

**Public Library Association
Board of Directors
Midwinter Meeting
Chicago, IL
Saturday, January 31, 2015
1:00 PM - 5:30 PM
Location: Blackstone Hotel, Barbershop Room**

Logistics

Catering –Boxed lunches and beverages will be available at 12:45 p.m.

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 also may be moved from the Consent Items to become a discussion item. While not agenda items, policies related to Board service and the PLA Strategic Plan <http://www.ala.org/pla/about/strategicplan> have been posted to ALAConnect (<http://connect.ala.org/node/114854>) as reference materials and will be available onsite. A board roster is also posted to ALAConnect. <http://connect.ala.org/node/233774>

Please save the documents to your laptop or tablet. We request but cannot guarantee wifi or electrical outlets in the meeting room.

<u>Consent Items</u>	<u>Document Number</u>
3. Draft 2014 Fall Board Actions	2015.22
4. Center for the Future of Libraries	2015.23
5. Continuing Education Report	2015.24
6. PLA Executive Director Report	2015.25
7. Leadership Development Committee and Academy Update	2015.26
8. Membership Report	2015.27
9. PLA Performance Measurement Task Force	2015.28
10. Publications Report	2015.29
11. “Public Libraries” Magazine Report	2015.30
12. PLA 2016 Update	2015.31
13. Technology Report	2015.32
14. <u>What's Happening Guide (ALA Midwinter 2015)</u>	<u>2015.33</u>

Action/Discussion/Decision Items

15. ALA Strategic Planning Process, *Neal, Macikas* 2015.34 (1:05)

16. Introductions of ALA Presidential and PLA Board Candidates <i>(invited to be introduced from ALA: Joseph Janes, Jamie LaRue, JP Porcaro, and Julie Todaro. From PLA: Brian Auger, Dr. Rhea Lawson, Gina Millsap, Skye Patrick, Gary Shaffer, and Felton Thomas)</i>	no doc (1:15)
17. ALA Executive Board liaison report, <i>Rob Banks</i>	2015.44 (1:20)
18. PLA President's Report, <i>Larry Neal</i>	no doc (1:30)
19. Public Awareness Campaign Discussion, <i>John Bellina</i>	onsite doc (1:40)
20. Report from Budget and Finance Cmt. Chair, <i>Clara Bohrer</i> a. FY14-FY15 Financial Analysis & Management Report, through Nov. b. FY14-15 Year-to-Date by Project Rpt, through Nov. c. Introduction to the FY2016 Budget Planning Process	(2:40) 2015.35 2015.36 2015.37
BREAK	(2:50)
21. Review of the ALA Council Agenda. The purpose of this Agenda item is to seek input from the PLA Board prior to Council sessions so that the PLA councilor can adequately and accurately represent PLA's point of view at Council Meetings. Action on an ALA resolution honoring Ferguson Memorial Public Library, <i>Rivkah Sass</i>	2015.41 (3:00)
22. Resolution from United for Libraries	2015.38 (3:10)
23. Foundation Update, <i>Chris Jowaisas</i>	2015.45 (3:20)
24. Aspen Report, next steps, <i>Amy Garmer</i>	onsite doc(3:40)
25. Washington Office Report –Role of PLA Board at NLLD and discussion of plans for 2015, <i>Emily Sheketoff</i> .	2015.39(3:50)
26. Resolution Honoring Tom Wheeler, Chairman, FCC Policy Revolution! Draft national public policy agenda, <i>Alan Inouye</i>	2015.40 2015.43 (4:00)
27. IFLA Report, <i>Raymond Santiago</i>	no doc (4:15)
28. ALA DCWG, Carolyn Anthony	2015.42
29. New Business:	

Meeting Adjourns

Reference Documents:

[PLA Strategic Plan](#)

[PLA Board of Directors Manual](#)

[PLA Conflict of Interest Policy](#)

**Public Library Association
Board of Directors--Fall Meeting
October 25, 2014, 8:30 am-1 pm
ALA HQ, Krug Room, 1st Floor, 50 E. Huron St., Chicago
DRAFT Board Actions**

To be reviewed and approved at the 2015 Midwinter PLA Board of Directors Meeting

Present: Larry Neal, President; Vailey Oehlke, President-Elect; Carolyn Anthony, Past President.
Directors at Large: Melinda Cervantes, Melanie Huggins; Pamela Sandlian Smith;
Manya Shorr; Felton Thomas; and Jay Turner

Excused Absence: Rivkah Sass, PLA Councilor

PLA Staff: Barb Macikas, Executive Director

Guests: None

1. Welcome and introductions.
2. **By consent, approved** the adoption of the agenda.
3. **By consent, accepted** the following reports on the consent agenda:

1. Draft 2014 Annual Conference Board Actions	2015.1
2. Continuing Education Report	2015.2
3. Digitalearn.org Report	2015.3
4. Edge Update	2015.4
5. Emerging Leaders Projects Report	2015.5
6. Financial Orientation/Overview	2015.6
7. Membership Report	2015.7
8. "Public Libraries" Magazine Report	2015.8
9. Publications Report	2015.9
10. Technology Report	2015.10
11. ALA Washington Office Report	2015.11

Action/Discussion/Decision Items

4. **President's Report**, *Larry Neal* (no document). Neal reported on PLA work since his term began including: the appointment process; attendance (with *Carolyn Anthony* and *Barb Macikas*) at the ICMA annual conference in September to participate on a public library/city manager panel at the invitation of the Aspen Institute; and media requests on a range of topics from library mascots to weeding (no questions about

relevance of libraries to date). Neal also thanked past-president *Carolyn Anthony* for an easy transition. Finally, Neal announced that Board member *Jay Turner* would be leaving his position at the state library in Georgia to begin a new position as Senior Consultant of Talent and Organizational Development for the American Red Cross. Turner hopes to finish out his term on the Board. Neal and the Board wished Jay the most sincere congratulations on this wonderful news though noted that this is a true loss to the profession and to PLA.

5. ALA-Division Joint Meeting Review and Discussion, Neal, Oehlke, Anthony. Larry Neal, Carolyn Anthony and Vailey Oehlke reported on their participation at the full day ALA strategic planning session, held the previous day with other division presidents and the ALA Board. They reviewed the day's agenda and reported that there was recognition that ALA needs to focus but there was no articulated interest in change. Is ALA working to adapt to change like PL's are? It was noted that ALA members need to take ownership of the change process. The Board had questions about the next steps in the process and where the October meeting would fit with other planned efforts for member feedback in development of the ALA strategic plan. The timeline is for a draft strategic plan to be presented to ALA Council for approval.

6. Performance Measurement Update, Carolyn Anthony. Anthony reported on test results of the impact measurement surveys and shared the excellent news that the Global Libraries Program at the Bill & Melinda Gates Foundation has awarded PLA a three-year, \$2.9 million grant to accelerate and expand the work that the PLA Performance Measurement Task Force began a year ago. This initiative will help PLA achieve several goals of the strategic plan and will help integrate outcome measurement into standard library practices. By collecting outcomes, participating libraries will be able to demonstrate the real difference they make in the lives of patrons and the vital role they play in healthy communities.

7. Aspen Institute Update, Pam Smith. Smith reviewed the report and noted that the PLA Board could consider how best to use it in public libraries. It needs a steward and there is discussion underway of who will "own it." It was recommended the Board have a more in-depth discussion of the report at Midwinter, possibly with Aspen staff. Partners on this could be ULC, United for Libraries and others.

8. PLA Boot Camp Review, Jay Turner. Last spring the Board suggested a review of this long-running program and a group led by Jay Turner conducted the review (see document 2015.15). Other members in the group were: Melinda Cervantes, Georgia Lomax, and Portia Latalladi; Amy Sargent Lundy was the staff liaison. While the program is effective and there is a strong need for management training, the group recommended PLA expand its options and avoid being reliant on two facilitators. They recommended going forward with the 2015 Boot Camp, while also planning for new programming in the following year. The Board discussed other training options such as: management training related to performance measurement; and developing training around a new strategic planning process product, with an emphasis on service design and more nimble and shorter planning horizons.

The Board agreed with the recommendations to host one final Results Boot Camp in 2015 with the current facilitators and to begin development of a new management training program. The review group should continue its work and consider what the new program in 2016 will include. Melanie Huggins will be added to the group. The work she and Raymond Santiago did related to the "Partnership for 21st Century Skills" is a great resource. For 2015, staff will schedule Boot Camp in the fall and inform and thank the facilitators.

9. Review of PLA/ALA Financial Structure, Barb Macikas. Macikas reviewed the PLA/ALA financial structures (see document 2015.6) to help orient new board members and to answer general questions related to financial management.

10. 2014 Year End Financial Analysis/FY15 overview and FY 2014 Year-to-Date by Project Report, Macikas. Macikas reviewed year-end results for FY14 (Sept. 13-August 14) and provided an overview of the FY15 budget (see documents 2015.16 and 2015.17). Overall, FY14 ended on a very positive note as the PLA Conference exceeded budget and expenses were under budget. With a net of almost \$1.3 million and a balance from the previous year of \$1.7 million, PLA ended the year with a \$3 million fund balance.

11. E-Rate Update. See documents 2015.18A-E. The Board discussed the PLA/OITP/ULC relationships vis-à-vis the FCC e-rate negotiations. ALA and ULC each had different strategies; at times PLA was caught in the middle. For the future, care should be taken to manage relationships and keep the lines of communication open. PLA Board should continue to have regular conversations with OITP. In the end, libraries are benefitting from increased FCC funding.

12. ALA Digital Content Working Group Update, Anthony, Oehlke. (See document 2015.19.) Anthony is co-chair of the DCWG and will be going with a group to NY to talk to publishers regarding e-book pricing. She asked the Board for suggestions on what public libraries want from publishers and the Board provided suggestions related to: multiple use; pricing, and access. Oehlke cited an IMLS grant that may demonstrate how circulation for digital products is increasing. Several libraries are collecting data to be analyzed as part of the grant.

13. ALA OITP Policy Revolution Update, Vailey Oehlke. (See document 2015.20). Oehlke is on the task force for this three year Gates funded initiative, as is PLA board member Melinda Cervantes. The goal of the Policy Revolution! Initiative is to increase library visibility and strengthen capacity for sustained action in national public policy. Oehlke recommended everyone read the Trends Report that is a product of the initiative. She also noted there will be an information session at Midwinter at 1 pm on Feb. 1 and she encouraged everyone to attend.

14. PLA Strategic Plan Review-Public Awareness, see document 2015.21. As part of the PLA strategic planning session, a goal area that resonated strongly under “Advocacy and Awareness” was how might PLA help support libraries as their roles continue to change and shift? How might the perception of the library as “books and buildings” be shifted? The Board discussed various ideas. A national campaign used by Kaiser Permanente was cited as an example of a successful campaign. The Board discussed top-down and bottom up campaigns. Challenges relate to cost as well as to messaging, which is difficult to localize were noted. Pam Smith volunteered to contact the agency that worked on the Kaiser campaign. The Board will continue the discussion at ALA Midwinter, ideally to be facilitated by a marketing expert.

The meeting was adjourned at 1:30 pm.

TO: *PLA Board of Directors*

RE: *Center for the Future of Libraries Update*

ACTION REQUESTED/INFORMATION/REPORT:

Update on activities of the Center for the Future of Libraries.

CONTACT PERSON:

*Miguel Figueroa, Executive Director
800-545-2433 ext. 5851 or 312-280-5851
mfigueroa@ala.org*

DATE: *January 8, 2015*

Since formally launching in May of 2014, the American Library Association's Center for the Future of Libraries has been working toward three primary goals:

- *Identifying emerging trends relevant to libraries and the communities they serve*
- *Promoting futuring and innovation techniques to help librarians and library professionals shape their futures*
- *Building connections with experts and innovative thinkers to help libraries address emerging issues*

The Center for the Future of Libraries is initially modeled on the successful [American Alliance of Museums' Center for the Future of Museums](#). AAM's and the Center for the Future of Museums' support and guidance are appreciated and valued.

The establishment of the Center for the Future of Libraries was made possible in part by the Institute of Museum and Library Services [RE-00-13-0096-13].

The following details some of the Center's work from the past six months.

Trend Library

The Center's focus on emerging trends follows the model of the Center for the Future of Museums (CFM), whose founding director, Elizabeth Merritt, uses social media, a popular blog, weekly e-newsletter, and the annual *TrendsWatch* report to promote a diverse range of societal, technological, political, and economic trends within the museum community.

In light of the vast range, the amount of information, and the multitude of sources and sectors from which we piece together our understandings of trends, the Center is working to develop a ready resource for librarians interested in keeping up with trends relevant to our profession.

The "trend library" brings together and organizes information shared via social media and found in articles and reports from across industries, offering succinct information on trends, including how they are developing, why they matter for libraries, and links to the resources that can further explain their significance. As a collection, the trend library features coverage across categories, including society, technology, education, the environment, politics, the economy, and demographics (STEEPED).

The trend library launched with eight entries – increases in aging, collective impact, connected learning, expanding data, the internet of things, the maker movement, rethinking privacy, and the sharing economy. New entries, including anonymity, drones, fast casual, flipped learning, resilience, robots, unplugged, and urbanization, have helped flesh out the resource. Entries are updated as new information is identified, keeping content current and useful. New entries are developed from scanning available sources and through feedback from leadership in the association and profession.

Figure 1: Trends from the Center's Trend Library (available at <http://www.ala.org/transforminglibraries/future/trends>)



The trend library can help provide librarians and library planners with a more centralized source for understanding specific trends and connecting insights across trends. This resource might help individuals find and piece together their own conclusions and priorities based on their own interests and strengths and the needs and aspirations of their community. We will all need to know at least a little bit about the trends shaping our world – and know more about the ones that are particularly important for the communities we serve – and we'll need a starting place from which to build our knowledge.

Still to come: The trend library might have potential as an advocacy tool if it can better collect and promote information about how libraries are innovating within these trends. There's an opportunity to show non- or infrequent library users and potential partners how libraries are transforming. Libraries and librarians willing to contribute their story can contact Miguel Figueroa at mfigueroa@ala.org.

Social Media

The Center also highlights trends through ALA's social media content, with posts marked by the hash tag #libraryofthefuture. The Center's contributions share content from across industries and encourage followers to offer their thoughts on the trends shaping the library of the future.

 Amer. Library Assn. @ALALibrary · Aug 29
Let's think about staffing #libraryofthefuture and serving remote workers of 2020. Working Remotely? ow.ly/AJSx8

 Fast Company



Will Half Of People Be Working Remotely By 2020?
By Laura Vanderkam @lvanderkam
It isn't all-or-nothing when it comes to time at the office anymore. How long until that scale tips toward the remote workforce's favor?

 Amer. Library Assn. @ALALibrary · Aug 28
Urbanization, climate change, globalization – and resilience. Next Big Idea for Next Decade #libraryofthefuture ow.ly/AJSzT

 Medium



The Next Big Idea for the Next Decade
By Rockefeller Fdn @RockefellerFdn
Realizing the resilience dividend

Response to the Center's social media presence has been very positive with followers responding to posts (with likes, comments, and shares) and building connections between external, non-library trends and their own library practice.

Amer. Library Assn. @ALALibrary - Nov 13
Face-to-face interaction, social experiences, 3-D & virtual shopping - Retail's future & #libraryofthefuture ow.ly/E8D7g

TechCrunch



Trends That Will Revolutionize The Retail Industry | TechCrunch
In retail, innovation is the name of the game. Increasingly, retailers are staying ahead through unique in-store experiences that inspire shoppers through social lifestyles. Take a look at STORY, a...

ASAE Innovation Grant

In December 2014, the Center for the Future of Libraries' proposal for an ASAE Innovation Grant (<http://www.asaecenter.org/foundation2/innovationgrants.html>) was selected as one of four projects (from over fifty applications) to receive a \$10,000 grant.

The Center will use the grant to explore how ALA and other professional associations might use crowdsourcing (where services, ideas, or content are collected from a large group of people often connected via the internet) for peer-vetted creative production, mobilizing members to submit innovative solutions to problems in their field and leveraging the wisdom of the crowd to point to the most viable solutions. For the purposes of this project, the crowdsourcing space will be promoted as a place for librarians to suggest innovative programs and services and for peers to evaluate, rank and comment on proposed innovations. The goal within the space will be to incubate and improve innovative programs or services, to responsibly develop innovations that conform to shared values and standards of the profession, and to provide broad-based support for innovators to launch their ideas within their communities.

With a multitude of conversations happening across the association and profession, library innovators and entrepreneurs plant new ideas for programs and services in any one of a number of disconnected forums. This project will help centralize those conversations and organize a supportive network for fostering innovation, by empowering the crowd to determine the most viable innovations. By building a dedicated space for crowdsourcing innovation, this project will

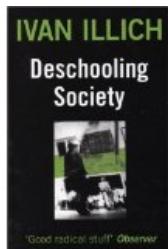
help build communities of members interested in innovation broadly or in specialized areas of innovation. The communities would include those who can generate ideas, those who can contribute to refining those ideas, and those who can support and sustain the innovative ideas.

Staff from across the association will contribute to the management of the project and there will be opportunities for members to contribute to the design and development of the crowdsourcing space. The grant project will run from February 2015 – February 2016.

Manual for the Future of Librarianship

In December 2014, inspired by the [Long Now Foundation's Manual for Civilization](#) the Center for the Future of Libraries launched an experiment to crowdsource a “manual for the future of librarianship.”

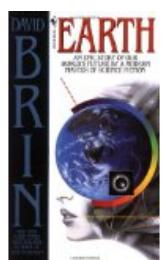
Beyond what we learn in library school – a shared base of knowledge for librarianship – what are the other books, articles, reports, essays, videos, recordings, etc., that will help inform the future of our profession? The project encourages participants to think of things they have read, seen or heard that inform their practice and that would benefit others. It's an opportunity to think inside and outside the library literature - bestsellers, obscure finds, and things that will make our brains hurt.



Deschooling Society by Ivan Illich

"Helps librarians think clearly about libraries as radical alternatives to schools. This is essential reading for librarians who think deeply about the seriousness of the educational alternative our institutions represent."

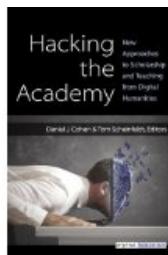
- Adam Feldman, Free Library of Philadelphia



Earth by David Brin

"Published in 1990, this novel correctly predicted the rise of global crowdsourcing, group investigations and issues stemming from leaked information. It also speculated on the effects of a phenomenon just coming into its own -- surveillance tools in the hands of the masses."

- Daniel Cornwall, Alaska State Library



Hacking the Academy by Daniel J. Cohen and Joseph Thomas Scheinfeldt (editors)

"Digital humanities represents the future of 'the study of the book,' not just for scholars, but for students, readers, and information professionals."

- John Martin, University of North Texas

Submissions have been slow to arrive, but those that have come in have been interesting. The Center will continue to promote this project more actively in 2015.

American Libraries Magazine Emerging Trends Issue

The staff of *American Libraries* magazine has offered to highlight emerging trends and the work of the Center for the Future of Libraries in a forthcoming issue. Working collaboratively, the contents will highlight the Center's trend library and explore emerging trends in public, school, and academic libraries and in library education. The issue will coincide with *AL*'s annual coverage of the Emerging Leaders program, a great opportunity to highlight some of the people and the trends shaping the future of libraries.

Presentations

The Center has benefited from several invitations to present and help promote the work of the Center.

6th Annual iDEAL Summit

November 7, 2014

Hosted by the Department of Library and Information Studies at the University of North Carolina at Greensboro, the [iDEAL Summit](#) is an annual community event that discusses and identifies strategies to address information, diversity, engagement, access, and libraries (iDEAL) in education, research, practice, and community-building. The 6th Annual Summit explored the future library and information needs and issues for all community groups and envisioned the future roles of libraries in ensuring equity and access. The Center was featured as part of a keynote presentation, "1,000 Futures: How Diverse Communities Will Shape the Libraries of the Future."

Embrace the Change: Transforming Libraries in the 21st Century

November 13, 2014

Hosted by the Pittsburgh Theological Seminary, the [Embrace the Change colloquium](#) was a half-day workshop for Pittsburgh-area librarians and coincided with the Seminary's work to remodel their Barbour Library. The Center was featured as part of a keynote presentation, "What's Trending: How Current Trends Can Help Us Plan Future Libraries."

Looking ahead, the Center will present at the 2015 Columbia Library Symposium, the 2015 Tennessee Library Association Annual Conference, the 2015 Texas Library Association Annual Conference, and the fifth REFORMA National Conference.

Partnerships

The Center has made good progress towards creating partnerships to help libraries envision their future.

One of the primary collaborators and partners for the Center is the American Alliance of Museum's Center for the Future of Museums and its founding Director Elizabeth Merritt. Elizabeth Merritt will participate in the 2015 ALA Midwinter Meeting with a "News You Can Use" session, "[How to Foresee the Future\(s\): Learning with AAM's Center for the Future of Museums](#)," on Monday, February 2nd from 8:30 – 10:00.

Working with the ALA Development Office, several meetings and communications with Library Champions have been conducted to help keep ALA's vendor partners aware of the initiative and to build opportunities to collaborate.

Additionally, the Center has reached out to emerging library partners, including [3D Systems](#) and [Mobile Beacon](#), to find new opportunities to connect around emerging trends in library services and programs.

Through participation in forums and events, the Center has also begun reaching out to the wider innovation and futuring community, including conversations with Google [x], IDEO, Steelcase, and the Long Now Foundation.

Date: January 9, 2015
To: PLA Board of Directors
From: Amy Sargent Lundy, Manager of Professional Development
Re: Continuing Education Report

A report on the proposal process for PLA 2016 Conference is included in the Conference Manager's report (document 2015.30)

PLA @ ALA Annual Conference

Attached to this report is a list of the approved preconferences (3) and programs (20) that PLA will present in San Francisco at the 2015 ALA Annual Conference.

BIG IDEAS: Additionally at Annual Conference, PLA will be hosting its first ever PLA BIG IDEAS at ALA Annual. This will be an all-day event held at the San Francisco Public Library on Friday, June 26. Targeted at public library directors, deputy directors, and managers, the thought-provoking day will feature speakers and activities around three areas—strategy, leadership, and creativity. The speakers will be from professions and fields outside the library world. A networking lunch and after-reception will be included. The day will be moderated by PLA President Larry Neal. Maximum attendance is 200 people.

