PLA is positioned to sustain and grow its resources to advance the work of the association.

Objective (1):  
Achieve a financially stable operating model.

Objective (2):  
Increase the number of income generating products and programs.

Objective (3):  
Improve opportunities for member engagement.

Objective (4):  
Enhance relationships with PLA Partners.

April 24, 2014

**TO:** PLA Board of Directors

**RE:** Draft policy related to canvassing at PLA conferences

**ACTION REQUESTED/INFORMATION/REPORT:**

Discussion/Action

**ACTION REQUESTED BY:**

Barb Macikas, Executive Director

**DRAFT OF MOTION:**

To vote in support of the following new policy:

“Canvassing of PLA conference attendees during programs and at the conference venue (outside of the areas approved by PLA for exhibitors) is strictly prohibited. If this activity is encountered, violators will be directed to cease immediately. PLA provides many opportunities for representatives from for-profit and non-profit organizations to make conference attendees aware of their services and products. These include: exhibiting, advertising, sponsoring and as approved by PLA, program planning. For information on participating in PLA Conferences and professional development events, contact the PLA office.”

**BACKGROUND:**

This report provides the Board with background information for discussion and action related to creating a policy prohibiting canvassing of attendees at PLA conferences and professional development events. The need for the new policy is the result of actions by an organization that sent volunteers into multiple programs over multiple time slots at the 2014 PLA conference in order to solicit names and e-mail addresses of program attendees for marketing purposes.

Programs at PLA conferences and other trainings are intended to provide high quality educational opportunities for public library workers and trustees. PLA conference planners work to insure that each program is organized to maximize the training experience. Distractions to training have a potential negative effect on programming. Additionally, exhibitors, advertisers and sponsors pay PLA for access to existing and potential customers and must adhere to our rules and regulations. Canvassing attendees outside our existing structures endangers our positive exhibitor relations. As a result, canvassing of PLA conference attendees during programs and at the conference venue (outside of the areas approved by PLA for exhibitors) should be strictly prohibited.

PLA provides for- and non-profit organizations many opportunities to make librarians aware of their services and products. These include exhibiting at conferences, advertising, sponsoring and in some cases as approved by PLA, as program planners.