Another new event for PLA at the ALA Annual is the PLA Member Welcome Breakfast, June 27, 8:30-10 a.m. This complimentary PLA members-only breakfast will offer PLA members a place to connect amidst the hustle and bustle of the larger ALA Conference. It will feature an author speaker and a special recognition for Scott Bonner, director of the Ferguson (Mo.) Public Library. Additionally, the 2015 PLA Award Winners and award partners will be highlighted.

Online Learning

We are kicking off 2015 with three webinars (Jan/Feb/Mar). Additional webinars are being scheduled for the following months.

Date	Title
January 14	Memory Care and Technology: Innovative Ideas to Reach Senior and Alzheimer's Communities
February 25	Passion and Partnership: How a Very Small Library Successfully Created Programs with Huge Success
March 18	Managing Age Diversity in the Workplace

PLA is sending a brief member survey in early January that includes a question about top day-to-day concerns/worries. The information gathered will help guide upcoming webinar and online learning course topics.

Boot Camp and Beyond

The final Boot Camp class is tentatively scheduled to be held August 24-28, 2015 once again at the Nashville Public Library. The existing review group (with the addition of Melanie Huggins) will consider options for a new educational offering for 2016, likely following a scan of member needs and training preferences.

PLA@ALA 2015 Annual Conference Programming

PRECONFERENCES

During its fall meeting the PLA Board approved the following preconferences:

~Safer at Work: Library Security for Everyone

Security is everyone's responsibility. Maybe your library already uses guards, off-duty police or its own security staff? That's not enough in today's environment. With everyone from rambunctious teens to "difficult" patrons to actual criminals coming through our doors, libraries have to involve everyone in the security process. This preconference will share tips on creating a culture of safety, nuts-and-bolts training, and using policies and procedures that work. With all staff members invested and involved, everyone can be safer at work.

Speakers: Steve Albrecht, security consultant; Cathy Hakala-Ausperk, Executive Director, Northeast Ohio Regional Library System

~Designing the Future: A Design Thinking Toolkit

The challenges facing librarians are real, complex and varied. As such, they require new perspectives, new tools and new approaches. With support from the Bill and Melinda Gates Foundation and in partnership with Chicago Public Library and Aarhus Public Library, IDEO created a toolkit for using design thinking to better understand library patrons. During this preconference, explore this step-by-step, open source guide and practice design thinking.

Speaker: Michelle Frisque, Chief of Technology, Content and Innovation, Chicago Public Library

~PLA Performance Measurements

Library Leaders from PLA's Performance Measurement taskforce kick off the session by describing their experience in pilot-testing 7 core performance measure. During breakout sessions, attendees will undertake more focused activities around the Level 1 measures, including planning to deploy outcome measures in their libraries and building the confidence to collect and use resulting data. Attendees are expected to administer the surveys in their libraries, report results to an online portal, utilize support tools to implement results for activities such as planning and advocacy, and participate in a community of practice.

Speakers: TBD

PROGRAMS

The PLA at ALA Annual Conference Program Subcommittee approved the following programs for presentation:

Explore, Play and Imagine Interactive Tech Time in Kids' Library Programming

Learn about Carnegie Library of Pittsburgh's Children's Technology Pilot and explore the implementation of iPads and other technologies in children's library programming. Learn about awesome apps for the iPad, helpful programming tips for integrating technology in ways that are balanced and fun, and methods for making technology safe yet highly interactive for kids of all ages. Finally, discover sample technology lesson plans that support STEM learning goals and Education Standards.

Speakers: Mary Beth Parks, Children's Services Coordinator, Carnegie Library of Pittsburgh; Rachel Nard, Children's Librarian, Carnegie Library of Pittsburgh; Amy Tooley, Children's/Teen Librarian, Carnegie Library of Pittsburgh

Beacon Me Up, Scotty! Pushing Information by Proximity

Learn from the experiences of the Orange County (Fla.) Library System's (OCLS) early adoption of iBeacon technology to promote library services and programs. Using third party software, OCLS created an interactive marketing environment inside our libraries to promote upcoming programs, events and new services. With an app on their mobile phone, library customers are alerted to an array of information, even just passing by the front doors. Learn more about this innovative approach to communicating what's up at your library by reaching people where their attention is... their phone!

Speakers: Debbie Moss, Assistant Director, Orange County Library System

Don't Freak Out: Fracking the Customer Data Goldmine

Borrower privacy is a "third rail" for most librarians. Is it time for a change? Customers have come to expect highly-personalized service based on past use; they get recommendations now for everything from shoes to music. Is it time for libraries to leverage their "big data" to provide personalized service? How can we do this without compromising our principles? In this panel discussion, we will recap privacy concerns; outline opportunities for customizing service; and share concrete examples from libraries that have repurposed borrower data to provide value-added services.

Speakers: Stephanie Chase, Director of Library Strategies, BiblioCommons; Toby Greenwalt, Director of Digital Strategy and Technology Implementation, Carnegie Library of Pittsburgh;

John Blyberg, Assistant Director for Innovation and User Experience; Beth Jefferson, CEO, BiblioCommons

Early Learning in the Library: Tools, Partnerships, and Promising Practices

Since 2013, IMLS has funded \$7.5 million in early learning projects in communities nationwide. This panel of IMLS grantees will share promising practices and lessons learned, with a focus on leveraging partnerships with state and local education and social service providers. The session will also share resources that inform libraries' work in this area. They include a forthcoming framework for aligning library programming with state early learning standards developed in collaboration with the BUILD Initiative; the IMLS "Growing Young Minds" report; and an update on the continuing PLA/ALSC study that examines how library programming around early literacy development affects parent engagement.

Speakers: Tim Carrigan, Senior Program Officer, Institute of Museum and Library Services; IMLS grantee from Columbus Metropolitan Library; IMLS grantee from Georgia Public Library Service (state library), Georgia Public Library Service; IMLS grantee from OCLC/Washington State Library project; Other potential speakers may represent IMLS-funded early learning projects from the following institutions: Charlotte-Mecklenburg Library, Houston Public Library, Richmond (VA) Public Library, or Brooklyn Public Library

Early Literacy Outreach for Teen Parents: Engage & Inspire with ECRR 2.0

The Every Child Ready to Read 2.0 initiative has provided a powerful toolkit for introducing parents to early literacy practices. When those parents also happen to be teenagers, it is essential to take a fun-yet-thoughtful approach to programming. In this session, you will receive reliable, time-tested methods for reaching your teen parent population and introducing the five ECRR practices in a way that is simple, straightforward, and highly interactive. The San Antonio Public Library has impacted a majority of their city's teen parent population enrolled in school. Learn how you can too.

Speakers: Xelena González, Early Literacy Specialist, San Antonio Public Library; Corinne Sanchez, Community Services Supervisor, San Antonio Public Library

EBooks Made Easy with Library Simplified

Discover library ebooks. Borrow immediately. Read anywhere, anytime. All in three clicks or less. Introducing Library Simplified, a nationwide project led by New York Public Library to employ technology and innovation in library policies and deliver a customized eBook experience for your library patrons. The Library Simplified team will give you an update on the progress of their IMLS-funded project as well as a demo of this exciting, open source tool.

Speakers: Amy Calhoun, Virtual Branch Coordinator, Sacramento Public Library; James English,

Senior Product Owner Library Simplified, New York Public Library; Melissa DeWild, Collection Development Manager, Kent District Library

The Fusion of Play—and All Five Early Literacy Practices—into Library Environments

Please join us for a discussion of how libraries are incorporating talk, sing, read, write, and play into library spaces for early learning. We'll interview librarians and designers to see what worked and what didn't; discuss optimal ways for librarians to work with interior designers to achieve successful designs; share how to achieve a successful play environment without hiring designers. All sizes—of libraries, budgets, and ambitions—will be featured.

Speakers: Dorothy Stoltz, Programming & Outreach Services Manager, Carroll County Public Library; Dana Bjerke, Children's Librarian, Hennepin County Library, Ridgedale Branch; Christy Estrovitz, Youth Services Manager, San Francisco Public Library; James Bradberry, Architect/designer, James Bradberry Architects; Marisa Conner (Baltimore County Public Library, mconner@bcpl.net), Blake Ratcliffe (TCM Kids blake@tmcfurniture.com) Kim van der Veen (Burgeongroup, kim@burgeongroup.com)

Hiring 2020

Hiring Manager: How will you identify your new Digital Librarian, your next Embedded Information Professional? How will you pick them out of a hiring line-up? Are you prepared to find librarians who will get us through the coming waves of successive changes in a quickly evolving information marketplace? Information & Library School Student: Can you articulate how you will add value for tomorrow's library experience in a competitive market? Join a panel of library professionals, a professor, and student, as they discuss qualities needed when hiring and how well today's library school graduates are prepared to meet those needs.

Speakers: Brenda Brown, Library Director, Chandler Public Library; Joe Janes, Associate Professor, Program Chair, University of Washington School of Information and Library Service; We will include a speaker from a large urban library that does a fantastic job hiring such as Cleveland, or Charlotte and a library or informational studies student, most likely from the University of Washington.

Involvement Equals Commitment: Ways to Engage and Motivate Staff

This session presented by the 2014 *Library Journal/Gale Cengage Learning Library of the Year*, Edmonton Public Library (EPL), will review proven strategies that have resulted in a highly engaged staff and innovative public library. Driven by our foundational framework, "one library, one staff," we make decisions and try things out together within a system of 17 branches and 645 staff scattered around our city. Speakers will provide examples of how EPL uses its one library approach to deliver better library services and will highlight how EPL gets its work done

through a structure of teams, rather than individual experts.

Speakers: Pilar Martinez, Deputy CEO, Edmonton Public Library; Louise Reimer, Director, Branch Services, Edmonton Public Library; Tina Thomas, Director, Marketing, Communications & Fund Development, Edmonton Public Library

No Sugarcoating Allowed: Four Honest Perspectives on Change Management

Many libraries are undergoing major organizational change and it can be challenging to say the least. To manage change successfully staff throughout the organization need to step up and help lead. Hear how one library shook up its traditional organizational structure and reimagined departments, roles, and services to meet the changing needs of its community. Four librarians with different experiences and positions will talk honestly about what they did to not only survive, but thrive, throughout the process. Learn from our struggles and successes, without any sugarcoating!

Speakers: Richard Kong, Deputy Director, Skokie Public Library; Susan Carlton, Community Engagement Manager, Skokie Public Library; Lynnanne Pearson, Popular Services Supervisor, Skokie Public Library; Shauna Masura, Young Adult Librarian, Skokie Public Library

Rethinking Patron Engagement: Making Data-Driven Decisions

Public libraries are looking past circulation statistics and program counts to gather richer, more holistic information about current (and potential) users. In this session, learn how Brooklyn Public Library's "Power User" program, Seattle Public Library's "Millennial Factor Project" and Chicago Public Library's "Outcome Based Measurements" initiative are engaging patrons more intimately by translating data into targeted programs and services.

Speakers: Amy Mikel, Outreach Librarian, Brooklyn Public Library; Diana Plunkett, Manager, Strategic Initiatives, Brooklyn Public Library; Daniel Tilton, Teen/Adult Services Librarian, Seattle Public Library, Capitol Hill Branch; Michelle Frisque, Chief of Technology, Content and Innovation, Chicago Public Library

Rip us Off: Six Marketing Ideas You Can Steal and Use at Your Library.

Libraries provide awesome services. Life-changing services. Where we often fail is telling the story of what we do, what we offer to our community and the difference we make. No matter how great your program or service is, customers won't use it if they don't know or care about it. At the same time other public libraries offer similar services and target similar customer needs. So why don't we share what works at one library so that it can be reused at another? Come learn about six award-winning library marketing campaigns that you can rip off and use at your library.

Speakers: Tina Thomas, Director of Marketing, Communications and Fund Development, The

Edmonton Public Library; Jeremy Graybill, Marketing + Online Engagement Director,
Multnomah County Library,

Risky Business: Creating a Nimble Culture

Denver Public Library (DPL) staff will share its evolving work in changing the way it achieves its strategic vision. This includes implementing several ways to infuse new ideas, generate excitement and build momentum, utilizing IDEO design firm's ideation and prototyping techniques, and tweaking Harvard Business School professor John Kotter's Accelerate model with empowered cross-divisional staff teams owning major strategic initiatives. You will learn about Risky Business, the DPL's staff mini-grant process, Pop Your Mind, its monthly lunch and learn series, and most importantly, which of its experimental processes worked, which didn't, and how DPL learned and continually improved its plan.

Speakers: Michelle Jeske, Director, Collections, Technology and Innovation, Denver Public Library; Anne Kemmerling, Manager, Innovation and Initiatives, Denver Public Library,

Seattle Digital Youth Think Tank 2014: Inaugural Reporting Out

The Seattle Digital Youth Think Tank, was presented Oct 16-17, 2014, by the University of Washington iSchool. Sponsored by the IMLS, Microsoft Research, Facebook, the King County Library System, the Seattle Public Library, and other tech companies, over 80 multi-disciplinary experts from research, practice, policy, and industry gathered to: 1) analyze our understanding of digital youth; 2) identify persistent gaps in knowledge; and 3) define a shared path towards addressing those gaps. The resulting white paper addresses the digital youth landscape, identifying future service and research directions.

Speakers: Karen E. Fisher, Professor, University of Washington Information School; J. Elizabeth Mills, PhD Student, University of Washington Information School; Katie Davis, Assistant Professor, University of Washington Information School

Seeing Through Walls: Library-Based Video Conferencing to Connect Kids with Parents in Jail

On March 28th 2014, Brooklyn Public Library (BPL) successfully "connected" to a jail on Rikers Island via live video feed from a room at the Central Library. The static video shot that emerged was of a drab brick wall in one of the jail's adolescent housing areas. Since then we have hosted hundreds of video-visits from BPL as part of the new "Telestory" program where we invite children into the library to read books and sing songs with their parents who are sitting in jail cells across NYC. Join us to learn how to launch similar services in your community.

Speakers: Nicholas Higgins, Director, Outreach Services, Brooklyn Public Library; Dr. Frank Corigliano, Director, Televisit Service, New York Society for Ethical Culture; Nick Franklin, Coordinator of Transitional Services, Brooklyn Public Library; Dan Stewart, Senior Advisor Connected Justice, Cisco Systems,

Soon to Be Famous Author Project - How to Make It Happen

The very first Soon to be Famous Illinois Author Project demonstrates the impact and expertise of Illinois libraries. It also highlights the library support for authors. When Illinois library staffers started this project, asking Illinois libraries to submit work of self-published authors, they thought forty entries would mean success. The project received 103 nominations from public, school and academic libraries across the state. Twenty-three librarians from different types of libraries served as judges. This is not only the story of library impact, it is the story about library power built on collaboration.

Speakers: Donna Fletcher, President, Donna E. Fletcher Consulting, Inc.; Denise Raleigh, Division Chief, Public Relations & Development, Gail Borden Public Library District; Julie Stam, Marketing Specialist, Eisenhower Public Library; Christine Cigler, Fox River Valley Public Library District; Nicole Zimmerman, Marketing & PR Coordinator, La Grange Public Library

They're Our Customers, Too: Engaging the Homeless at Your Library

One size does not fit all and many urban public libraries across the country are learning how best to serve their whole community, including community members who are homeless. Dallas Public Library, Salt Lake City Public Library and Denver Public Library will share their unique approaches to serving the homeless, including their struggles and their successes as it relates to library staff, the housed community, the homeless community, and community partners.

Speakers: Jo Giudice, Director of Libraries, Dallas Public Library; John Spears, Executive Director, Salt Lake City Public Library; Shirley Amore, City Librarian, Denver Public Library

Ultimate Community Engagement - Paid Youth Volunteers @ your library?

For the past 3 years the Cleveland Public Library has partnered with YOU (Youth Opportunities Unlimited) to offer paid volunteer opportunities to urban youth. This highly successful community partnership has resulted in over 25,000 library volunteer hours with absolutely no increase to the library budget! Join Cleveland Public Library staff as they walk you through the implementation, coordination and administration of this community partnership. Together they will cover the program's successes as well as the challenges and even the mistakes. Come discover how you can implement a program just like this in your own community!

Speakers: Robin S. Wood, Main Team Manager, Cleveland Public Library; Madeline Corchado, Director of Human Resources, Cleveland Public Library

You Can Do It Too: Planning for the Future

Urban public libraries across the country and beyond are working to develop community

engagement efforts that address changing community landscapes, pointing to the need for models of visioning and planning that initiate innovative and responsive service development and community change. In 2013 The Seattle Public Library identified five service priorities and began the process of articulating a path forward for each. Join us to hear about our process, how we engaged external stakeholders and staff, our progress on implementation, and our lessons learned.

Speakers: Valerie Wonder, Community Engagement Manager, The Seattle Public Library; Linda Braun, Youth Services Manager, The Seattle Public Library; Jodee Fenton, Special Collections Manager, The Seattle Public Library; Jim Loter, Director of Information Technology, The Seattle Public Library

Your Community Memories: Preserving Local Legacies

At the Orange County (Fla.) Library System, we have made the preservation of local history a focal point of our reference work. Orlando Memory is a digital scrapbook and archive of the history of the citizens of Orlando. With the decline in newspaper obituaries, EPOCH (Electronically Preserving Obituaries as Cultural Heritage) was developed as a digital repository of user-contributed obituary information. Attendees will learn about the importance of community engagement in local history and how staff can reach out to community members and start their own online local history project to share with future generations.

Speakers: Vanessa Neblett, Assistant Manager, Reference Central, Orange County Library System; Donna Bachowski, Reference Central Manager, Orange County Library System

TO: PLA Board of Directors

RE: Executive Director's Report

ACTION REQUESTED/INFORMATION/REPORT:

Information/Discussion

ACTION REQUESTED BY:

Barb Macikas, PLA Executive Director

DRAFT OF MOTION:

N/A

BACKGROUND:

This report provides the Board with an update on several activities not covered in other reports including: staffing, PLA board meeting schedule, PLA participation in ALA-wide projects and initiatives, and grants.

PLA Staffing

Emily Plagman joined the PLA staff on January 12 as Project Manager for the Gates-funded performance measurement initiative. Emily brings a wealth of grant and project management experience. She is a graduate of Marquette University with a Bachelor of Arts in Global Politics and a Masters in International Public Affairs from the University of Wisconsin, Madison. She comes to us from the Chicago Metropolitan Agency for Planning where she was Senior Planner and oversaw the development and deployment of several grant-funded energy efficiency programs with budgets between \$1 and \$5 million. Please join me in welcoming Emily to the PLA team! One final note about the performance measurement staffing, we will hire a communication manager to assist with the program in the coming months.

Future Board Meetings in 2015

Spring 2015

The Spring meeting of the PLA Board will be held in conjunction with ALA NLLD, May 4-5, 2015 in Washington DC. The Board meets in conjunction with NLLD so that they are available to meet with their own Congressional representatives and staff as well as to provide the ALA WO assistance for meetings they may schedule during NLLD where public library perspective is needed. For more information about NLLD see:

<http://www.ala.org/advocacy/advleg/nlld>

The board has typically met in advance of NLLD, which in 2015 would be Sunday, May 3, 1-5 pm, location TBD. If the Board chooses, it could meet on Monday, May 4 or Wednesday, May 6 instead to avoid meeting over the weekend. Please note that PLA covers the cost of housing for two nights as well as travel to Washington DC for this meeting.

Summer 2015

ALA Annual Conference, Saturday, June 27, 1-5 p.m., location TBD.

Fall 2015

The board has usually met in October in conjunction with the ALA joint division/ALA board meeting. In 2015, assuming ALA continues the same schedule, this will be the meeting pattern:

Friday, October 23

9am-noon	PLA Board Meeting
12:30-4:30 pm	Joint meeting with ALA Board and division executive committees
Evening	PLA Board Dinner

Saturday, October 24

8:30am-12:30 pm	PLA Board meeting resumes
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It was suggested that instead the board meet in conjunction with the ICMA annual conference. In 2015, the ICMA conference is September 27-30 in Seattle. Staff would need to do some research on the ICMA conference schedule to determine the best time for the Board meeting if this is preferable. Please note that PLA covers the cost of housing for two nights as well as travel to the Fall meeting.

PLA Staff Engagement in ALA Work Groups

PLA staff work to support various internal and external ALA initiatives that benefit ALA as well as PLA. I wanted to make the Board aware of current roles and contributions.

ALA Technology

ALA's Web Management Group. PLA's Manager of Web Communications, Steven Hofmann is serving a second year-long term as the Division representative. The Web Management Group replaced the previous staff Web Working Group in 2013 and is responsible for supporting ALA's mission by developing the ALA website into a 21st century communications and marketing tool. Steven is also serving on a staff stakeholders group for the selection and implementation of a new e-commerce platform for ALA.

ALA Advocacy

ALA Committee on Library Advocacy (COLA) and the ALA Advocacy Coordinating Group (ACG). PLA's Manager of Special Initiatives Mary Hirsh and Program Coordinator Lian Sze participate in convenings of these groups which meet jointly at ALA Annual and Midwinter meetings, as well as on monthly conference calls. This allows PLA to contribute as well as to learn about other ALA advocacy efforts.

Making ALA More Welcoming Working Group. ALA's complexity and difficulty in navigating the organization frequently comes up in membership surveys and through the Kitchen Table Conversation meetings ALA has held the last few years. As a result, an internal working group, the "Making ALA more welcoming" group, to address this issue. Both ED Barb Macikas and PLA's Manager of Professional Development Amy Sargent Lundy have participated in these meetings, which are on-going.

Libraries Transforming Communities

Several PLA staff (Barb Macikas, PLA Publication Manager Kathleen Hughes, Amy Sargent Lundy and Lian Sze) participated in the "Libraries Transforming Communities," training, a community-focused training based on the practices of the Harwood Institute. The half-day training was supported by a Gates Foundation grant. The external, community-focused approach is to be integrated into ALA work flow.

ALA Strategic Planning

ALA Strategic Planning Staff Work Group focus on the strategic area of Professional Leadership and Development-Staff work group is charged to “develop a sustainable, coherent ALA-based professional development path” with a deliverable of a 3-5 year plan to the ALA Executive Board. Amy Sargent Lundy serves on the group with meets at least once per month and is currently pulling information together to deliver a high level plan to the Board at 2015 ALA Annual.

ALA Professional Development and Marketing

ALA Staff Online Learning Taskforce, has as its purpose to discuss and implement ALA e-learning related issues. Amy Sargent Lundy serves on this group, which meets once per month.

ALA's Membership and Marketing initiative. PLA Membership Marketing Manager Kara O'Keefe is participating in an effort to develop collaborative membership initiatives with a few divisions and ALA.

Grant-Funded Program Updates

DigitalLearn.org

I am very pleased to report that IMLS has selected the DigitalLearn.org program to be featured on the IMLS website. See:

http://www.imls.gov/supporting_trainers_to_bridge_the_digital_divide.aspx

IMLS chooses programs in order to share best practices in libraries and museums and raise public awareness about the value of IMLS funding. This is a wonderful honor and recognition of the quality of the resource.

PLA is committed to supporting DigitalLearn.org and \$45,480 is included in the FY15 budget to both bridge the time period without grant funding and to explore options if we do not receive a second grant. In this interim period between grants, I am pleased to report that class completions and trainer engagement continue to grow. In comparison between now and same time last year:

For visitors to the website:

Unique visitors this year: 12,597

Unique visitors last year: 8,376

50% increase

For class completions

This year: 3,324

Last year: 1,774
87% increase

Our first IMLS grant concluded on August 31, 2014. In September, PLA submitted an IMLS proposal for a two-year \$332,000 grant that will build on and accelerate the impact of DigitalLearn.org. The grant will allow PLA to accelerate the number of new classes it produces, add Spanish-language classes and add new classes and resources on mobile-based training. PLA will learn in the spring whether the grant is funded.

Bringing Home Early Literacy

PLA, along with partner ALSC, begins year two of the three-year, \$499,742 IMLS-funded grant “Bringing Home Early Literacy: Determining the Impact of Library Programming on Parent Behavior.” It uses the second edition of *Every Child Ready to Read @ your library* as the parent education model to study. An ancillary focus of the research considers whether the parent education program increases parent and caregiver use of the public library. Research is being conducted by Dr. Susan Neuman, Professor and Chair, Teaching and Learning Department and Co-Editor, *Reading Research Quarterly* at the Steinhardt School of Culture, Education and Human Development at New York University (NYU).

To date, the research team has completed the initial round of phone interviews with directors and key library staff in ten library systems targeted as exemplary implementers of *Every Child Ready to Read*:

- San Francisco, CA
- Chicago, IL
- San Antonio, TX
- Salt Lake City, UT
- St. Charles County, MO
- Cuyahoga County, OH
- Pierce County, WA
- Farmington, NM
- Carroll County, MD
- Buda, TX

During this time period, phone interviews focused primarily on branch librarians, those on the “front lines” of ECRR implementation. Data from phone interviews provided the basis for an article on public libraries’ desire to emerge as community leaders in parent engagement. The article speaks specifically about how the ECRR initiative is operating in various branches around the country and features quotes from many of the librarian interviews. It has been accepted by *Phi Delta Kappan*, a leading professional policy journal for educators. We are awaiting word on a specific publication date.

Bill & Melinda Gates Foundation
Performance Measurement

In November, PLA was awarded a grant of \$2.9 million from the Global Libraries Program at the Bill & Melinda Gates Foundation for the development of performance outcome measures. This grant will enable PLA to accelerate development of its Performance Measurement project and build an active community of informed users. This project will develop simple surveys libraries can use to collect patron outcomes. Related training and support tools will guide libraries in using outcome data for advocacy, planning and decision-making. By collecting outcomes, participating libraries will be able to demonstrate the real difference they make in the lives of patrons and the vital role they play in healthy communities.

Building on the work of the Presidential Task Force on Performance Measurement (PMTF), established in 2013 and charged with “develop(ing) standardized measures of effectiveness for widely-offered public library programs and promot(ing) the training for implementation and use of the measures across public libraries”, this project aspires to drive a widespread shift in the field towards consistent collection of outcomes data. After conducting an environmental scan and surveying the field, the PMTF identified core services areas to address: Digital Inclusion; Civic/Community Engagement; Early Childhood Literacy; Economic Development; Job Skills/Workforce Development; Summer Reading; and Education/Lifelong Learning. In 2015, an expanding number of libraries will be invited to participate in testing the next generation of survey tools.

Date: January 14, 2015

To: PLA Board of Directors

From: Melissa Faubel Johnson, CMP
Conference Manager

Amy Sargent Lundy
PLA Manager, Professional Development

Re: Leadership Development Committee

Program at ALA Annual 2015

The committee is planning a program for the ALA Conference this summer. Topic and content are in development. Program is scheduled for Sunday, June 28, 8:30-9:30 am.

PLA Leadership Academy

The PLA Leadership Academy will be held March 23-27, 2015, in Charleston, SC. Thirty-two participants have been selected through a competitive application process. Eight coaches have also been recruited to work with the participants, both at the Leadership Academy and in the months immediately following, for a ratio of one coach for every four participants. Six of the coaches are senior, experienced library leaders, while two come from the municipal sector. Two of the coaches are new this year, while the other six participated in the 2013 Leadership Academy. The coaches will meet with Adam Goodman on March 23 to prepare for their responsibilities.

The agenda for the training is under development with guidance from Adam Goodman, Northwestern University Center for Leadership, who has worked with PLA on our leadership initiative and previous academy, along with Ron Carlee and Liz Miller from partner organization ICMA. Committee members Carolyn Anthony and Karen Danczak-Lyons are working with Adam, Ron and Liz on the agenda as well. There will be a focus on being an effective change agent as well as on learning how to manage and sustain participant project. Additionally, the course will consider development of library programs that are aligned with key municipal goals. The program will have a city management segment to provide big picture, politics and power umbrella; community structures and systems. It will also look at how non-profit and commercial sections are related.

Leadership Summit

PLA will host a Leadership Summit in Fall 2015 for state libraries, associations and other leadership training providers. The goal of the summit is to share learning and ideas about public library leadership training. The PLA Leadership Model and evaluation results from two PLA Leadership Academies will be shared with the goal of expanding awareness of the potential of the model and developing collaborations among organizations.

Date: January 6, 2015
To: PLA Board of Directors
From: Kara O'Keefe, Manager, Membership Marketing
Re: Membership Report

Overview

As of November 2014, PLA membership was 8,777, which reflects a 1.27% increase over November 2013 numbers. This is evidence of the lasting affect (both good and bad) of PLA Conference on membership. Membership efforts in the next several months should be focused on reducing the non-conference year reduction in membership. In September 2015, PLA Conference promotions will begin as well as a predicated growth in membership.

As of November 2014, ALA membership was 55,439, a -3.25 percent shift from November 2013 (57,299).

PLA Membership Numbers by Type

- Personal: 8,365
 - Regular: 6,303
 - Student: 508
 - Non-salaried: 391
 - Trustee: 365
 - Support Staff: 197
- Retired: 115
- International: 120
- Other: 366
- Organization: 388
- Corporate: 24

Division Membership Comparison (As of November 2014)

These numbers reflect the total membership for each division. Percentage reflects percentage increase or decrease from November 2013.

AASL	7,164 (-5.98%)	LITA	2,871 (-5.71%)
ACRL	11,190 (-5.05%)	LLAMA	3,692 (-6.98%)
ALCTS	3,625 (-5.10%)	RUSA	3,487 (-4.65%)
ALSC	3,980 (+1.35%)	UNITED	1,169 (-5.04%)
ASCLA	754 (-4.44%)	YALSA	5,203 (+1.25%)

Membership Considerations

In considering the cycle of membership from conference to non-conference years, it seems that primary efforts should be on retaining members and reducing the number of dropped memberships. Here are some potential reasons for dropped memberships with possible communication activities to address them:

Cost of membership: This has been the ongoing, primary reason for dropping. While we unfortunately cannot reduce the amount of membership dues, we can help members find a way to ease the financial burden.

- Promote the installment pay option. Many members are unaware of the option to break their payments into two installments. PLA renewal reminders and dropped messaging now encourage members to take advantage of this if the cost of membership is a deterrent. Information regarding installments will also be added to our website.
- There may be the possibility to promote a prorated, half-year PLA membership to ALA members at the 6-month mark. This could target dropped PLA members as a way to bring them back into the association. It could also target potential new members. Limitations on data availability through ALA's iMIS environment may make this option difficult.
- Per the Board's recommendation, the PLA Membership Advisory Group will identify talking points to help members demonstrate the value of belonging to a professional association and ask for support for participation from their city or board.

Relevance of membership: We continue to collect new member surveys, which indicate that the top two reasons for joining are "staying up-to-date on the latest issues and trends affecting the profession" and "professional development opportunities."

- Continue to enhance e-news content with more valuable and useful information
- Promote publiclibrariesonline.org as a key product of PLA
- Expand professional development offerings, especially to different member groups – support staff, students
- Find ways to pull member data that allows for more targeted communications
- Consider adding a mentor program on the website for members to reach out, ask questions, and engage

Feeling Valued: While feedback to ALA indicates that many members feel overwhelmed by the variety of communications, it's also important that they feel recognized and valued by the organizations. Some of these ideas could overlap with "relevance of membership."

- Send an email update to members post board meetings
- Consider adding an email communication to new members from a member of the membership advisory group

- Host PLA social gatherings at conferences. The PLA Membership Advisory Group is hosting a “PLA Happy Hour” during 2015 Midwinter. This event will serve as a pilot to model possible future events after.
- Communicate the range of ways to get involved with PLA to foster member engagement

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 (9,407 fans)
- Twitter (9,327 followers)
- Monthly E-News
- *Public Libraries*
- www.publiclibrariesonline.org
- www.pla.org
- 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
- National Meetings – PLA Conference, Virtual Spring Symposium, ALA Annual Conference, ALA Midwinter

Date: January 9, 2015

To: PLA Board of Directors

From: Denise Davis, PMTF Chair and Mary Hirsh, Project Manager

RE: Performance Measurement Task Force

The Presidential Task Force on Performance Measurement had a busy and successful second half of 2014.

After finalizing surveys in 7 core areas, members of the task force and select board volunteers, pilot tested the measures. Generally, the surveys were reported to be easy to administer. Patron participation was high, most likely due to the short, simple design.

Two primary challenges arose, which the task force will continue to work on. First, entering data into the portal proved tricky and time consuming. Shortening the instructions and possibly linking the survey data collection to existing library scheduling software are two possible solutions to this issue. Secondly, a more programmatic issue arose in relation to very high scores. Most libraries saw results in the 4 range of a 1 through 5 Likert scale. This will make it difficult to show positive change over time. The task force will consider different ways to word the questions to address this issue.

Members of the task force will be sharing their experiences on Sunday, Feb 1 during a Midwinter News You Can Use Session. The session is 10:30-11:30 at McCormick West 183b.

The work of the task force caught the attention of the Bill & Melinda Gates Foundation. PLA successfully submitted a grant proposal for a three-year, three-million dollar project. This will allow PLA to accelerate and expand the work started by the task force.

A first step in this was the hiring of a full time project manager. PLA is pleased to welcome Emily Plagman on board. Emily will be responsible for shepherding further refinement of the survey tools, as well as development of support materials and training modules. A preconference is schedule for Annual Conference in June, with a goal of launching the measures in fifty libraries.

PLA Performance Measures Task Force Update

PLA News You Can Use

February 1, 2015
ALA Midwinter Meeting



PLA Performance Measures

PLA Presidential initiative
July 2013 to present

Vision:

- To develop standardized measures of effectiveness for widely-offered public library programs and promote the training for implementation and use of the measures across public libraries
- Develop methods for establishing a scalable model of performance measurement for public libraries



PLA Task Force – Goals and Objectives

Overarching work of the task force

- Launched through an open meeting at ALA 2013 with invited libraries and any other interested individuals
- TF built across three groups with membership from a broad spectrum of public libraries, state libraries, and assessment researchers
- TF works in-person and virtually, utilizes the ALA Connect space to communicate and post work products
- Researchers – Joe Matthews and John Carlo Bertot; Carl Thompson, Counting Opinions



PLA Task Force – Goals and Objectives

Public library field needs simple to collect, meaningful outcome measures



Why PLA and Why Outcomes?

Outputs

- Libraries traditionally measure outputs
 - Circulation, gate counts, program attendance
- Outputs do not capture much of what libraries actually do
- Outputs reflect activity, but do not tell a compelling story

Outcomes

- Some confusion output vs. outcome in field
- Outcomes show real difference library makes in the life of the customer
- Some libraries already measuring, but spotty, inconsistent



Important Distinction About Outcomes

PLA is developing measures to understand:

Outcomes in the lives of people

NOT

Outcomes that may occur in the library itself



PLA Framework

1. Pick a target population & service objective to study
2. Why is that target population & service objective selected
3. How will libraries know this service makes a difference
4. Determine what data is to be collected
5. List some things libraries might want to know
6. Provide examples of how libraries can find out

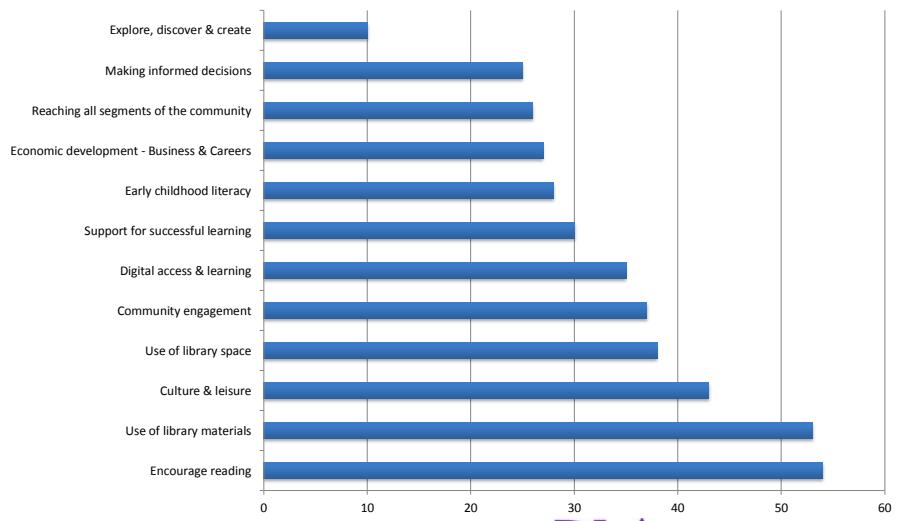


Winter 2014 Survey of Pilot Libraries

- Please indicate if you currently or plan in the future to capture measures, either Outcomes (effectiveness) or Other (Input/Output/Process)
- Please list any other service area where the library captures outcome measures
- Please describe how the library currently captures and/or uses outcome measures
- Please indicate the importance to and readiness of your organization to capture outcome measures (1 – 5 scale)
- Please rank your top outcome measurement priorities

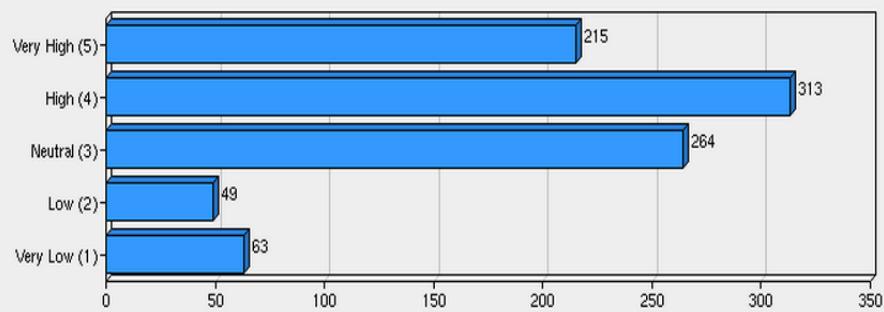


Winter 2014: Current Measures Reported



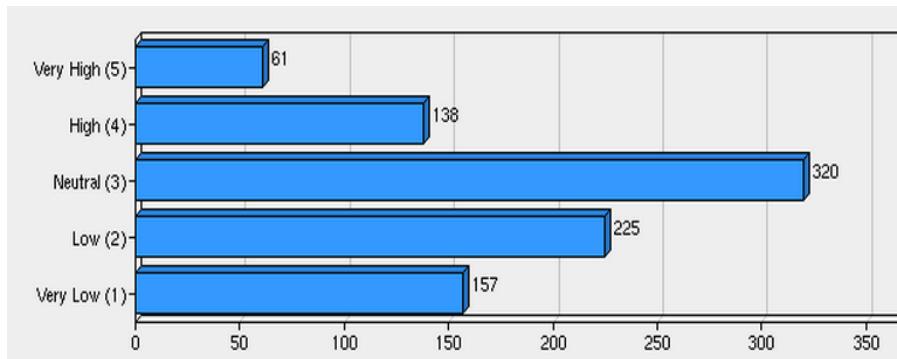
PLA Public Library Association
a division of the American Library Association

Winter 2014: Importance of Outcome Measures



PLA Public Library Association
a division of the American Library Association

Winter 2014: Readiness to Measure Outcomes



PLA Public Library Association
a division of the American Library Association

Pilot Project Goals

- Align Importance and Readiness
- Increase percentage of libraries that see the value in and feel ready to collect outcome data
 - Especially in rural libraries: rate low on both indicators
- Informing design of simple, meaningful measures

PLA Public Library Association
a division of the American Library Association

Top Six Categories: Tested Fall 2014

- Early Childhood Literacy
- Encourage Reading
- Community (Civic) Engagement
- Economic & Workforce Development
- Education/Life Long Learning
- Digital Inclusion



How it Went – Houston Public Library

Selected Categories

Economic Development

- Liftoff Houston Business Plan Competition
- Surveyed a class on “Raising Capital” at three locations across the city

Early Childhood Literacy

- Toddler Storytime
- Surveyed two different classes at a high-use location



How it Went – Houston Public Library

Process

Paper Only

- Believed this would be simpler in our environment

Centralized

- Surveys were produced by HPL's Communications Division and provided to locations
- Results returned to Communications Division and entered into system



How it Went – Houston Public Library

Lessons Learned

- Customers were eager to participate
- Paper worked well for us
- Volunteers (or other support) make a difference
- Pick the right champion



How it Went – Arizona State Library

- Outreach from State Library to rural libraries
- Selected two rural libraries with engaged, MLS directors
- Began with a site visit to discuss project



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a division of the American Library Association

How it Went – Arizona State Library System

Holbrook Public Library

About the Library

Visitation: 56,818
Staff: 2.5
Budget: \$150,000

Survey Participation:

7 events
352 participants
38 responses
Knowledge: 4.24
Confidence: 4.18
Application: 4.42
Awareness: 4.38



"Holbrook Public Library offers many quality activities from a wide variety of topics. I feel that the director and her staff have a very good feel for the needs of the community and work hard to meet these needs."

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How it Went – Arizona State Library System

Pinetop-Lakeside Public Library

About the Library

Visitation: 61,000
 Staff: 5
 Budget: \$275,000



Survey Participation:

4 events
 68 participants
 23 responses
 Knowledge: 4.65
 Confidence: 4.35
 Application: 4.53
 Awareness: 4.48

"My son looks forward to it every week and quickly memorizes the new songs and the learning at the same time."



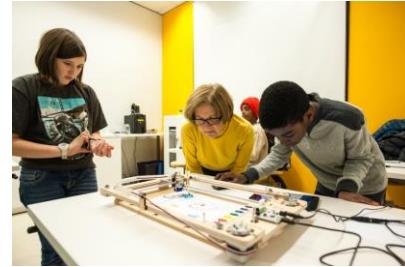
How it Went – Skokie Public Library

- Located in Skokie, IL
- Population 65,000
- Single building and bookmobile
- FY 13-14 programs: 1,495
- FY 13-14 program attendance: 53,531



How it Went – Skokie Public Library

- 10 unique programs
- At least one program for each category
- 77 responses
- Online, paper, and interviews
- Program Assistants and other staff helped



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How it Went – Skokie Public Library

Selected Categories

Civic/Community Engagement

- Community Conversations (Harwood Method)

Digital Inclusion

- Computer Tune-up
- Microsoft Excel for Beginners
- Microsoft PowerPoint for Beginners

Early Childhood Literacy

- Little Learners (series)

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How it Went – Skokie Public Library

Selected Categories

Economic Development

- Grow Your Business with YouTube Videos
- How to Start & Grow a Business in Skokie

Education/Lifelong Learning

- Biotechnology: Experiment

Job Skills

- Career Assistance 1-on-1 Appointments (series)



How it Went - Sacramento

- 28 libraries, each invited to participate in the beta test of the performance measures survey
- Each library selected the category aligning best with their programs in August-September 2014
- Libraries were encouraged to participate at least once; smallest locations found this a challenge



How it Went - Sacramento



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How it Went - Sacramento

- 13 libraries of 28 participated, some libraries surveyed multiple programs
- Staff received instructions (Sharepoint), participated in webinar, and staff member to provide support
- Surveys were paper, bookmarks with URL to submit online, some branches used laptops in the program (not as successful)

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How it Went - Sacramento

Early Childhood and Education/Life Long Learning

- Highest Use
- 9 libraries and 160 patron surveys

Education/Life Long Learning

- 8 libraries and 202 patron surveys
- Programs: Six Week American Poetry Series, Intro to DNA for Genealogists, Harvest Festival

Civic Engagement, Digital Inclusion

- Moderate response

Jobs Skills

- Hard to get feedback



How it Went - Sacramento

Staff Learning:

- Branch staff reported the program feedback in their monthly reports to supervisors to demonstrate program value
- Some have already incorporated suggestions into program planning for Spring 2015
- SPL missed the Summer Reading window, but staff are interested in getting qualitative feedback (not just enrollment and completion data)



Next Steps

- Bill & Melinda Gates Foundation funding
- PLA ramping up
 - Project Manager on staff
 - 6 months to next launch, planned for ALA Annual meeting
 - Recruitment of next library participants



Questions?

Thank you for participating!

Want more information or to participate in June launch?

Email Emily Plagman, Project Manager at
eplagman@ala.org



Date: 01/09/2015

To: PLA Board of Directors
From: Kathleen Hughes, Manager, Publications
Re: PLA Publications Program

Sales

PLA Publications revenues are a bit ahead of budget. Revenues as of the November report are at \$5,000, we budgeted \$0. At this time last year, sales were at \$21,879. This lag in sales revenue, and \$0 budget figure can be attributed to our backlist growing older and only one new publication this year. The new publication, 'The PLA Guide to Film Programming for Public Librarians,' written by librarian Kati Irons, was released this summer by ALA editions and is selling steadily. As of this report, a total of 266 books have been sold, leading to net sales of \$12,161.

Overall, association publishing has become less financially viable in light of open access and widely available interactive learning tools. While we are committed to disseminating and advancing knowledge via publishing, we will need to transition to a new model and determine how to navigate the transition, in light of our current need to maintain a revenue stream from publishing efforts. PLA staff member are exploring methods for making this transition and also maximizing revenues in order to meet or exceed our budget goal of \$25,420 by the end of FY15.

The sales figures above 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 \$2,624; we are actually at \$50.

Other PLA Publishing Activities

Public Library Data Service Statistical Report (PLAmetrics)

As of the 2011 report, PLA ceased printing a paper PLDS report. The database, now known as PLAmetrics (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, there are **166 active subscriptions**. For comparison purposes here are the subscription numbers from previous years:

2014 (June) – 171 subscriptions (PLAmetrics via Counting Opinions)
2013 (June) – 167 subscriptions (PLAmetrics via Counting Opinions)
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-- and the Board accepted their recommendation.

Upon notification that PLA would cease production of PLDS/PLAmetrics, Counting Opinions offered PLA a five-year licensing agreement, wherein they would manage the survey, take over all aspects of the project, and pay PLA royalties based on sales. In this agreement PLA continues to own the data. Given that the proposal would limit financial risk, decrease staff time and keep the resource available to libraries, while also providing a potential platform for the new performance measurement work just beginning, PLA accepted the agreement. As of this date, we have received \$933 in royalties to date, with an additional \$332.00 payment expected soon.

In FY13, under the previous agreement with CO, PLDS/PLAmetrics lost \$27,600. Despite less financial risk, at the conclusion of the CO agreement in four years, PLA will need to revisit the issue of viability for PLDS/PLAmetrics.

Every Child Ready to Read (ECRR) 2nd Edition (2011-001)

Sales of the ECRR kit and auxiliary products have been very strong. Since its release in June, 2011, we have sold 4,197 kits. At this point last year we had sold 3,253 kits.

Outside of the kits we have sold additional products:

English Brochures - Packets of 100 – 2,783; last year at this time 2,162 packets

English Bookmarks – Packets of 100 – 1,253; last year at this time 1,099 packets

English Posters – 2,140; last year at this time 1,883

Spanish Brochures: -- 395; last year at this time 85 packets

Spanish Bookmarks – 276; last year at this time 156 packets

Spanish Posters – 340; last year at this time 164

*New!! ECRR Toolkit for Spanish-Speaking– 64

*The ECRR Toolkit for Spanish-Speaking Patrons was released this past March during PLA 2014.

Sales revenues for Every Child Ready to Read are currently ahead of projections at \$16,332; we budgeted \$10,000. Expenses are also on target; with a budget of \$5,392 and expenses of \$4,642.

Date: 01/09/2015

To: PLA Board of Directors

From: Kathleen Hughes, Manager, Publications & Editor, "Public Libraries"

Re: *Public Libraries*

Public Libraries

Public Libraries ad sales in fiscal year 2014 are a bit behind budget. The most recent report shows that gross advertising revenue is at \$8,966; the budgeted figure is at \$10,000. At this time last year advertising sales were at \$10,037. This is mostly a timing issue – as we collect advertising revenues for the Nov/Dec issue we will move closer to and/or exceed the budgeted figure.

Our subscription base has increased since this time last year; we currently have 573 subscriptions; at this time last year we had 563 subscriptions. Subscription revenues are slightly behind; budgeted to be \$10,438; the actual figure is \$9,910. We expect that revenues will meet budget as they are collected.

In terms of expenses, at this point in the year, we are budgeted to be at \$32,208; the actual expenses total is \$12,069, making us approximately \$20,000 ahead of expenses budget. This is mostly a timing issue as we have not yet processed expenses for the Nov/Dec issue. However, we are actively keeping expenses down by limiting the number of pages in the print version, using royalty-free stock images in both print and online, and scaling back the use of outside designers and illustrators.

Publiclibrariesonline.org

The online companion site to "Public Libraries" continues to thrive. Like the print iteration, PLOnline (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 from our team of writers. 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), Twitter (@publibonline), and Pinterest (<http://pinterest.com/publibonline>).

We are happy to report that the site and the site's social media have been very busy – here is a look at recent statistics:

Months and Years – Views – publiclibrariesonline.org

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
2013	8,306	9,967	15,241	15,880	19,706	19,742	22,570	18,456	20,082	23,001	21,420	18,910	
2014	21,939	24,690	25,299	25,476	23,179	22,327	24,247	23,377	28,519	31,749	31,281	27,726	
2015	8,432												

Average per Day – Views – publiclibrariesonline.org

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
2013	346	356	492	529	636	658	728	595	669	742	714	610	
2014	708	882	816	849	748	744	782	754	951	1,024	1,043	894	
2015	993												

- The PL Online Facebook page has 2,551 ‘likes’ and our Twitter page 1,308 followers.

With input from the *PL* Advisory committee, we hope to continue to develop the print journal, the online site, and the corresponding social networks. We have begun to accept advertising on the site and have run several ads since January 1, 2013. We will also continue to recruit new volunteer bloggers as well as solicit guest bloggers for the upcoming fiscal year.

Date: January 12, 2015

To: PLA Board of Directors

From: Melissa Faubel Johnson, CMP
Conference Manager

Amy Sargent Lundy
PLA Manager, Professional Development

Re: PLA 2016
April 5 – 9, 2016 – Denver, CO

Plans for PLA 2016 in Denver, CO, are progressing on schedule.

Exhibits

PLA's exhibit management team at Corcoran Expositions is busy confirming renewals from the 2014 conference in Indianapolis. The renewal rate is up 30% from the previous 2012 conference. While this is a positive sign and we remain optimistic for growth in Denver, the increase could be a timing issue. As of January 13, 2013, we have 155 companies confirmed in 463 booths, which amounts to 71% of our final exhibit revenue from the 2014 conference. We have an additional 53 booths on hold.

The first sales blast of the year will go out on this month, and the online exhibitor prospectus is in development.

Conference Programming

The Call for Proposals will open on January 26, and remain open until the end of April.

PLA Staff met in December for a brainstorming session. Some exciting new programs and ideas are in the works for PLA 2016. More details and information will come at the ALA Annual Conference in June.

Registration

Full conference registration and housing will open on September 15.

Date: January 7, 2015
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.

FY15 gross sales through December 31, 2014, the first four months of the fiscal year, were \$3,592. Titles with sales since September 1, 2014, the first day of the FY15 fiscal year, are highlighted in yellow. Life-to-date gross sales of these products through December 31, 2014, were \$21,596.

On-Demand Webinar Title	FY2015		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	\$28	1	\$420	15
Transforming Our Image Parts I & II (group)	\$119	1	\$595	5
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			\$112	4
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	\$112	4	\$1,288	46
Fully Engaged Customer Service at Your Library (group)	\$357	3	\$2,856	24
Creating a Digital Media Lab at Your Library	\$28	1	\$532	19
Creating a Digital Media Lab at Your Library (group)			\$357	3
Quick Fixes for Library Displays			\$112	4

Quick Fixes for Library Displays (group)					
Implementing "Choose Civility," a Community-wide Campaign			\$140	5	
Implementing "Choose Civility," a Community-wide Campaign (group)					
E-Books 101 – A Look at Devices, Platforms, and Training Ideas	\$84	3	\$392	14	
E-Books 101 – A Look at Devices, Platforms, and Training Ideas (group)			\$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			\$140	5	
E-Books and Customer Service at Your Library (group)	\$238	2	\$357	3	
E-Books and Libraries: What's Next?			\$392	14	
E-Books and Libraries: What's Next? (group)			\$119	1	
Copyright: What You REALLY Need to Know			\$196	7	
Copyright: What You REALLY Need to Know (group)			\$357	3	
Screentastic! Using Screencasting			\$228	6	
Screentastic! Using Screencasting (group)	\$119	1	\$238	2	
Are Your Mental Models of a Library Holding You Back?			\$28	1	\$168
Are Your Mental Models of a Library Holding You Back? (group)	\$119	1	\$1,071	9	
Alternative Reads			\$28	1	
Alternative Reads (group)					
Make Way for Makerspaces in the Library	\$28	1	\$280	10	
Make Way for Makerspaces in the Library (group)			\$595	5	
The State of E-books in Public Libraries and Publishing	\$28	1	\$112	4	
The State of E-books in Public Libraries and Publishing (group)			\$238	2	
The Elusive Library Non-User			\$56	2	\$420
The Elusive Library Non-User (group)	\$119	1	\$595	5	
On Life Support, But Not Dead Yet! Revitalizing Reference			\$56	2	\$532
On Life Support, But Not Dead Yet! Revitalizing Reference (group)			\$238	2	
The Thinking Person's Guide to Stress Management			\$140	5	
The Thinking Person's Guide to Stress Management (group)			\$714	6	
How to Be a Webinar Superstar	\$84	3	\$224	8	
How to Be a Webinar Superstar (group)					
Early Literacy Programming in the Digital Age			\$280	10	
Early Literacy Programming in the Digital Age (group)	\$238	2	\$476	4	
Street Smart: Urban Fiction in Public Libraries			\$28	1	\$56
Street Smart: Urban Fiction in Public Libraries (group)			\$119	1	
Is Community Assessment a High Hurdle?			\$137	5	
Is Community Assessment a High Hurdle? (group)			\$238	2	
Face-to-Face Presentation Skills			\$84	3	\$336
Face-to-Face Presentation Skills (group)			\$357	3	
Partners in Literacy			\$28	1	\$140
Partners in Literacy (group)	\$238	2	\$238	2	
Creating Engaged & Motivated Staff			\$56	2	\$224
					8

	PLA Board of Directors Midwinter 2015			
	2015.32			
Creating Engaged & Motivated Staff (group)	\$238	2	\$476	4
Fundraising 101	\$56	2	\$84	3
Fundraising 101 (group)				
Friends & Foundations	\$28	1	\$112	4
Friends & Foundations (group)			\$119	1
It's All in the Planning	\$140	5	\$168	6
It's All in the Planning (group)			\$595	5
Supervise with Success	\$180	4	\$450	10
Supervise with Success (group)	\$169	1	\$507	3
Violence Prevention in the Public Library	\$28	1	\$28	1
Violence Prevention in the Public Library (group)			\$119	1
Marketing Plans for the Faint of Heart	\$224	8	\$252	9
Marketing Plans for the Faint of Heart (group)	\$107	1	\$226	2
Dewey 2.0: Reinvigorating Your Nonfiction Collections				
Dewey 2.0: Reinvigorating Your Nonfiction Collections (group)				
Weed'Em and Weep: Hoarding Is Not Collection Development	\$28	1	\$28	1
Weed'Em and Weep: Hoarding Is Not Collection Development	\$119	1	\$119	1
Totals	\$3,592	66	\$21,596	417

PLA Web Analytics

In addition to the website analytics below, this report also includes a comparison of PLA's primary analytics with those of the other ALA divisions (see attached PDF). Although comparisons with other divisions do not necessarily have an "apples to apples" correlation, they may still offer some internal context. The attached PDF also includes a comparison of year-to-date analytics with the same period in previous years for the PLA site and Public Libraries Online.

PLA Website

Year-to-date statistics through the end of calendar year 2014 (January 1–December 31, 2014) reported by Google Analytics for the PLA website:

- 65,141 users (formerly unique visitors)
- 131,240 sessions (formerly visits), with 45.9% by new visitors and 54.1% by returning visitors and an average session duration of 2 minutes, 27 seconds
- 292,880 pageviews, for an average of 2.23 pages per session
- 86.71% of sessions were from the U.S., 2.97% from Canada, and the remaining from countries including India, the U.K., Australia, the Philippines, China, Spain, Brazil, and Germany
- Top 10 pages by pageviews were:
 - Homepage – 64,256 pageviews
 - Conferences & Continuing Education – 27,516 pageviews

- On-Demand Webinars – 7,201 pageviews
- Public Libraries Magazine (*not* Public Libraries Online) – 7,115 pageviews
- Careers in Public Librarianship (Professional Tools) – 6,577 pageviews
- Leadership Academy – 6,323 pageviews
- About PLA – 5,464 pageviews
- Membership – 5,381 pageviews
- Online Learning – 4,987 pageviews
- Professional Tools – 4,791 pageviews
- Primary source of traffic on the site was search engine results (65.45% of sessions), followed by users entering URLs directly in their browsers or using bookmarks (19.78%), then links from other sites or e-mail communications (12.52%), links from social media (2.25%), and other (.00%)
- Top 10 sources of traffic by sessions were:
 - Google – 78,613 sessions
 - entering URLs or bookmarks – 25,956 sessions
 - Bing – 4,511 sessions
 - Yahoo – 1,798 sessions
 - placonference.org – 1,760 sessions
 - lj.libraryjournal.com – 1,169 sessions
 - Facebook – 719 sessions
 - Facebook Mobile – 568 sessions
 - Twitter – 537 sessions
 - PLA/ALA e-mail newsletters and e-blasts – 519 sessions

PLA 2014 Conference Website

Tracking of PLA 2014 website traffic ended as of October 27, 2014, so that tracking of the new PLA 2016 website could begin. Year-to-date statistics through that date (January 1–October 27, 2014) reported by Google Analytics for the PLA 2014 website:

- 74,441 users (formerly unique visitors)
- 131,150 sessions (formerly visits), with 53.8% by new visitors and 46.2% by returning visitors and an average session duration of 3 minutes
- 310,837 pageviews, for an average of 2.37 pages per session
- 93.12% of sessions were from the U.S., 2.75% from Canada, and the remaining from countries including the India, the U.K., Germany, Australia, Brazil, China, Singapore, and Pakistan
- Top 10 pages by pageviews were:
 - Homepage – 119,364 pageviews
 - Programs – 39,259 pageviews
 - Register – 24,184 pageviews
 - Virtual Conference – 15,113 pageviews
 - Housing – 13,056 pageviews
 - Preconferences – 7,543 pageviews

- Preliminary Program (landing page, not actual program) – 6,165 pageviews
- Restaurants in Indianapolis – 4,506 pageviews
- Mobile App (landing page, not actual app) – 4,438 pageviews
- Shuttle Schedule – 4,194 pageviews
- Primary source of visits to the site was search engine results (46.63%), followed by links from other sites or e-mail communications (31.53%), then users entering URLs directly in their browsers or using bookmarks (20.13%), links from social media (1.67%), and other (.04%)
- Top 10 sources of traffic by sessions were:
 - Google – 56,374 sessions
 - entering URLs or bookmarks – 26,406 sessions
 - ala.org (this would include the PLA site) – 23,232 sessions
 - SmartCity (on-site wifi hotspots) – 7,479 sessions
 - Bing – 3,475 sessions
 - fountas-and-pinnell.wikispaces.com – 2,406 sessions
 - Yahoo – 942 sessions
 - a2zinc.net (exhibits management site) – 822 sessions
 - Twitter – 815 sessions
 - Facebook – 698 sessions

PLA 2016 Conference Website

A preliminary, “Plan Ahead for PLA 2016” conference webpage launched the week of October 27, 2014. The site will be expanded as planning for the conference continues.

Public Libraries Online Website

Year-to-date statistics through the end of calendar year 2014 (January 1–December 31, 2014) reported by Google Analytics for the Public Libraries Online website:

- 174,256 users (formerly unique visitors)
- 211,406 sessions (formerly visits), with 81.5% by new visitors and 18.5% by returning visitors and an average session duration of 1 minute, 3 seconds
- 307,999 pageviews, for an average of 1.46 pages per session
- 62.16% of sessions were from the U.S., 5.42% from Canada, and the remaining from countries including India, the Philippines, the U.K., Australia, the Netherlands, South Africa, and Pakistan
- Top 10 pages by pageviews were:
 - Community Centered: 23 Reasons Why Your Library Is the Most Important Place in Town (Sep/Oct 2011; posted Apr 2013) – 30,459 pageviews
 - Homepage – 21,252 pageviews
 - Simple Crafts for Teens (posted May 2013) – 4,562 pageviews
 - The Public Library Data Service 2012 Statistical Report: Characteristics and Trends (Nov/Dec 2012; posted Dec 2012) – 4,411 pageviews
 - Ten Essential Qualities for Success: A New Cataloging Librarian’s Guide from a Supervisor’s Perspective (May/Jun 2013; posted Jun 2013) – 3,961 pageviews

- Personal Digital Archiving: Saving Cell Phone Texts (posted Jul 2013) – 3,614 pageviews
- Digital Magazines @ Your Library (posted Mar 2013) – 2,979 pageviews
- Magazine (print versions) – 2,665 pageviews
- Evaluating Summer Reading Programs: Suggested Improvements (Jul/Aug 2010; posted May 2013) – 2,573 pageviews
- The Physical Effects of E-Reading (posted Feb 2014) – 2,297 pageviews
- Primary source of visits to the site was search engine results (64.69%), followed by users entering URLs directly in their browsers or using bookmarks (19.52%), then links from other sites or e-mail communications (7.94%), links from social media (7.85%), and other (.01%)
- Top 10 sources of traffic by sessions were:
 - Google – 129,959 sessions
 - entering URLs or bookmarks – 41,266 sessions
 - ala.org (this would include the PLA site) – 5,597 sessions
 - Facebook – 3,848 sessions
 - Facebook Mobile – 3,425 sessions
 - Bing – 3,163 sessions
 - Pinterest – 2,757 sessions
 - Twitter – 2,113 sessions
 - Yahoo – 2,015 sessions
 - Facebook Redirect – 1,982 sessions

Year-to-Date (January 1–December 31, 2014) Comparison with Other Divisions

	PLA	AASL	ACRL	ALCTS	ALSC	ASCLA	LITA	LLAMA	RUSA	UNITED	YALSA
Users	65,141	423,441	379,334	96,914	1,093,906	37,482	40,293	15,284	169,191	35,984	687,853
Sessions	131,240	697,112	654,984	186,371	1,686,370	54,828	80,136	34,215	270,968	64,793	1,009,939
Average Session Duration	0:02:27	0:02:55	0:02:10	0:02:33	0:02:32	0:01:30	0:02:25	0:03:14	0:02:12	0:03:00	0:02:21
Pageviews	292,880	1,529,505	1,306,665	414,023	3,894,124	89,275	212,916	85,540	531,056	154,538	2,669,030
Average Pages per Session	2.23	2.19	1.99	2.22	2.31	1.63	2.66	2.50	1.96	2.39	2.64
Primary source: Search engine results	65.45%	65.72%	66.50%	66.71%	73.79%	75.16%	56.43%	68.33%	63.87%	58.90%	66.90%
Primary source: URLs and bookmarks	19.78%	16.73%	18.52%	19.71%	11.93%	14.88%	22.59%	16.70%	19.69%	18.27%	13.25%
Primary source: Links and emails	12.52%	14.27%	13.28%	11.10%	12.27%	8.89%	18.69%	11.61%	14.49%	20.19%	15.17%
Primary source: Social media	2.11%	3.26%	1.66%	2.41%	1.99%	1.07%	2.27%	3.36%	1.93%	2.63%	4.67%
Primary source: Other	0.00%	0.01%	0.04%	0.07%	0.03%	0.01%	0.02%	0.01%	0.01%	0.01%	0.00%

	PLA + PLA 2014	AASL	ACRL	ALCTS	ALSC	ASCLA	LITA	LLAMA	RUSA	UNITED	YALSA
Users	139,582	423,441	379,334	96,914	1,093,906	37,482	40,293	15,284	169,191	35,984	687,853
Sessions	262,390	697,112	654,984	186,371	1,686,370	54,828	80,136	34,215	270,968	64,793	1,009,939
Average Session Duration	0:02:50	0:02:55	0:02:10	0:02:33	0:02:32	0:01:30	0:02:25	0:03:14	0:02:12	0:03:00	0:02:21
Pageviews	603,717	1,529,505	1,306,665	414,023	3,894,124	89,275	212,916	85,540	531,056	154,538	2,669,030
Average Pages per Session	2.30	2.19	1.99	2.22	2.31	1.63	2.66	2.50	1.96	2.39	2.64

	PLA + PLA 2014 + PL Online	AASL	ACRL	ALCTS	ALSC	ASCLA	LITA	LLAMA	RUSA	UNITED	YALSA
Users	313,838	423,441	379,334	96,914	1,093,906	37,482	40,293	15,284	169,191	35,984	687,853
Sessions	473,796	697,112	654,984	186,371	1,686,370	54,828	80,136	34,215	270,968	64,793	1,009,939
Average Session Duration	0:02:14	0:02:55	0:02:10	0:02:33	0:02:32	0:01:30	0:02:25	0:03:14	0:02:12	0:03:00	0:02:21
Pageviews	911,716	1,529,505	1,306,665	414,023	3,894,124	89,275	212,916	85,540	531,056	154,538	2,669,030
Average Pages per Session	1.92	2.19	1.99	2.22	2.31	1.63	2.66	2.50	1.96	2.39	2.64

Year-to-Date (January 1–December 31, 2014) Comparison with Same Period in Previous Years

PLA Website

	Jan-Dec 2014	Jan-Dec 2013	% Change
Users	65,141	74,007	-11.98%
Sessions	131,240	151,076	-13.13%
Average Session Duration	0:02:27	0:02:28	-0.68%
Pageviews	292,880	315,696	-7.23%
Average Pages per Session	2.23	2.09	6.70%

PLA Conference Websites (PLA 2014 thru October 28, 2014 only; PLA 2016 comparison data will be added in future reports)

PLA 2014 Jan-Oct 2014

	PLA 2014 Jan-Oct 2014
Users	74,441
Sessions	131,150
Average Session Duration	0:03:00
Pageviews	310,837
Average Pages per Session	2.37

Public Libraries Online Website

	Jan-Dec 2014	Jan-Dec 2013	% Change
Users	174,256	108,459	60.67%
Sessions	211,406	136,053	55.39%
Average Session Duration	0:01:03	0:01:12	-12.50%
Pageviews	307,999	216,284	42.40%
Average Pages per Session	1.46	1.59	-8.18%

TO: PLA Board of Directors
RE: Update on ALA Strategic Planning Process

ACTION REQUESTED/INFORMATION/REPORT:

Information/Discussion

ACTION REQUESTED BY:

Barb Macikas, PLA Executive Director

DRAFT OF MOTION:

N/A

BACKGROUND:

This document and attachments summarize the October ALA joint boards strategic planning session as well as providing an update on next steps.

Overview

Prior to the October meeting of the PLA Board, PLA President Larry Neal, president-elect Vailey Oehlke, past-president Carolyn Anthony and executive director Barb Macikas joined the presidents and EDs of the other ALA divisions as well as members of the ALA Executive Board and candidates for ALA president in a one day strategic planning session facilitated by The Berk Group. The purposes of the meeting were:

- A shared understanding of what success looks like for each of the ALA Strategic Initiatives from the perspective of each part of the ALA community.
- Exploration of how group-level efforts can support success in ALA's three Strategic Initiatives.

ALA's three strategic initiatives are: advocacy; information policy; and professional leadership development (see attached overview 2015.34a)

A meeting summary document was prepared and distributed to staff in December (attached, 2015.34b). This document summarizes the group's work and lists short- and long-term goals as well as some prioritization of these based on the group rankings done at the session.

Additionally, toward the end of the planning agenda, small groups organized by member organization, i.e., by division, ALA board, etc., were asked to complete worksheets to indicate "actions we (PLA) are taking or will take" in support of the strategies the larger group had indicated were important. The compiled worksheet for all units was also provided in December and is attached (2015.34c).

Timeline for Gathering Feedback and Next Steps

ALA has used a variety of ways to gather member thoughts related to the strategic initiatives. For example, ALA president Courtney Young held three virtual town halls, each with a focus on one of the strategic initiatives. (See document 2015.34d for diagram of process.) Additional plans include:

- Sharing the results of the fall planning session with the Planning and Budget Assembly and ALA Council as background for the group discussions at Midwinter.
- Keith Fiebs is planning on communicating with the planning group and division leadership breakfast group about how ALA will be using the fall planning session work as their starting point as they incorporate feedback from other groups (including discussions at Midwinter) into draft advocacy, information policy and professional and leadership development plans.
- Draft plans will be circulated beginning in late March. ALA will be sharing them with divisions, other groups and the membership at large. Keith indicated they are very interested in suggestions from the divisions as they move from draft to completed plans over the course of the spring and summer.
- ALA will begin moving ahead on priority projects and consensus items as they are identified.

February 17, 2014

Dear Colleagues,

On behalf of the ALA Executive Board, I would like to share with you our plans to move the “re-imagining ALA” conversations forward into strategic action. As you know, ALA has been engaged in community conversations with our members over the past couple of years. We realize that any changes we make to our organization must be based on very careful assessment of member needs and wishes, because, although we serve three constituencies (members, libraries, and the public), we must primarily be responsive to members.

We started with large conversation sessions at our conferences, but broadened and deepened the dialogue to include insights from division and round table leadership, Council, focus groups, and a membership survey. The Executive Board and ALA staff accepted the challenge to analyze and synthesize 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 accompanying document outlines three **strategic initiatives** that reflect the conversations and deliberations of our members and member leaders. In addition, the Executive Board has designated a set of **enabling strategies** for ALA to undertake to create a “welcoming, inclusive, engaged and supportive organization” that is focused on these three strategic initiatives.

The Executive Board invites your feedback on our thinking thus far. This is the first step in a transparent but action-oriented process to bring our aspirations as information professionals and ALA members to life through our professional association. Your engagement throughout the process will enable us to build on the best ideas and make high-impact changes. Please engage with us in creating an ALA community that supports our important mission: to enhance learning and ensure equitable access to information for all.

Barb

Barbara Stripling

ALA President, 2013-2014

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.

ALA JOINT BOARDS MEETING SUMMARY

October 24, 2014 | 8:30-5:00 PM

INTRODUCTIONS

The following items summarize responses to the question: What inspires you to do the work you do?

- "Making a difference"
- Community
- Scholarship
- Literacy
- Democracy
- Connections
- Challenges
- "A mighty purpose"
- Serving, service
- Patrons, who you serve
- Colleagues
- "Fight cynicism and save the world"
- "Transform lives"
- "Power of information"
- Adapting to change

ACHIEVEMENTS: HOW WILL WE KNOW WE'VE BEEN SUCCESSFUL?

The following sections summarize work developed in the first exercise of the meeting.

- **Large Group Summaries** feature the ideas captured by the large group in the facilitated discussion reviewing the dots placed on the flip charts.
- **Short-term and Long-term items** aggregate all of the items as pairs of small groups combined their individual worksheets on flip charts posted around the room. **Bolded text** represents items that received the most support (dots) from participants during the Gallery Walk segment of the exercise.
- The original worksheets developed by each small group of 3 are included as scanned images in the Appendix.

Large Group Summary: Advocacy

- Libraries are relevant and value is known, not questioned
- ALA supports literacy in communities
- Nationwide army of activists all are advocates
- Advocacy is seen as part of librarians' daily work
- ALA at the table for non-library policy discussions
- Internal advocacy
- ALA is responsive to needs of membership
- Public awareness, shift iconic position
- Shared understanding of advocacy focus
- Desired outcomes: libraries, transform communities, patrons/lifelong learners

Short-term (3 years)

- ALA is a valued partner and connector
- Advocate diverse learning-literacy, numeracy, visual
- Increased public understanding and value of librarian and library role and ALA
- National voice for intellectual freedom
- Develop a scalable model
- Obvious systems and resources (tools, people, etc.) exist for library advocacy; two way communication between local and national public and libraries
- Value of MLIS and librarian expertise is recognized
- More advocated
- Skills training
- Affirm future of libraries (we will thrive)
- **Developing shared focus/understanding of advocacy/issues**
- Better discoverability of advance toolkits/websites
- Development of kits/guidelines for all kinds of libraries
- Educate community on issues
- Advocacy – large committee develop resources
- All divisions have unified set of advance tools and training
- Legislators care about library funding needs
- **Advocacy is inherent to librarians daily work**
- **ALA recognized in the US as the voice of and for libraries/librarianship**
- **Community: public awareness campaign that shifts the iconic concepts of libraries**
- Expanded awareness of the value of all libraries
- Identification of best practices to expand tolerance for diverse viewpoints
- Everyone trained as an advocate
- ALA proactively establishes partnerships with non-library organizations
- Data clearing house for library impacts and outcomes
- US president mention value/importance of all libraries in “state of union” address
- ALA is recognized as “the” association for all information professionals and students/administrators
- Targeted initiatives for types of libraries and groups within profession
- ID influencers and partnerships
- Educating partners
- Build community agendas

Long-term (10 years)

- Increased funding and adequate staffing for libraries
- **All library customers are active advocates**
- Increase of equitable access for all audiences
- ALA credibility as voice for libraries transformational value and core principles
- **No more “are libraries still relevant”**
- Results in top-down investment - policy and action
- Grant funds only for innovation, not regular operations
- Integral part of being associated with libraries
- No one asks why we need libraries?
- Libraries always have a seat at the table
- Library budgets are never on the table when it comes to cutting budgets
- Every librarian and US student is an ALA member
- Significant increase in funding for libraries (we thrive)
- **Nationwide army of library activists decision makers see**

- Advocating for libraries as in their interest (Tea Party endorsed libraries)
- Communities are no longer asking “do we need libraries”
- All community members are willing, happy to advocate for libraries to decision makers
- Clear, consistent message
- Cultural change of empowerment
- Libraries are at top of minds not afterthought
- Legislation reflects library funding needs
- Every library user self identifies as a library advocate
- International recognition as a major voice for all libraries/librarianship
- Embraces and expects libraries to be critical element of the community’s health and success
- **Everyone is a library advocate!**
- No library is in jeopardy (but OK for librarians to be on Jeopardy!)
- No censorship of library materials
- ALA support for local ballot initiatives
- Libraries have multiple partnerships within their communities
- **ALA is sought to be at the table at major non-library policy discussions**
- GIANT pool of advocates taking action on behalf of libraries
- Mandated funding growth for libraries and services/programs
- Thriving communities of all types and all groups
- Understand our value (libraries) and common goals
- Well-funded – more \$\$\$
- More partners, higher level of engagement of partners

Large Group Summary: Information Policy

- Legislation reflects library position
- Universal broadband is seen as a right
 - o Net neutral broadband
 - o Equity of access
- Librarians recognized as information policy specialists
- ALA is the go-to for legislators, policy makers
- Fed/State/Local legislators recognize role of libraries and information access
- ALA initiates and influences policy
- Information infrastructure - a public utility
- Hot mess of e-books is fixed
- ALA is a recognized leader (local, nationally, globally)
- ALA - 1st group government and organizations turn to
- Desired outcomes: reflect our ethics, values – including equity

Short-term (3 years)

- ALA leverages conversation about intellectual property rights
- National program of digital citizenship begins to replace filtering
- Accept and embrace devices
- Legislation at multiple levels
- Rethink filtering
- Get ahead of trends and provide libraries with talking points on issues
- Explain role of public policy in layman’s terms to the profession and the public
- **ALA is first group government and organizations turn to on information policy issues**
- Everyone knows libraries play a role in information policy
- Policy leadership in information areas
- Better education on information policy for library workers

- Information policy leadership at all levels (local, state national, global)
- Identify key issues – areas of focus
- Update toolkits to reflect our times
- Make the tools/resources discoverable
- Account for the constant evolution in this area - develop ways to maintain currency, be nimble
- Identify & educate
- Develop advocacy toolkits for libraries to advocate for information policy at their libraries – copyright, access
- Developing ways to motivate folks to action – make it easy
- All librarians/staff have a greater understanding of issues and know how to respond to them
- ALA: lead the advocacy for legislation/regulation policy for public interest. Fosters strategic coalitions for collective action
- Community: serves as a knowledgeable resource for all members and the community
- The hot mess of eBooks is fixed!
- ALA develops a cross-divisional plan for proactive approaches to information policy
- Universal Broadband
- Coalition building for collective impact
- Building models/guidelines for information policy such as intellectual freedom, privacy, etc.
- Libraries understand their role in closing digital divide
- Immediate open access to all government sponsored research
- Changes in copyright legislation to benefit the public
- Net neutrality
- ID issues
- **Librarians recognized as information policy specialists**

Long-term (10 years)

- ALA has impact in policy decisions at all levels
- Intellectual property rights, privacy and policies, protect libraries and rights of users
- CIPA is gone
- Roles of public and open access defined
- **Universal broadband – a right**
- Government policy will not inhibit access
- We have a track record and it's clear we and people accept the importance of our issues to democracy
- Intentional discussion of policy issues between librarians, friends, trustees, and corporate partners
- Go-to for organization/profession on information policy
- Better education for community on information policy (stakeholders and decision makers)
- Public interest, not commercial interest rules
- **ALA is the recognized leader of information policy nationally and globally**
- Successful implementation of national, international and local policies that match our values of access and freedom
- **Local, state and federal legislation to reflect libraries position on those policies**
- **Federal, state and local legislation recognizes critical role of libraries/librarians of all types in information access and usage**
- Have successful models of information access
- ALA has a proactive approach to information policy
- ALA has successful influence on information policy
- Equal, affordable high-speed access to content
- Information infrastructure is a public utility

- All libraries are positioned to easily and quickly adopt new technology
- Continued coalition building for collective impact
- Libraries have resources to close digital divide and have made gains in this area
- Open access to “all” research results
- Universal access to internet
- **ALA is the go-to organization for legislators on federal info. on information policy**
- Influence information policy through media coverage

Large Group Summary: Professional and Leadership Development

- Engage members year round – their influence and contributions
- Librarianship is seen as exciting
- Library professional
- ALA is the premier provider of PD
 - o Online and in person
- Mandate for certification and periodic CE, scaffolding alternative pathways
- Majority of staff are members
- Diversity (multiple types) reflects communities
- New ALA members get a mentor to engage in ALA
- New crop of leaders (mentored diverse)
- People want to be ALA leaders
- Equity

Short-term (3 years)

- Core competencies are dynamic, update often
- Includes young, diverse librarians joining, parties in ALA
- Opportunities for professional development – in person, and online expanded
- ALA has virtual learning environment
- Media portrays librarianship as exciting and interesting
- Mentoring through ALA creates leaders
- Involve membership in getting accurate snapshots of employment
- Change delivery method of professional development to members
- All library staff want to be part of ALA
- Professional development (ALA developed) is available in a variety of formats and renewals
- Mentorship is a matter of course with in ALA
- Integrated online learning system for ALA
- Accreditation produces effective professionals for today's and tomorrow's libraries
- New conversation about evolving nature and role of profession
- Evolve participatory structure so new professionals/next generation want to participate – move away from traditional cmte structure to inspire new librarians to participate and take on leadership roles (project and outcome driven)
- Better coordinated efforts across ALA to develop trainings
- Incubator funding for new librarians to lead new, innovative projects
- Increase year-round member participation and contributions in virtual and face to face environments
- ALA membership increase by 10%
- Explore ways to collaborate and connect with international libraries assns. ALA wide
- Mentoring
- ALA: develop relevant accreditation standard for graduate library programs
- Maintain the standing of ALA as an accrediting body
- Diverse, evolving opportunities for member engagement

- Customized approach to members' needs
- Instructional design for leadership content
- MLIS curriculum addresses 21st century library and community needs
- Continue and support library leadership development programs in associations
- Develop recruiting strategies
- Forging more relationships between different information institutions
- Succession planning for libraries and ALA
- **Every new ALA member assigned a mentor to navigate ALA**
- Every ALA member gets one free webinar annually
- Reposition profession to be exciting, etc.
- Freedom fighters, holders of the flame of democracy
- 1st year leadership tool kit
- Expand mentoring regional/national network coordinated by ALA

Long-term (10 years)

- **Librarianship viewed as exciting career**
- **Librarianship and library leadership reflect community they serve**
- **ALA is premier provider of PD**
- Libraries reflect core values and contemporary work
- Libraries transformed as centers of engagement and learning
- Better model for jobs landscape – imbalances between graduates and positions
- All library staff become deeply involved in ALA
- ALA become part of related undergraduate info studies education
- Recognizing individuals and libraries for professional development activities and achievements
- People want to be ALA leaders
- ALA provides e-learning for all library workers across world
- **Mandate for certification and periodic CE**
- **College grads want to work in libraries**
- “why join ALA?” now has an understood and motivating answer
- The professional of today are still in the profession and are leading in their libraries and ALA
- More mature, robust online learning
- 100% of degreed librarians are ALA members
- Some type of ALA presence at all libraries. AKA “universal membership”
- Global cross cultural library community
- Mentees of 3 years plan to become mentors
- Be in the leadership of continuing education development and professional development
- Expectation for professional growth
- The profession will be diverse and supported in their growth
- Full engagement of all members in ALA
- Integrated, modular leadership corr.: standards/best practices, post MLS certification is meaningful (LIS, APA)
- Majority of library staff are members; membership reflects diversity of communities we serve
- Libraries and associations are staffed by even more exceptional leaders
- Forge links to organizations outside libraries to build professional development skills
- **New crop of library leader mentored and diversified**
- A more involved membership
- Robust engagement and value
- More diversity
- Larger cohort of mentors beyond ALA membership
- In 10 years, people in this room will reflect all ages, all colors, all points of view

STRATEGIES: WHAT DO WE, THE ALA COMMUNITY, NEED TO DO TO BE SUCCESSFUL?

The following pages summarize work developed by participants in the second exercise of the meeting. The lettered list at the beginning of each strategic initiative section is what went forward to each of the divisions for the final exercise of the day.

Advocacy

- A. Develop powerful national public awareness campaign comprised of data and stories to engage
- B. Develop, repurpose and centralize advocacy toolkits and resources
- C. Build coalitions
- D. Evaluate what is working now for internal and external advocacy efforts (both ALA and other organizations)
- E. Mobilize and inspire ALA and its communities to action.

Other Breakout Group Ideas

- Consistent messaging/voice (i.e. broadband and how it affects all users, types of libraries)
- Shared framework and vocabulary – internal and use externally
- Training the “army” – national to local
- Re-purpose some of the great work that has already been done – what is valued and as needed
- Vocabulary reframed to align with potential partners
- Align ourselves with others working in important areas for collective impact
- A public awareness campaign on the transformation of all libraries – stories, impact, messages, images and pictures
- Strategy needed to be at the table in numerous venues
- Audience and purpose for message – they define ‘success’ for us in different ways
- Evaluation – outcomes and impacts
- Publicize our success stories and what impact that has
- Relevant/shift in position/value of libraries known
- Army of activist/daily work
- Literacy/jobs
- Marketing campaign for libraries (Nationwide)
 - o Messaging – big \$/an investment in our future
 - o Collecting stories – Gale campaign
- Common message unifying an army of activist (schools, public, academic, special)
 - o Agreeing on a common message – all divisions buying into it
- Toolkits for all library workers
- Advocacy portal – Annual advocacy themes (broadband, intellectual freedom)

Information Policy

- A. ALA forms and leads broad coalitions to with member participation to address information policy issues (e.g. equitable access, information freedom, net neutrality).
- B. To distinguish and articulate ALA positions on ALA information policy and ensure that members are informed and engaged.
- C. Provide training and access to expertise on evolving policy issues based on a strategic ALA roadmap.
- D. ALA writes policy and initiates action through legislators, legislation, public policy decision-makers, and civil liberties groups.
- E. Empowering members to be information policy advocates and to engage their communities so they are advocates.

Other Breakout Group Ideas

- Form and lead broad and sustained coalition to strengthen voices for broadband access as public utility, equitable access, net neutrality, and privacy. (e.g. EFF, Netflix, Digital Library Foundation)
- Distinguish and articulate library and ALA position, role and agenda in information policy issues
- Identify and strengthen relationships with policy and decision makers
- Articulate and create a road map for broadband access as a public utility
- Equitable access
- New neutral
- Coalition of groups advocating net neutrality and universal broadband with focus on library concerns
- ALA writes policy and initiates action thru legislators/legislation
- ALA leads in creating e-book standards for access and usability , along with standards for other digital content
- Create a component of ALA (office center, directorate, TF, etc.) to lead multi-directional communication of information policies with in the association (e.g. Intellectual freedom)
- ALA members connect with local reps regularly along with member of local communities
- Legislative Day is every day, year-round
- Need a strong lobbying presence
- Need an informed ALA membership
 - o Members can lobby but need to understand policy issues
 - o Take into account that individual ALA members may not all agree on policy directions
 - o Find common concerns
- Access issues are also a matter of contracts and licensing
 - o Not all librarians have expertise or organizational support
 - What can ALA do for this cohort?
 - o Create useful models
 - o Build knowledge of this area and skills into LIS curriculum
- Larger libraries act as mentors or partners to smaller ones in sharing understanding and expertise
- Question: is there consensus in the field about what constitutes an information policy issue?
 - o And then looking outward to the public: What is their understanding of what we do and why it matters?
 - We need an informational/ marketing component both internally and externally
 - o Establish a reflexive process so that when new things come along we can think about what they mean for various aspects of our profession

Professional and Leadership Development

- A. ALA University – shared tech platform, all online content, searchable by content across association – a tool for study as well as for use
- B. Develop a “career path” – networking, professional growth, etc.
- C. A mentoring strategy that engages emerging leaders and supports diversity systematically
- D. Connect with graduate library school programs to rethink and reenergize library curriculum and accreditation.
- E. Better articulate the ALA value proposition.

Other Breakout Group Ideas

- ALA University/Framework structure
 - o General ED/Core circ.
 - o Education tracks
- Leadership development strategy
 - o Term limits
- Emerging leaders/ what next?
 - o Est of bigger structure
- Equitable access to ALA L and D
- Community & Value & ALA membership, etc. - How do we quantify?
- ALA premier P.D. provider
 - o Content organization by topic not ALA unit provider
 - o Non-ALA content
 - o 1 clear starting point
 - o Develop career path – exposure to other libraries and organizations
 - o Help directors see benefits to their library for staff membership/P.D.
- All Library staff are ALA members
 - o Expand spectrum
 - o Connect with library school faculty
 - o More compelling value propositions for membership
- Single program and tech platform, shared policies for online PD and coordinated, integrated, with e-commerce capability
- Mentoring strategy as content focus – national network
- Reach out to US students
- Rethink and reenergize ALA accreditation and school curriculum
- Institutional priority and recognition of participation in PD plans individual and institutions
- Best practice and assessment of PD

ACTIONS: WHAT ROLES CAN WE PLAY?

In the final exercise of the day, ALA divisions, Roundtables, and the Board and Executive staff reviewed the items put forth in the Strategies exercise. Each group then discussed how they plan to or already support each of the Strategic Initiatives. These ideas will be recorded in Actions Worksheet to be completed and submitted electronically by each group.

APPENDIX

The following pages are the scanned worksheets developed by small groups in response to the opening exercise: achievements: how will we know we've been successful?

STRATEGIC DIRECTION: ADVOCACY				
STRATEGY	GROUP	ACTIONS <u>WE</u> ARE TAKING OR WILL TAKE	DESIRED OUTCOMES	NOTES
A. Develop powerful national public awareness campaign comprised of data and stories to engage.				
	AASL	Messaging and action plan for advocacy. National research agenda (IMLS). (1) <i>Value of Academic Libraries</i> initiative (2) <i>Assessment in Action</i> project	Consistent voice; leverage the ALA organization.	
	ACRL			
	ALCTS			
	ALSC	(1) Continuing support of and expansion of ALSC's <i>Everyday Advocacy</i> website resources. (2) Pitch @ My Library (expand by engaging community to promote via examples of who they interact with library, e.g., "I was able to apply (successfully) for a job @ My Library." Encourage celebrities to talk about "my library."	(1) Coordinated ALA-wide @ My Library Campaign. (2) Communities understand and articulate the value of libraries (go to bat for us, request funding, etc.)	(1) Devise mechanisms for all committees to participate. (2) Public Awareness Campaign.
	ASCLA	Reach out to state libraries and consortia which have collected stories through LSTA grants that are publicly available.	People take action based on the "Ask."	IMLS has these stories; also available in each state.
	LITA	Help with awareness of issues relating to technology that the rest of ALA may not know about yet.		e.g., serving underrepresented communities with technology skill building such as learning coding

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

LLAMA	Share content from awards programs, particularly JCD, including success stories in marketing and community engagement. Content from the architecture and interior design awards could be used to publicize the changing nature of libraries in their communities.	Raise awareness of successful marketing campaigns and the impact new buildings and spaces can have in a community.
PLA	Impact Measures TF/grant will provide critical outcomes data with advocacy benefits. Possible collaboration related to Aspen Dialogue report.	PLs collect and use outcome measures and results. Outcomes provide powerful advocacy tools. Aspen report provides framework for conversations with stakeholders.
RUSA	(1) Use <i>Just Ask!</i> Campaign to gather stories of impact. (2) Gather FINRA (Smart Investing @ Your Library) stories.	RUSA focus on direct user services provides opportunity to gather broad examples and stories.
UFL	Engage citizen groups to collect stories	Rich database of stories with photos and youtube videos
YALSA	Continue to collect stories via YALSA's online form. Create new videos, etc. to share stories out.	Be the voice at the national level for advocating for teen services. Create advocacy stories and messages that members will be able to use.
ALA EXEC	Focus on issues that inspire energy NOW, e.g. net neutrality, broadband	
ROUND TABLES	Ask RTs to develop stories or narratives related to their RT's mission.	Create awareness within ALA and the profession about these groups and topics; get more involvement

STRATEGIC DIRECTION: ADVOCACY				
STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
B. Develop, repurpose and centralize advocacy toolkits and resources.				
	AASL	In process on updating toolkit. Committees working on (1) scholarly communication, (2) lists, etc. re. why libraries are valuable, (3) program track of immersion series teaches advocacy	More relevant resources ("the ammo")	
	ACRL			
	ALCTS	Has a Technical Services Advocacy webpage, making a case for the importance of technical services in libraries.		
	ALSC	Work with PLA and their <i>Turning the Page</i> advocacy training to customize for youth librarians.	Members are trained and use new skills to advocate and promote their library to key stakeholders.	
	ASCLA	Provide state library contacts, consortia & libraries serving people with disabilities and consultants, chapter/state association leaders.	Influence legislators, find partners/sponsors, expand our voice, libraries considered essential services.	
	LITA			
	LLAMA	Provide training and programming related to developing advocacy skills.	At least one webinar on advocacy skills.	

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

	<i>Turning the Page 2.0 or 3.0 if completed) broadly applicable across types of libraries and free to use. Also incorporate Geek resources for local PA resources. Renew marketing and training opps for TtP within and outside PLA.</i>	Field benefits from existing high quality resources; greater confidence as advocates. Library successes.	
PLA	Share "elevator speech" webinar from Gail Griffith.	Leverage expertise re. multiple library types to create tools and training to reach across types; guidelines	As frontline service providers, RUSA members well-positioned to incorporate points into daily work, using relevant tools & training.
RUSA	Promote the free <i>Citizens Save Libraries Power Guide</i> to entire association and to other library groups, e.g., COSLA and ARSL.	<i>The Guide</i> is used throughout the country to help Friends, Trustees and supporters design and carry out local campaigns.	
UFL	Update YALSA's Advocacy Toolkit and Benchmarks as needed. Continue to use www.ala.org/yalsa/advocacy as a home-base for sharing information	Provide easy access to advocacy resources to increase members' use of them.	
YALSA	Do this!		
ALA EXEC	Create awareness within the RTs of the ability to make specialized toolkits that speak to the RTs topics or specialties	Overall, feel more involved in the Association	If millennials and retired persons are included they will be more likely to get involved with the Association
ROUND TABLES			

STRATEGIC DIRECTION: ADVOCACY

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
C. Build coalitions				
	AASL	External Relations TF, Alliance (vendor) committee revitalized, more purposeful state affiliate visits	Buy-in -- they can further our message	
	ACRL	Cooperative with many associations like ACRL (higher ed), especially AAC&U for <i>Framework for Information Literacy</i>		
	ALCTS			
	ALSC	Continue to build partnerships and work with national organizations in support of bridging the 30 Million Word Gap.	(1) Communities are aware of and taking action to close gap. (2) Change behavior of caregivers.	Build on work of current poster project (poster for use above changing tables and in waiting rooms).
	ASCLA	Offer consultants who are experts in evaluation of advocacy.	Replication of message.	
	LITA	Try to build outside of libraries to the technology world		Working on technology privacy issues and awareness
	LLAMA			
	PLA	Existing collaborations with: ICMA, ULC, Gates Foundation, COSLA, new Coalition on Learning.	More buy-in at front end; pooled resources. Build to each organization's strengths.	
	RUSA	(1) Build on existing relationships with AFL-CIO, FINRA, Carnegie. (2) Build new coalitions w/federal reserve banks, publishers.	Identify new coalitions beyond obvious organizations, build existing partnerships into advocacy and training opportunities.	
	UFL	Identify affiliate groups of ALA that have matching or similar goals and missions and work to engage them in joint efforts.	United for Libraries works effectively in partnership with groups outside the traditional ALA family.	

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

	Continue to participate in the Coalition to Advance Learning in Archives, Libraries & Museums. Continue to strengthen ties with state library associations YA roundtables.	Advance YALSA's mission by working with like-minded groups to increase our reach and impact.
YALSA		
ALA EXEC	(1) Look to current partners outside the profession (2) Increase collaborations with Divisions (3) Work with vendors; make the business case for advocacy.	Need to work together with a common vision -- One ALA.
ROUND TABLES	Currently there are Round Tables and Divisions with similar interests that are developing programs together. Working through ALA [staff] liaisons and groups within ALA, identify advocacy issues that we could partner and collaborate on.	If we can continue this history, members that are members of either the round table or division will realize divisions and round tables are more connected than they think. There are ALA members that are members because of the Round Tables. This is also the same for the Divisions.

STRATEGIC DIRECTION: ADVOCACY

STRATEGY	GROUP	ACTIONS <u>WE</u> ARE TAKING OR WILL TAKE	DESIRED OUTCOMES	NOTES
D. Evaluate what is working now for internal and external advocacy efforts (both ALA and other organizations).				
	AASL	Regular advocacy ed bd meetings with PIO/OLA	A process and procedure for what to do	i.e., knowing that the Rotary rather than the school board was the most effective to lobby
	ACRL ALCTS	Considerng, difficult		
	ALSC	Assess what we're doing.	All members are engaged in advocacy.	(1) Web analytics (2) Community Forum (3) Crowdsourcing led by committees.
	ASCLA LITA LLAMA			
	PLA	Partnership working with ICMA and leadership program, COSLA and digitallearn. PLA/ALSC partnership on early literacy and research grant on impact of ECRR will provide excellent advocacy tools.		
	RUSA			
	UFL	Use the Neal-Schuman grantee success (and failures) to evaluate on a more granular level what worked and what didn't.	Develop a Fact Sheet or publish an article about what works best in local advocacy campaigns.	

Individual Group Actions and Roles

By Strategy

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		Use Sept. 2014 YALSA member survey data to inform future advocacy efforts.	Create targeted training and resources aimed at what members need the most, in order for them to build advocacy skills and be stronger advocates.
YALSA		Drill down on survey results to gain more specific information from members about advocacy wants and needs.	
ALA EXEC		This is done program-by-program, but needs to be done in an overarching way .	Need to centrally coordinate efforts and goals and have a <u>shared strategy</u> to move forward.
ROUND TABLES		Easiest way to get involved with Association is through RTs. They can be the change agent for the Association, can appeal to people who might normally not join ALA. These excited and inspired members could be involved in advocacy.	

STRATEGIC DIRECTION: ADVOCACY

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
E. Mobilize and inspire ALA and its communities to action.				
	AASL	(1) State affiliate leadership development training (2) President-Elect Think Tank (Spring 2015)		
	ACRL			
	ALCTS	Will continue to expand Preservation Week, advocating for the preservation of personal cultural heritage by engaging library users with their local library.		
	ALSC	(1) Kirby Heybourne's "Ain't Nobody Change the World Like a Librarian" rap: Fund it so it can be professionally recorded and release as a "PSA" -- viral video. (2) Encourage ALA units to work more collaboratively, i.e., when Graphics books a celebrity to pose for a READ poster, can they also have the company that does the photography also record a 30 second video on why the celebrity loves his library, to be added to the I Love Libraries website (OLA).	Excitement, engagement, awareness. (1) Go viral! (2) Use NAB \$	
	ASCLA			
	LITA	Mostly through ongoing continuing education efforts	Promoting equality of access of opportunities in technology	
	LLAMA			

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

PLA	Advocacy convening with PLA, ALA, WJ, Gates, etc. at Midwinter - a new tactic.	
RUSA	Leverage the power of capwiz to make it easy for folks to advocate	
UFL	Create a series of articles in the VOICE about how Friends and Trustees can work to ensure their libraries get the funding they need.	Survey shows that Friends and Trustees are successful.
YALSA	Continue to provide easy, opt-in advocacy efforts, such as the Tweet Your Congressperson campaign, and to leverage social media tools, such as Thunderclapit.	Build a community of supporters who take action on behalf of library services for and with teens.
ALA EXEC		RTs are the "best kept secret" in ALA. RT members have a lot to give. Advocacy comes naturally to RTs; RTs were born out of a need to advocate for a subject or collection. RTCA is the group to work through, as it is already trying to put these actions into effect. They are very motivated, educated and enthusiastic experts. They could be excellent "sounding boards" on all ALA issues and policies.
ROUND TABLES		

STRATEGIC DIRECTION: INFORMATION POLICY

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
A. ALA forms and leads broad coalitions with member participation to address information policy issues (e.g., equitable access, information freedom, net neutrality).				ALA also needs to work with courts and attorneys (OIF)
	AASL	Banned Websites Awareness Day	Supports school librarians who are often not the filter manager	
	ACRL	(1) ACRL belongs to Library Copyright Alliance (2) Files amicus briefs (3) Contributes to SPARC work (4) Partners on OER workshop at MW	Copyright laws change related to fair use, etc.	
	ALCTS			
	ALSC			
	ASCLA	Can offer our core membership as member participation and issue expertise, especially in area of people with disabilities and equitable access. State penetration.	That the issues are adequately addressed.	
	LITA	Advocate in particular for net neutrality and access to broadband internet		
	LLAMA			
	PLA	(1) LA Board members serve on DCWG and Policy Rev. advisory groups. (2) PLA leaders actively engaged with other lib orgs, such as ULC, COSLA.		
	RUSA	RUSA can help identi/ groups who are involved with these issues.		

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

	(1) Employ the various listservs of United to engage member support for national library issues. (2) Work closely with COSLA, ALA Chapter Relations, WO, etc.	Citizen engagement (emails, phone calls, etc.)_ is significantly increased	
UFL	Continue to work with organizations with similar goals, such as the Alliance for Excellent Education and the Afterschool Alliance, toward key policy issues. As appropriate, identify new organizations to work with	Increase impact by partnering with policy experts	
YALSA	Already added \$ (FY2015) for Information Policy activities		
ALA EXEC			(1) Need education for coalition development & implementation (2) Need to be open to coalitions developed externally (3) OITP is a leader but better information sharing is needed.
ROUND TABLES			

STRATEGIC DIRECTION: INFORMATION POLICY

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
B. To distinguish and articulate ALA positions on ALA information policy and ensure that members are informed and engaged.				
	AASL	(1) Apply ALA info to what that means in K-12 education/schools (2) New <i>KQ</i> online community for blog, comments, news		
	ACRL	Working with OIF, OITP, Washington Office on many issues	Librarians considered as experts in copyright	
	ALCTS	Consider developing book on AV materials, looking at copyright, streaming video rights, faculty use		
	ALSC			
	ASCLA	Can disseminate using state library systems and consortia.		
	LITA			
	LLAMA			
	PLA	(1) Participation on DCWG, ALA Advocacy Advisory Group. (2) Work with ALA WO on e-rate issues.		
	RUSA	Developed a legislative agenda and integrated it into our access to information committee		
	UFL	Use the <i>VOICE</i> to ensure that issues at the national level are tied to what is happening in their libraries	Citizen engagement (emails, phone calls, etc.) is significantly increased	

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

YALSA	Continue to leverage YALSA communication tools, such as its weekly e-news and Twitter, to inform and engage members about ALA policy issues	Build members' knowledge so that they can be stronger advocates
ALA EXEC	Information Revolution! Grant	Need to get people to subscribe to <i>District Dispatch</i>
ROUND TABLES	RTs continue to speak out (e.g., LearnRT, RMRT, SUSTAINRT, GameRT). They are small in size but their members a "high energy" people, informed in their area, who get things done.	By joining [with] the Divisions, and also being very outspoken, they will demonstrate that coalitions work. They will be online and on target.

STRATEGIC DIRECTION: INFORMATION POLICY

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
C. Provide training and access to expertise on evolving policy issues based on a strategic ALA roadmap.	AASL			
	ACRL	(1) Part of CNI, CHEMA, many other associations (2) Developed "Keeping Up with....." newsletter (3) Scholarly communication institutes, data management workshops		
	ALCTS		Provide ongoing education on standards	
	ALSC	(1) Development of white paper on digital media and its use in library programming and collections (2) Follow-up with training on how to evaluate digital media		
	ASCLA	Can provide expertise from our core areas of membership.		
	LITA	Continuing education offerings on topics of information policy, net neutrality, broadband access	Increased collaboration	LITA already provides some efforts for this; we will also seek partners for further development
	LLAMA			
	PLA	DCWG/e-rate and Policy Rev. participation with OITP via PLA Board and leaders liaison work. Insures consistent broad communication to members on implications for libraries.		

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

RUSA	RUSA develops programming for librarians about access to info, equitable access and ebook issues Create a clear link on our website to WO issues and continue to work with them to get the word out via lists and social media	Citizens are well-informed about the issues and clearly understand how these issues affect their own libraries	
YALSA	Continue to promote ALA Washington Office trainings to YALSA members. Create targeted training customized for YALSA members, as needed.	Build the skills and confidence of members so that they can be stronger advocates.	
ALA EXEC	Information Revolution grant (OITP/Gates Foundation)		Center for the Future of Libraries role
ROUND TABLES	RTs are very knowledgeable about technology and training is a basis for many RTs. They focus on current issues.	They are relevant and provide information to strengthen policy issues.	

STRATEGIC DIRECTION: INFORMATION POLICY

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
D. ALA writes policy and initiates action through legislators, legislation, public policy decision-makers, and civil liberties groups.				
	AASL	(1) ESEA (2) State level visits ACRL considers statement on		
	ACRL	intellectual freedom w/ AAUP, APLU, etc.	ALA-written legislation is enacted	
	ALCTS			
	ALSC			
	ASCLA			
	LITA	LITA has representatives and experts "standing by." LITA has Institutional Repository experts who could help with ALAIR-like projects, too.		
	LLAMA			
	PLA	PLA participation in ALA Legislative Day, Policy Review. Strategic meetings with Congressional staff on items like e-rate, net neutrality .		
	RUSA			
	UFL	Create a clear link on our website to WO issues and continue to work with them to get the word out via lists and social media	Citizens are well informed about the issues and clearly understand how these issues affect their own libraries	
	YALSA	Work with the ALA Washington Office and partners to ensure that teen services issues are incorporated into key policies	Position YALSA as proactive in driving policy in order to strengthen teen services across the nation	

Individual Group Actions and Roles

By Strategy

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ALA EXEC
ROUND
TABLES

STRATEGIC DIRECTION: INFORMATION POLICY

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
E. Empowering members to be information policy advocates and to engage their communities so they are advocates.				
	AASL	Take advantage of electronic tools		
	ACRL	through ALA Washington Office, e.g., Capwiz, Vote Smart		
	ALCTS			
	ALSC			
	ASCLA	Offer our core membership -- they can more widely advocate policy due to state, national, regional nature		ASCLA core membership is regional, state and national
	LITA	Increase LITA activity in initiatives such as the Ada Initiative.		LITA has added a new communication committee to its structure to facilitate its participation and advocacy in these kinds of issues.
	LLAMA			
	PLA	Turning the Page, Edge, Leadership Training.		

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

	(1) Create and share ideas across library types for community engagement around information policy and advocacy. (2) Strengthen and update our user population, committees and guidelines to focus on community engagement (e.g., Services to Spanish speakers, Svcs to teens, older adults, multilingual collections, etc.)	Guidelines
RUSA	Create webinar that helps citizen members engage with their national legislators to express their support of library issues	Citizen engagement (emails, phone calls, etc.) is significantly increased
UFL	(1) Continue to promote ALA Washington Office trainings to YALSA members. Create targeted training customized for YALSA members, as needed. (2) Continue to create opportunities for members to advocate, such as District Days.	Increase support for libraries among policy makers by creating a robust national network of advocates.
YALSA		
ALA EXEC ROUND TABLES		

STRATEGIC DIRECTION: PROFESSIONAL DEVELOPMENT AND LEADERSHIP

STRATEGY	GROUP	ACTIONS WE ARE TAKING OR WILL TAKE	DESIRED OUTCOMES	NOTES
A. ALA University - shared tech platform, all online content, searchable by content across association - a tool for study as well as use				
	AASL	eCollab -- explore how to make valued by education for recertification		
	ACRL	ACRL could list its content, accessibility	Newly re-designed site searchable by content area	Hire web developer to do work -- define metadata standards
	ALCTS	Include substantial array of webinars, e-forums, e-courses		
	ALSC	(1) Explore components of universal membership (ALA presence in every library, no matter how small it is) (2) Work w/ALISE to promote and market resources that ALSC provides that can be used by LIS educators	Supporting the most diverse workforce; providing best resources to all, regardless of their existing resources	Assign a committee to publicize what everybody can access (O&B?)
	ASCLA	Contribute ASCLA online content from our core membership		Leadership, accessibility, consulting skills
	LITA	Documentation to help. LITA can contribute current and developing content.	Work [to] reduce duplication of efforts and increase collaborations	LITA could help with planning and building.
	LLAMA	LLAMA is happy to share webinar content to support the concept of ALA University	Members have better understanding of full range of ALA programming; LLAMA gets more CE exposure	
	PLA	Contribute content and links and collaboration/partnerships.		
	RUSA	Transfer existing RUSA courses and webinars into new platform		

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

UFL

YALSA

Contribute content to ALA University

Provide members with the CE they
need to stay relevant in their jobs**ALA EXEC**
ROUND
TABLES

ALA E-Learning Commons

Preparing for launch in late 2015

Blend Tech/F2F

STRATEGIC DIRECTION: PROFESSIONAL DEVELOPMENT AND LEADERSHIP

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
B. Develop a "career path" -- network, professional growth, etc.				
	AASL	Stronger school librarians LDC: Sustained leadership rather than nominations for slate (1) Sections offer mentoring (2) Harvard Leadership Institute w/ ACRL	Targeting opportunities to the right people	"career path" as ways to get involved with AASL and develop leadership
	ACRL	(3) Sponsor Emerging Leaders (4) Offer JobList webinars & CV review at ACRL Conference		
	ALCTS	Discussion groups		
	ALSC	Mobilized ALSC's Education and Managing Children's Services committees to develop strategies to recruit for more diverse workforce that reflects our communities		Education & Managing Children's Services Committee ALSO: Find ways to interact with international colleagues -- to achieve broader global perspective & exchange of expertise ALSO [provide] support for paraprofessionals
	ASCLA	Informal networking events that occur at conferences	Attract and develop next generation of ASCLA members Need to offer something of significance such as accreditation or certification.	
	LITA			

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

	LLAMA is working on having CE & programming aligned with different steps along members' career path. Launched New Professionals Section (NPS) to bring newer group of librarians to LLAMA & support professional growth. Launched Career Institute aimed at developing skills for newer librarians. Have a "Dialogue with Directors" discussion group for mid-career professionals. Have mentoring program so late career professionals can give back.	Development of CE programming and networking across our entire membership range: new professional, mid-career, late career	
PLA	Leadership Academy, Big Ideas training, Bootcamp/management training. Each includes mentoring component. EL project related to member engagement for Millennials.		
RUSA	Focus on mid-career librarians' growth, support Spectrum Scholars and Emerging Leaders		
UFL	Create tools for Friends and Trustees that will help them improve their support & governance of libraries	Trustees work more effectively with their library director. Friends clearly understand their roles.	
YALSA	Create career maps for teen services staff, continue YALSA mentoring program	Reduce attrition and help prepare the next generation of library leaders	
ALA EXEC	ALA CONNECT profiles; curricula	Support tracking of learning; help people build a ladder	Fewer one-off courses; better/more streams of content

Individual Group Actions and Roles

By Strategy

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ROUND TABLES

Round Tables often are ways to get involved right away . They also do a lot offline.

RTs provide value -- it's easier to join because they are more affordable and they are willing to meet and work with like-minded folks.

STRATEGIC DIRECTION: PROFESSIONAL DEVELOPMENT AND LEADERSHIP

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
C. A mentoring strategy that engages emerging leaders and support diversity systematically				
	AASL	Student SIG - Retiree SIG as mentors		Need effort for diversity
	ACRL	Can invite emerging leaders to Board meetings; networking event at Leadership Council		
	ALCTS			
	ALSC	Have a 2-way matchmaking, mentoring program	Have engaged and informed membership, so they can have professional support to do best professional library work they can in their communities	Education & Managing Children's Svcs Committee ALSO Current Program Coordinating Committee is looking at establishing a Leadership Development program/track specific to ALSC
	ASCLA	Core group of members who are working in interesting nontraditional fields and could serve as mentors		
	LITA	Especially reach out to new LITA, and all new ALA, members. Make sure they know what can be available to them.	Create a new "sub-committee" to directly interface with new members. Tied in with making ALA More Welcoming.	Offer training on serving underrepresented communities.
	LLAMA	LLAMA has successful mentoring program in place and is willing to help coordinate programs across ALA	Better coordination of all ALA mentoring opportunities	
	PLA	EL projects; PLA support of Spectrum Scholars, leadership academy cohorts		

Individual Group Actions and Roles**By Strategy****October 2014 Joint Planning Meeting**

RUSA	RUSA Speed Mentoring session (MW2015)		
UFL	Create a tool that helps Boards of Trustees do more effective succession planning and recruitment for diversity	Library Boards are increasingly more reflective of the communities they serve -- race, age, economic background, educational background	
YALSA	Continue YALSA's mentoring program, continue supporting Emerging Leaders and Spectrum Scholars	Help prepare the next generation of library and association leaders	
ALA EXEC	"Speed Dating"; regional/local strategy Coherence		(1) Needs to work more like dating service (2) More robust front-end (3) Provide "credit" for being a mentor?
ROUND TABLES	Many of the Round Tables support Emerging Leaders. Not only do they support them financially, they get them involved with their round table. Many give EL free membership for a year.	Develop a mentoring program not only for new librarians to the profession but also librarians who have been in the profession for a while but never realized the full value of being an ALA member.	We would like to see librarians that have been in the profession see the value of not only coming to the ALA Conferences but also participating. The values they develop will help them in dealing with public the also letting them know the worth of libraries.

STRATEGIC DIRECTION: PROFESSIONAL DEVELOPMENT AND LEADERSHIP

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
D. Connect with graduate library school programs to rethink and reenergize library curriculum and accreditation				
	AASL	ESLS library school educators, CAEP for accreditation	AASL standards and guidelines drive it to cause "ripples of change"	
	ACRL	Many ACRL members participate on COA teams; new roles initiative -- develop a regular communication channel with library schools	More prepared graduates; graduates who see value of ACRL membership & continuing professional learning	Help directors see value in participation
	ALCTS	CaMMS Research & Publications Cte. Is reaching out to LIS programs with offer to edit student research papers; will send out call for papers.		
	ALSC	As noted under "A" - connect with ALISE; ensure they understand competencies	ALSC competencies and ALA values are incorporated into curriculum ensuring a prepared and competent workforce	Education Committee
	ASCLA	State librarians or consultants could speak with library leaders to provide new ideas		
	LITA	Create Library School partnerships as welcome as training resource organizations like Library Juice.	Help with resume and CF reviews and templates for technology-focused library staff.	Training on important policy issues like net neutrality and privacy.

	New Professional Section (NPS) has an LIS tf that is working to increase communication between LLAMA and LIS programs/students. Measurement, Assessment and Evaluation Section (MAES) has pertinent survey results to share with COA.	Raise awareness of LLAMA as a welcoming place for new professionals
PLA	Support of public librarianship in library schools part of PLA strategic plan	
RUSA		
UFL	Partner with ASCLA to educate their members about the role that citizens can play in promoting and advocating for libraries <ALISE?>	Courses are developed on engaging community for library support and promotion
YALSA	Seek out a library school willing to create a model teen services curriculum and then share that out with the greater GSLIS community	Improve the teen services portion of the GSLIS curriculum so that graduates are better prepared for jobs and so the curriculum aligns with YALSA's <i>Future of Library Services for and with Teens</i> report.
ALA EXEC	Identification of jobs of the future; covering trends/needs	Advocacy needs to be included in LIS master's degree programs
ROUND TABLES	Schools need to remember the whole ALA experience and [engage with] the RTs.	Once [RTs] are involved and show they are making a difference, Divisions will work with them and people from RTs will consider working outside of RTs. So - it's a win-win situation.

STRATEGIC DIRECTION: PROFESSIONAL DEVELOPMENT AND LEADERSHIP

STRATEGY	GROUP	ACTIONS <u>WE ARE TAKING OR WILL TAKE</u>	DESIRED OUTCOMES	NOTES
E. Better articulate the ALA value proposition				
	AASL	<i>American Libraries</i> School Library Campaign publication		
	ACRL	ACRL marketed as part of dues; educate members on ALA & ACRL roles; need to make ALA central choice		
	ALCTS			
	ALSC			
	ASCLA	Elder library leaders (via video) that speak about the progress they've made in their careers	View ALA as an investment in their career, not as an expense	Automatic monthly renewal of membership (like the "Y")
	LITA	Start with "Why Join?" -- a question LITA hears from technology folks in libraries often.		
	LLAMA	This is an ongoing conversation in LLAMA, both in Board meetings and kitchen table conversations	To listen to members and potential members and to respond in meaningful ways to what they're telling us	
	PLA	Working on members engagement strategies, platforms for sharing		
	RUSA			
	UFL	Develop return on membership dollar for United members	Membership increases	
	YALSA	Continue to have a presence at state library conferences, continue to highlight ALA resources in each weekly YALSA E-news	Increase recruitment and retention of members to build a stronger organization	
	ALA EXEC	From membership to leadership; "Power of Personal Connections"	"You Can Shape the Field"	Political, social, communication skills

Individual Group Actions and Roles

By Strategy

October 2014 Joint Planning Meeting

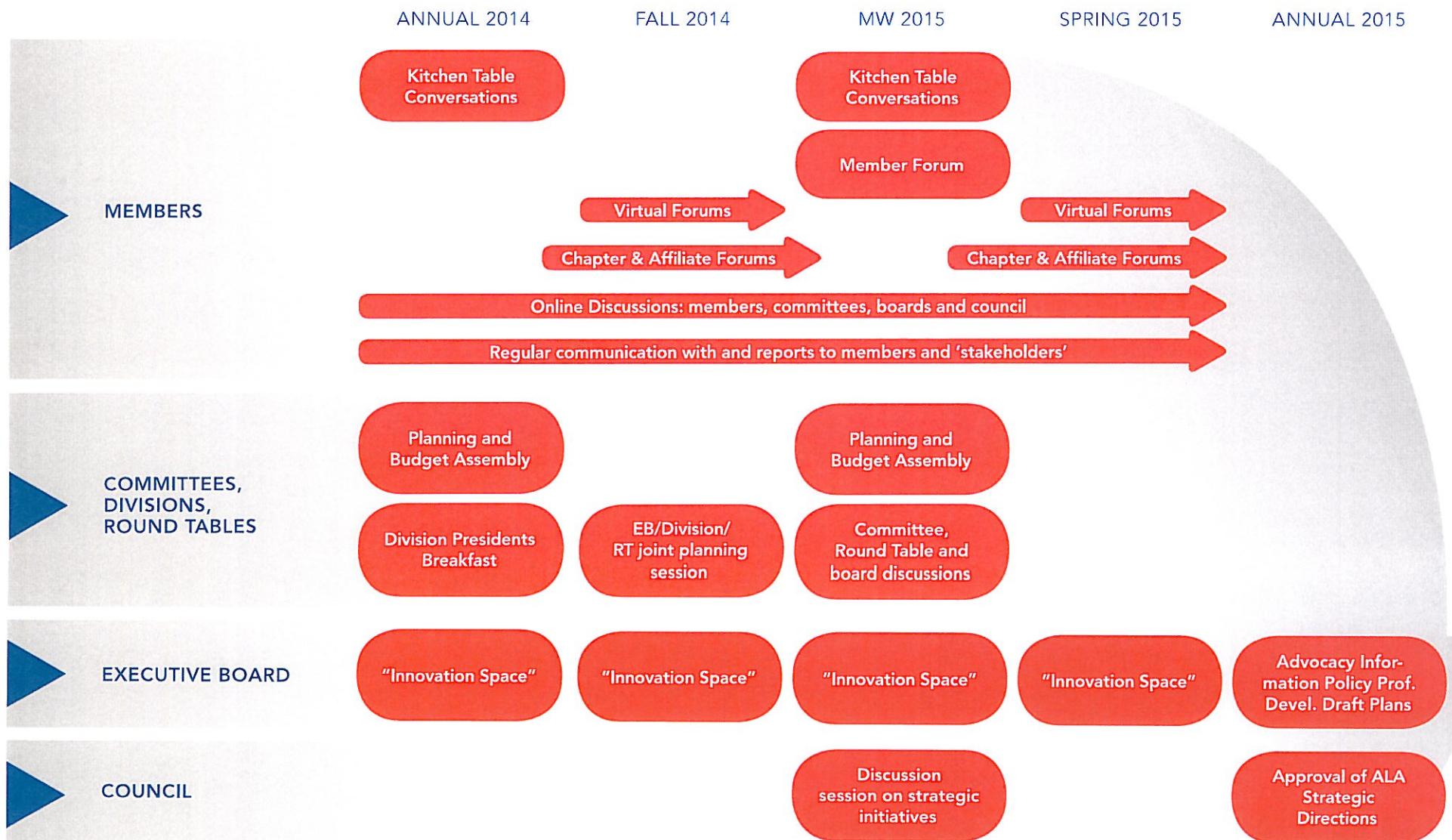
ROUND TABLES

We need to show the librarian professionals the benefits of becoming members of ALA and the benefit of extending their membership into the round tables and divisions.

To sustain ourselves we need to advocate who we are and what we do. And how round tables, although some are small in size, can help them professionally.

There is more to ALA than paying dues. There are networking opportunities, workshops, professional development, etc.

Proposed Strategic Planning Process



January 15, 2015

TO: PLA Board of Directors
PLA Budget & Finance Committee

RE: FY15 Financial Analysis and Management Report

ACTION REQUESTED/INFORMATION/REPORT:
Information

ACTION REQUESTED BY:
Barb Macikas, Executive Director

DRAFT OF MOTION:
N/A

BACKGROUND:

This report is based on financial performance information available through November 2014 and covers the first quarter of FY14 (Sept.-Nov.). The narrative provides context for the budget-by-project report. It also provides an overview of the FY15 budget, status of the PLA LTI and recaps year end FY14.

FY15--First Quarter, as of November 2014
Public Library Association Operating Budget

Total Revenues Budgeted/Actual/Remaining:	\$ 177,233	\$ 200,052	\$ 22,829
Total Direct Expenses Budgeted/Actual/Remaining:	\$ 399,803	\$ 206,525	\$ 184,278
Contribution Margin Budgeted/Actual/Remaining:	\$ (206,533)	\$ (791)	\$ 205,742
Overhead Budgeted/Actual/Remaining:	\$ 6,909	\$ 5,544	\$ 1,365
Net Revenue (Expense) Budgeted/Actual/Variance	\$ (213,580)	\$ (6,473)	\$ 207,107
Beginning/Ending Net Asset Balance:	\$3,062,221	\$ 3,055,748	

Revenues

Through November 2014, PLA revenues are 13% over budget (actual \$200,052 vs. budget \$177,223). This is primarily a result of PLA membership dues being over budget by \$16,607. In a non-PLA conference year, dues make up over half of PLA revenues. Other revenue variations from budget include donations being over budget by \$6,550 while registrations and advertising are under budget.

Expenses

Through November 2014, expenses are 47% under budget (actual \$206,525 vs. budget \$390,803). Salary and benefit savings are \$61,600. These savings are the result of a vacant position (filled in late October) and grant funding that offsets a portion of PLA salary costs. (Note: In FY15, PLA is managing one IMLS grant for early literacy research and two Gates Foundation grants: Edge initiative and impact measurement). Other major variances are expenses not yet charged for PLA board meeting (held in October) and printing and mailing.

PLA Long-Term Investment

The PLA LTI was at \$1,313,499 as of November 2014 (compared to \$1,226,393 same time last year). Interest for FY14 as of the first quarter was \$9,121 compared to \$7,325 same time last year. Interest is calculated at 4% of the average net asset balance of the PLA LTI over the last 20 quarters.

Summary - Fiscal Year 2015 Budget

FY15 is a "spend down" year for PLA. Overall annual budget is as follows:

Starting Fund Balance	\$	3,062,221
Budgeted revenues	\$	858,052
Budgeted expenses	\$	1,714,621
Net	\$	(855,569)
Ending Fund Balance	\$	2,206,652

Summary- Fiscal Year 2014 Year-End

FY 2014 was a conference year for PLA and ended with a net revenue/expense of \$1,292,514 on a budget of \$505,940.

Revenues were 4.6 % over budget; actual of \$4,180,523 vs. budget of \$3,997,194.

- Dues were over budget by 15%; actual of \$505,910 vs. budget of \$440,520. Dues benefited from the PLA conference and were bolstered by the \$5 dues increase.
- PLA conference registration was over budget by 12%; actual of \$1,301,956 vs. budget of \$1,163,955. Registration had been budgeted at 10% less than PLA 2012, with the assumption that Indianapolis would not meet the levels set in Philadelphia; however, the Midwest continues to be a good draw for PLA.
- Similarly, PLA exhibit sales were over budget by 15%; actual of \$1,602,120 vs. budget of \$1,372,497. Again, PLA 2014 exhibits outperformed expectations –these also were budgeted at 10% lower than 2012.
- Every Child Ready to Read continues to do very well, netting \$59,591, which was \$75,000 over budget.
- Areas where revenue did not meet budget were in sponsorships (\$190,000 less than budget); publications (\$27,000 less than budget) and advertising (\$48,000 under budget).

Expenses were 17% under budget; actual was \$2,888,009 vs. budget of \$3,491,254. Major saving on the expense side included:

- Salary/benefits were under budget by 27%; actual salary and benefits were \$527,793 on a budget of \$725,936. This was due to grant funds offsetting a portion of PLA salaries and a vacancy in one position for the last 4 months of the year. Additionally, actual benefit costs were slightly under (2%) what was budgeted. In FY14, PLA managed two IMLS grants (early literacy research and digital literacy resources) and one Gates Foundation grant (Edge).
- Savings were also realized on conference program speakers, catering and security. These savings were offset by an overage in shuttle bus service. Expenses also include a credit of \$38,838 that reflects LTI interest income transferred to the operating budget per the PLA Board's direction.

- Printing, design, mailing, phone, supplies saw savings of \$189,538; actual was \$147,482 vs. budget \$337,020. PLA did not do as many mailings as budgeted. Also, there was money budgeted for publication production that did not take place.
- Overhead to ALA was \$787,965 on a budget of \$709,176.

Public Library Association
FY 2014-15 Financial Report
Year-To-Date Report by Project

PLA Board of Directors
 Midwinter 2015
 2015.36

	FY 2014	FY 2014	FY 2015	FY 2015
	Budget for Final Close	Actual for Final Close	Budget as of Nov. '14	Actual as of Nov. '14
<u>1 Administration (0000)</u>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$885,620.00	\$609,662.00	\$232,543.00	\$157,457.00
<u>2 Service to Members (3000)</u>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Dues	\$440,520.00	\$505,910.00	\$114,380.00	\$130,987.00
Expenses	\$172,650.00	\$68,169.00	\$48,434.00	\$9,140.00
Net	\$267,870.00	\$437,741.00	\$65,946.00	\$121,847.00
<u>3 Regional CE, Bootcamp (3007)</u>				
Registration	\$52,437.00	\$55,500.00	\$0.00	\$0.00
Expenses	\$36,855.00	\$41,753.00	\$0.00	\$449.00 ¹
OH & Tax	\$12,690.00	\$13,431.00	\$0.00	\$0.00
Net	\$2,892.00	\$316.00	\$0.00	-\$449.00
<u>4 PLA Partners (3020)</u>				
Revenue	\$104,500.00	\$100,355.00	\$0.00	\$15,550.00
Expenses	\$18,350.00	\$13,744.00	\$364.00	\$60.00
Net	\$86,150.00	\$86,611.00	-\$364.00	\$15,490.00
<u>5 Public Libraries (3030)</u>				
Revenue	\$91,338.00	\$78,302.00	\$21,188.00	\$19,902.00
Expenses	\$130,118.00	\$113,544.00	\$32,208.00	\$12,069.00
OH	\$5,052.00	\$4,805.00	\$1,263.00	\$1,280.00
Tax	\$547.00	\$0.00	\$138.00	\$138.00
Net	-\$44,379.00	-\$40,047.00	-\$12,421.00	\$6,415.00

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of Nov. '14</u>	FY 2015 <u>Actual as of Nov. '14</u>	PLA Board of Directors Midwinter 2015 2015.36
<u>6 ALA Conf Preconferences and MW Institute (3026)</u>					
Revenue	\$11,105.00	\$19,925.00			
Expenses	\$8,350.00	\$8,405.00			
OH	\$2,687.00	\$4,822.00			
Net	\$68.00	\$6,698.00			
<u>7 Web Based CE (3040)</u>					
Revenue	\$90,000.00	\$72,195.00	\$17,500.00	\$11,048.00	
Expenses	\$21,200.00	\$23,160.00	\$4,949.00	\$3,865.00	
OH	\$10,890.00	\$8,736.00	\$2,222.00	\$1,403.00	
Net	\$57,910.00	\$40,299.00	\$10,329.00	\$5,780.00	
<u>8 Publications (3058)</u>					
Revenue	\$37,900.00	\$16,468.00	\$0.00	\$5,000.00	
Expenses	\$34,543.00	\$6,796.00	\$0.00	\$63.00	
OH & Taxes	\$3,255.00	\$871.00	\$0.00	\$630.00	
Net	\$102.00	\$8,801.00	\$0.00	\$4,307.00	
<u>9 NC 2014 General Program (3061)</u>					
Revenues	\$1,163,955.00	\$1,301,956.00			
Expenses	\$292,000.00	\$282,342.00		\$349.00 ²	
OH & Taxes	\$281,677.00	\$315,018.00			
Net	\$590,278.00	\$704,596.00			
<u>10 NC 2014 Exhibits (3062)</u>					
Revenues	\$1,520,896.00	\$1,602,120.00			
Expenses	\$521,150.00	\$310,754.00		\$210.00 ³	
OH & Taxes	\$336,380.00	\$387,713.00			
Net	\$663,366.00	\$903,653.00			
<u>11 NC 2014 Promotion (3063)</u>					
Revenues	\$107,000.00	\$69,735.00			
Expenses	\$69,700.00	\$38,310.00			
OH & Taxes	\$12,947.00	\$9,541.00			
Net	\$24,353.00	\$21,884.00			

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of Nov. '14</u>	FY 2015 <u>Actual as of Nov. '14</u>	PLA Board of Directors Midwinter 2015 2015.36
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12 NC 2014 Phil Reg (3064)

Revenues	\$0.00	\$0.00
Expenses	\$30,250.00	\$17,366.00
OH	\$0.00	\$0.00
Net	-\$30,250.00	-\$17,366.00

13 NC 2014 Opening/Closing Session (3065)

Revenues	\$0.00	\$0.00
Expenses	\$162,000.00	\$159,489.00
Net	-\$162,000.00	-\$159,489.00

14 NC 2014 Programs (3066)

Revenues	\$0.00	\$0.00
Expenses	\$84,250.00	\$81,614.00
Net	-\$84,250.00	-\$81,614.00

15 NC 2014 Meal Events (3069)

Revenues	\$83,250.00	\$105,880.00
Expenses	\$79,500.00	\$104,158.00
OH	\$0.00	\$0.00
Net	\$3,750.00	\$1,722.00

16 NC 2014 Preconference(3070)

Revenues	\$108,500.00	\$103,435.00
Expenses	\$58,950.00	\$46,066.00
OH & Taxes	\$26,257.00	\$25,031.00
Net	\$23,293.00	\$32,338.00

17 Preschool Literacy (3120)

Revenue	\$40,000.00	\$86,268.00	\$10,000.00	\$16,632.00
Expenses	\$52,033.00	\$16,239.00	\$4,182.00	\$2,530.00
OH & Taxes	\$4,840.00	\$10,438.00	\$1,210.00	\$2,112.00
Net	-\$16,873.00	\$59,591.00	\$4,608.00	\$11,990.00

18 PLA 2016 Promotion and Planning (3145)

Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$8,000.00	\$86,973.00	\$19,255.00	\$1,652.00

Due to coding error, FY14 actual includes \$38K to be re-allocated to 3061 and 3062.

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of Nov. '14</u>	FY 2015 <u>Actual as of Nov. '14</u>	PLA Board of Directors Midwinter 2015 2015.36
19 Public Library Data Service (3172)					
Revenue	\$24,793.00	\$8,885.00	\$280.00	\$933.00	
Expenses	\$60,259.00	\$28,966.00	\$8,837.00	\$6,590.00	
OH & Taxes	\$3,000.00	\$1,075.00	\$35.00	\$119.00	
Net	-\$38,466.00	-\$21,156.00	-\$8,592.00	-\$5,776.00	
Contains U of I refund (FY14) and Performance Measurement TF expenses (FY14&15)					
20 PLA Virtual Conference (3173)					
Revenue	\$48,000.00	\$53,590.00			
Expenses	\$39,950.00	\$29,970.00			
OH & Taxes	\$5,808.00	\$6,484.00			
Net	\$2,242.00	\$17,136.00			
22 Certified Public Library Administrator (CPLA) (3189)					
Revenue	\$13,000.00	\$0.00			
Expenses	\$9,708.00	\$0.00			
OH & Taxes	\$3,146.00	\$0.00			
Net	\$146.00	\$0.00			
23 Leadership Initiative (3174) * end. interest					
Revenue	\$0.00	\$0.00			
Expenses	\$38,838.00	\$13,926.00			
OH & Taxes	\$0.00	\$0.00			
Net	-\$38,838.00	-\$13,926.00			
Contains some expenses for the Performance Measurement Task Force					
24 Cost Share IMLS Grant Digital Learn (3188)					
Revenue	\$60,000.00	\$0.00	\$7,500.00	\$0.00	
Expenses	\$45,480.00	\$47,575.00	\$11,369.00	\$7,279.00	
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00	
Net	\$14,520.00	-\$47,575.00	-\$3,869.00	-\$7,279.00	
25 Cost Share IMLS Grant Early Lit/ ECRR (3181)					
Project not used as of this report.					
26 Cost Share IMLS Grant Leadership (3183)					
Project not used as of this report.					
27 Leadership Academy (3196)					
Project not used as of this report.					

BALANCE SHEET STATEMENT
 PLA Board of Directors
 Midwinter 2015
 2015.36

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of Nov. '14</u>	FY 2015 <u>Actual as of Nov. '14</u>
Opening Fund Balance	\$1,769,722.00	\$1,769,722.00	\$3,062,221.00	\$3,062,221.00
Revenue	\$3,997,194.00	\$4,180,523.00	\$177,223.00	\$200,052.00
Expenses	\$2,782,078.00	\$2,100,044.00	\$383,756.00	\$200,843.00
Overhead	\$708,629.00	\$787,965.00	\$6,909.00	\$5,544.00
Taxes	\$547.00	\$1,103.00	\$138.00	\$138.00
Net	\$505,940.00	\$1,292,514.00	-\$213,580.00	-\$6,473.00
Transfer to Endowment	\$0.00	\$0.00		
Closing Fund Balance	\$505,940.00	\$3,062,236.00	\$2,848,641.00	\$3,055,748.00
LTI Principle	\$	1,237,033.00		\$1,313,499.00
LTI Interest		\$45,848.00		\$9,121.13
Expenses		\$5,992.00		\$1,663.66
Net		\$39856*		

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

- 1.) Travel charge to ALA master which did not get put in FY14
- 2.) Minor conference related travel expenses reimbursed in Nov.
- 3.) Bank fees
- 4.) Ending Net Asset Balance from All Projects Report

TO: PLA Board of Directors and PLA Budget & Finance Committee

FROM: Barb Macikas, Executive Director

RE: FY 2016 Budget Assumptions and Estimate

DATE: January 14, 2015

The first draft budget for FY2016 will be based on actual FY2014 results plus projected cost increases for 2015. Key budget considerations:

- The budget will **reflect the strategic plan**.
- **Membership dues** revenue should be comparable to FY14 actual, with the conference giving PLA an opportunity to market the value of PLA membership. PLA is collaborating with ALA on new membership marketing options and the membership advisory committee is focused on increasing the value of PLA member. In FY16 we will again provide a new member value opportunity (like the Member Breakfast at ALA 2015 Annual). Long-range these opportunities should help grow membership but short term, there will be investment expense. Note that FY16 will be the first year PLA will phase in a dues increase based on the Consumer Price Index. CPI will likely not match the flat \$5/year dues increase PLA has seen over the last four years.
- **PLA 2016 Conference** revenue, which makes up the majority of PLA's revenue in FY16, will be based on actuals from FY14. Our member base is stronger in the Midwest (2014 conference in Indianapolis) than in the West (2016-Denver) and library budgets in many states remain tight. PLA is considering a variety of new marketing options, and, with the conference and conference program committees strong support and great ideas, will develop an extraordinary program with new opportunities for members to engage and learn.
- **Continuing strong competition** within and outside ALA for public library professional development dollars. ALA Publishing, *Library Journal* and OCLC/WebJunction, among others, continue to expand webinar and F2F training offerings.
- PLA will continue to **develop new or grow existing products** and services, such as the performance measurement and early literacy resources. PLA will be revising its marquee "boot camp" program and is also considering new strategic planning tools.
- Though **advertising revenue** saw a decline in FY14, PLA staff are investigating new advertising options such as through the PLA conference app and via webinars.
- Where appropriate and within association strategic goals, PLA will seek **grant funding** to support initiatives.
- **PLA staff costs will increase** as one new management position will be included in the FY16 budget. The focus of the position will likely be related to member services and development. There may be cost savings related to grants. PLA will learn whether the digital literacy grant is funded in the spring.
- PLA will continue to **maintain a fund balance** toward an ALA recommended goal of a minimum of 25% of average operating funds available, which is \$750,000.
- The PLA B&F Committee and the Board will want to consider its recommendation to the PLA Board on where to earmark the **LTI interest**. In previous years it has been allocated to leadership development and performance measurement. The estimated amount of the interest should be \$35,000. A final recommendation will not be required till June 2015.

FY16 Budget Estimate and Budgeting Process

For FY16, estimated revenues will be \$4.3 million. This assumes PLA conference makes budget targets described above and that publications, advertising and sponsorships improve from FY14 levels. The revenue estimate is \$200,000 over actual FY14.

For expenses, the estimate is \$3,313,000. This is an increase from actual FY14 of \$425,000. The increases include: staffing (noted above); inflation of 1.3%; costs associated with the Denver site not incurred in Indianapolis; new marketing for membership and conference including a new conference app; and an increase in ALA overhead from 24.2% to 25.9%.

If grants are awarded, some of the estimated salary increase may not be realized and an estimated \$50,000 budgeted for DigitalLearn will be absorbed by the grant. Additionally, Denver costs may be negotiated down. For example, at present we do not know the location of the all-conference reception so have budgeted conservatively. ALA's overhead rate increase will impact expenses by approximately \$55,000. We are budgeting savings from FY14 related to transportation (including shuttle buses) and professional services.

The FY16 net for PLA based on these estimates would be \$987,000. This compares to an actual net in FY14 of \$1,290,000. Please note that as of this writing, ALA has not "opened" the budgeting software template. Following Midwinter, the budget will be more completely developed and these estimates may shift somewhat.

The budget will be reviewed internally by ALA senior management in March and by ALA BARC in April. The PLA Budget & Finance Committee and the PLA Board will receive the revised budget in May and PLA Budget & Finance will have time to review the budget then, ahead of the June meeting where it must be approved by the PLA Board.

TO: PLA Board of Directors
RE: Draft Resolution from United for Libraries

ACTION REQUESTED/INFORMATION/REPORT:

Action

ACTION REQUESTED BY:

Sally Reed, Executive Director, United for Libraries

DRAFT OF MOTION:

The PLA Board votes to support the resolution as presented and to be included as co-signers of the resolution.

BACKGROUND:

Sally Reed asked the boards of PLA and LLAMA to sign on to the attached resolution in support of membership in United. United is trying to raise its profile for trustee membership and knows that library directors are the gatekeepers for trustee membership. The resolution is part of United's public awareness campaign. If approved it will be publicized in their newsletter and via their social media channels.

DRAFT 1/14/15

Whereas; Library Trustees are an integral part of America's public library system;

Whereas; This fact was recognized in 1896 when the second division established by the American Library Association was for Library Trustees;

Whereas; It is recognized by all that Library Trustees, as laypeople, require special orientation and training to fulfill their roles faithfully and well;

Whereas; United for Libraries is the singular ALA library division with both the mission and resources to help library trustees best understand their roles and duties to their libraries;

Whereas: The Public Library Association and the Library Leadership and Management Association are the premier divisions for public Library Directors;

Therefore be it resolved that Library Directors are highly encouraged by PLA, LLAMA, and United for Libraries to include membership for each of their trustees in United for Libraries in their budgets.

United for Libraries

PLA

LLAMA

TO: PLA Board of Directors
RE: ALA Washington Office Report

ACTION REQUESTED/INFORMATION/REPORT:
REPORT

ACTION REQUESTED BY:

Emily Sheketoff, Executive Director, ALA Washington Office

DRAFT OF MOTION:

N/A

Date: January 12, 2015

ALA Washington Office Activities

Presidential Contender Sen. Jim Webb, FCC Leaders Address ALA Annual Conference

During the “Washington Office Update” program at the 2014 ALA Annual Conference, former Virginia Senator Jim Webb discussed the upcoming national election season and the ways that the elections will affect libraries and library funding. Called a “potential presidential candidate” by *The Washington Post*, prior to creating his Presidential Exploratory Committee, Sen. Webb has been a combat Marine, a counsel in Congress, an Assistant Secretary of Defense and Secretary of the Navy, an Emmy-award winning journalist, an accomplished filmmaker and an author of ten books.

Just prior to Sen. Webb’s address, the Washington Office secured a video from Tom Wheeler, the Chairman of the Federal Communications Commission (FCC). In the [video](#), the Chairman speaks about the changing nature of libraries today, emphasizing the importance of providing access to digital resources, technology, and free public Wi-Fi. Finally, Gigi Sohn, special counsel for External Affairs to Chairman Wheeler, met with PLA leadership, representatives from COSLA, ARSL, the OITP Advisory Committee, and the ALA E-rate task force to discuss E-rate details and the nature of library services in today’s and tomorrow’s libraries. In addition to these meetings, Gigi Sohn took a field trip to the main library of the Las Vegas-Clark County Library District, where she saw a model of what libraries can offer their communities.

Net Neutrality Activities

In June, Vermont State Librarian Martha Reid voiced the concerns of our nation’s libraries about the importance of an open Internet at a U.S. Senate Committee on the Judiciary field hearing. Also in June, the ALA rallied librarians to support the Online Competition and Consumer Choice Act of 2014, a bill that would prohibit paid prioritization over the Internet. In July, ALA, along with other library and higher education organizations representing thousands of colleges, universities, and libraries nationwide, released a set of net neutrality principles to inform the Federal Communications Commission’s decision to protect the openness of the Internet. The principles describe how network neutrality protections are essential to protecting freedom of speech, educational achievement, and economic growth. In mid-September, ALA and the Center for Democracy & Technology (CDT) urged the FCC in a letter to adopt strong, enforceable net

neutrality rules essential to preserving freedom of speech, educational achievement and economic growth online. In the letter to the FCC, the organizations call for the FCC to set the bar higher than the “commercially reasonable” standard the agency had proposed—whether using Title II for reclassification or Section 706 of the Communications Act, for a standard of Internet reasonableness to preserve the open nature of the Internet.

Media Interest in Washington

In August, ALA President Courtney Young appeared on Comcast Newsmakers, a national interview program that airs on the Headline News (HLN) network. Highlighting new data from the 2014 Digital Inclusion Survey, Young discussed the plethora of digital learning opportunities available in libraries and detailed the ways that 21st century libraries have transformed into high-tech classrooms for young students and adult learners nationwide. In October, The Washington Post highlighted the library community’s efforts to protect the public from government intrusion or censorship in the feature article [“Librarians won’t stay quiet about government surveillance.”](#)

Presentations

In October, Emily Sheketoff, executive director of the American Library Association (ALA) Washington Office and Carrie Russell, program director of the ALA Program for Public Access to Information, presented at the West Virginia Library Association Conference. Russell led a copyright workshop at the conference. Sheketoff was the keynote speaker discussing activities in Washington and detailing how West Virginians could impact legislative actions. Sheketoff also presented a session on Advocacy.

OFFICE FOR INFORMATION TECHNOLOGY POLICY (OITP)

ALA launches educational 3D printing policy campaign

In September, ALA announced the launch of “Progress in the Making,” a new educational campaign that will explore the public policy opportunities and challenges of 3D printer adoption by libraries. The association released “Progress in the Making: An Introduction to 3D Printing and Public Policy,” a tip sheet that provides an overview of 3D printing, describes a number of ways libraries are currently using 3D printers, outlines the legal implications of providing the technology, and details ways that libraries can implement simple yet protective 3D printing policies in their own libraries. Over the next coming months, ALA will release a white paper and a series of tip sheets that will help the library community better understand and adapt to the growth of 3D printers, specifically as the new technology relates to intellectual property law and individual liberties.

ALA Welcomes Forward Movement on E-Rate Modernization

In July, the FCC voted to release the first Order as part of its E-rate modernization proceeding. ALA President Courtney Young released a statement, saying that the Order represents a solid first step toward increasing library participation in the E-rate program and moving our communities toward the gigabit speeds increasingly needed to support Wi-Fi, digital learning and multimedia collections. In September, ALA submitted comments to the FCC on the Further Notice of Proposed Rulemaking (FNPRM) that accompanied the July E-rate Order.

In December, the Federal Communications Commission (FCC) approved a landmark E-rate modernization order that addresses the broadband capacity gap facing many public libraries and schools (and therefore school libraries). In response, ALA President Courtney Young released a statement, saying that “We are very pleased that the Commission, as ALA recommended, has removed restrictions that have prevented many libraries from getting the broadband they so desperately need. In addition, we applaud the Commission for recognizing our concerns regarding the funding shortage...The FCC confirmed that it will add an additional \$1.5 billion to the yearly program for libraries and schools.” FCC Chairman Tom Wheeler called Keith Michael Frels to thank ALA for our efforts and for Marijke Visser’s contributions (as the lead library advocate) on behalf of libraries during the past 18 months.

To assist libraries in understanding the changes and encourage more libraries to apply for this funding, PLA and OITP are sponsoring a webinar January 8. OITP will also convene a planning session in Washington with experts on the program and follow this up with a briefing for librarians at Midwinter.

ALA, public libraries to measure internet speeds, add to E-rate record

In July, the American Library Association and the Information Policy & Access Center (iPAC) at the University of Maryland College Park announced that plans to gauge the quality of public access to the internet in our nation’s public libraries this past summer. The speed test study is a supplement to a three-year National Leadership Grant to the ALA Office for Research & Statistics from the Institute of Museum and Library Services, and is supported by the Association

of Rural and Small Libraries, the Chief Officers of State Library Agencies, the Public Library Association, and the Urban Libraries Council.

ALA Collaborates with Senator Byron Dorgan to Publish Op-ed in *Roll Call*

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Pro-privacy library letters let loose on Congress

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OGR "test kitchen" whips up holiday "advocake" recipe

On December 2, in an effort to educate the at least 60 new Members of the House of Representatives and a dozen new Senators, the Office of Government Relations issued a targeted call to action to more than 50,000 advocates residing in all newly elected Congressional Members' states and districts asking them to request a *local* meeting with their new Members' staffs *before* the upcoming holidays. Styled as a recipe card (see <http://www.districtdispatch.org/wp-content/uploads/2014/12/advocake.docx>), recipients were given basic instructions in the form of a "key ingredients" list and step-by-step instructions on how to "bake" and deliver a "Holiday Advocake." Also included were a library "Community and Connection" fact sheet and a beginner's guide to key library legislative and policy positions for them to print, review themselves and leave behind with Congressional staff in their meeting. Recipients also were encouraged to invite their new Members to visit their local libraries, and to provide a brief report of their meetings to OGR's new Grassroots Communications Specialist, Lisa Lindle, who designed and produced the "Advocake" recipe cards.

Improved access to government information

H.R.1233, the Presidential and Federal Records Act Amendments of 2013 was signed by the President and became Public Law No: 113-187. ALA supported this bill from its inception, including signing on to a letter that expounded on its importance. "H.R. 1233 imposes a time limit in which a former president must assert any claim of privilege upon a determination of the Archivist to make available to the public a record of that former president. The bill also establishes processes for managing the disclosure of records upon the assertion of privilege by a former president, and grants to the incumbent president the power to decide whether or not to uphold any privilege claim of a former president, absent a court order to the contrary."

Congress wraps up federal funding for library programs

The lame-duck Congress passed a massive \$1.1 trillion spending package (CROmnibus) before the end of the 113th Congress providing funding for a number of programs supported by the ALA and the library community. A last minute agreement in Congress ensured level funding for most programs but also included slight increases for some programs, including Striving Readers, the Institute of Museum and Library Services got \$1 million for their move to L'Enfant Plaza, Library of Congress, and 21st Century Community Learning Centers. ALA worked to support continued funding for library programs.

IRS provides update to libraries on tax form program

In November, the Internal Revenue Service (IRS) announced that the agency will continue to deliver 1040 EZ forms to public libraries that are participating in the Tax Forms Outlet Program (TFOP). TFOP offers tax products to the American public primarily through participating libraries and post offices. The IRS will distribute new order forms to participating libraries in the next month. But when the CROmnibus passed, it cut IRS Distribution funds by \$300 million, so the Director of the Distribution Office will be coming to Midwinter to listen to public librarians about their ideas of what should continue to be distributed in libraries and how.

FOIA improvement act fails to make it out of the house

S.2520, the FOIA Improvement Act, passed the Senate on December 8, 2014, and was then sent to the House of Representatives where it died at the end of the 113th Congress. ALA remained active on this bill up until its last breath, including regular contact with Congress and an alert to members in West Virginia asking that they tell Sen. John Rockefeller to remove his hold on S.2520 (which he later did). Although this bill did not become law, we will continue to fight the good fight next congress.

Government agency becomes more transparent

ALA has been closely monitoring the issue of a possible closure of NTIS and the progress of S.2206, the Let Me Google That For You bill in congress. On October 28th, in response to some of the concerns raised by the bill, NTIS announced that “the full text for 800,000 of [their] documents can be downloaded immediately in electronic PDF format without charge.” S.2206 died at the end of the 113th Congress, but we will continue to monitor the issue in the 114th.

Advocacy and social media update

We are happy to report that the ALA Washington Office Tumblr page has gained 200+ followers in the past month alone, bringing us to 11,635 followers total. We are also seeing an increase in response to our legislative alert emails. In November, our first alert regarding the USA Freedom Act, had an 18% click-through rate. Another legislative alert, which asked advocates to reach out to the new Members of Congress, was sent out in early December and had a 27% click through rate.

TO: PLA Board of Directors
RE: ALA Washington Office Report

ACTION REQUESTED/INFORMATION/REPORT:
REPORT

ACTION REQUESTED BY:

Emily Sheketoff, Executive Director, ALA Washington Office

DRAFT OF MOTION:

N/A

Date: January 12, 2015

ALA Washington Office Activities

Presidential Contender Sen. Jim Webb, FCC Leaders Address ALA Annual Conference

During the “Washington Office Update” program at the 2014 ALA Annual Conference, former Virginia Senator Jim Webb discussed the upcoming national election season and the ways that the elections will affect libraries and library funding. Called a “potential presidential candidate” by *The Washington Post*, prior to creating his Presidential Exploratory Committee, Sen. Webb has been a combat Marine, a counsel in Congress, an Assistant Secretary of Defense and Secretary of the Navy, an Emmy-award winning journalist, an accomplished filmmaker and an author of ten books.

Just prior to Sen. Webb’s address, the Washington Office secured a video from Tom Wheeler, the Chairman of the Federal Communications Commission (FCC). In the [video](#), the Chairman speaks about the changing nature of libraries today, emphasizing the importance of providing access to digital resources, technology, and free public Wi-Fi. Finally, Gigi Sohn, special counsel for External Affairs to Chairman Wheeler, met with PLA leadership, representatives from COSLA, ARSL, the OITP Advisory Committee, and the ALA E-rate task force to discuss E-rate details and the nature of library services in today’s and tomorrow’s libraries. In addition to these meetings, Gigi Sohn took a field trip to the main library of the Las Vegas-Clark County Library District, where she saw a model of what libraries can offer their communities.

Net Neutrality Activities

In June, Vermont State Librarian Martha Reid voiced the concerns of our nation’s libraries about the importance of an open Internet at a U.S. Senate Committee on the Judiciary field hearing. Also in June, the ALA rallied librarians to support the Online Competition and Consumer Choice Act of 2014, a bill that would prohibit paid prioritization over the Internet. In July, ALA, along with other library and higher education organizations representing thousands of colleges, universities, and libraries nationwide, released a set of net neutrality principles to inform the Federal Communications Commission’s decision to protect the openness of the Internet. The principles describe how network neutrality protections are essential to protecting freedom of speech, educational achievement, and economic growth. In mid-September, ALA and the Center for Democracy & Technology (CDT) urged the FCC in a letter to adopt strong, enforceable net

neutrality rules essential to preserving freedom of speech, educational achievement and economic growth online. In the letter to the FCC, the organizations call for the FCC to set the bar higher than the “commercially reasonable” standard the agency had proposed—whether using Title II for reclassification or Section 706 of the Communications Act, for a standard of Internet reasonableness to preserve the open nature of the Internet.

Media Interest in Washington

In August, ALA President Courtney Young appeared on Comcast Newsmakers, a national interview program that airs on the Headline News (HLN) network. Highlighting new data from the 2014 Digital Inclusion Survey, Young discussed the plethora of digital learning opportunities available in libraries and detailed the ways that 21st century libraries have transformed into high-tech classrooms for young students and adult learners nationwide. In October, The Washington Post highlighted the library community’s efforts to protect the public from government intrusion or censorship in the feature article [“Librarians won’t stay quiet about government surveillance.”](#)

Presentations

In October, Emily Sheketoff, executive director of the American Library Association (ALA) Washington Office and Carrie Russell, program director of the ALA Program for Public Access to Information, presented at the West Virginia Library Association Conference. Russell led a copyright workshop at the conference. Sheketoff was the keynote speaker discussing activities in Washington and detailing how West Virginians could impact legislative actions. Sheketoff also presented a session on Advocacy.

OFFICE FOR INFORMATION TECHNOLOGY POLICY (OITP)

ALA launches educational 3D printing policy campaign

In September, ALA announced the launch of “Progress in the Making,” a new educational campaign that will explore the public policy opportunities and challenges of 3D printer adoption by libraries. The association released “Progress in the Making: An Introduction to 3D Printing and Public Policy,” a tip sheet that provides an overview of 3D printing, describes a number of ways libraries are currently using 3D printers, outlines the legal implications of providing the technology, and details ways that libraries can implement simple yet protective 3D printing policies in their own libraries. Over the next coming months, ALA will release a white paper and a series of tip sheets that will help the library community better understand and adapt to the growth of 3D printers, specifically as the new technology relates to intellectual property law and individual liberties.

ALA Welcomes Forward Movement on E-Rate Modernization

In July, the FCC voted to release the first Order as part of its E-rate modernization proceeding. ALA President Courtney Young released a statement, saying that the Order represents a solid first step toward increasing library participation in the E-rate program and moving our communities toward the gigabit speeds increasingly needed to support Wi-Fi, digital learning and multimedia collections. In September, ALA submitted comments to the FCC on the Further Notice of Proposed Rulemaking (FNPRM) that accompanied the July E-rate Order.

In December, the Federal Communications Commission (FCC) approved a landmark E-rate modernization order that addresses the broadband capacity gap facing many public libraries and schools (and therefore school libraries). In response, ALA President Courtney Young released a statement, saying that “We are very pleased that the Commission, as ALA recommended, has removed restrictions that have prevented many libraries from getting the broadband they so desperately need. In addition, we applaud the Commission for recognizing our concerns regarding the funding shortage...The FCC confirmed that it will add an additional \$1.5 billion to the yearly program for libraries and schools.” FCC Chairman Tom Wheeler called Keith Michael Frels to thank ALA for our efforts and for Marijke Visser’s contributions (as the lead library advocate) on behalf of libraries during the past 18 months.

To assist libraries in understanding the changes and encourage more libraries to apply for this funding, PLA and OITP are sponsoring a webinar January 8. OITP will also convene a planning session in Washington with experts on the program and follow this up with a briefing for librarians at Midwinter.

ALA, public libraries to measure internet speeds, add to E-rate record

In July, the American Library Association and the Information Policy & Access Center (iPAC) at the University of Maryland College Park announced that plans to gauge the quality of public access to the internet in our nation’s public libraries this past summer. The speed test study is a supplement to a three-year National Leadership Grant to the ALA Office for Research & Statistics from the Institute of Museum and Library Services, and is supported by the Association

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As the "lame duck" Congress opened in mid-November, Senate Majority Leader Harry Reid surprised his colleagues by immediately maneuvering procedurally to bring the ALA-backed USA FREEDOM Act to the Senate floor for debate and, it was hoped, an "up or down" vote. The Office of Government Relations immediately crafted and emailed an alert to more than 110,000 librarians and library supporters linked to ALA's Legislative Action Center. From the LAC, pre-drafted letters of support to individual recipients' Members of Congress in both chambers could quickly and easily be sent. The email alert was "clicked" open by more than 13% of all recipients (an excellent rate), 2000 of whom (also a high 13 percent) generated a total of 7,000 letters to Congress virtually overnight. Sadly, Senator Reid's attempt to move USA FREEDOM failed to garner the necessary 60 votes.

OGR "test kitchen" whips up holiday "advocake" recipe

On December 2, in an effort to educate the at least 60 new Members of the House of Representatives and a dozen new Senators, the Office of Government Relations issued a targeted call to action to more than 50,000 advocates residing in all newly elected Congressional Members' states and districts asking them to request a *local* meeting with their new Members' staffs *before* the upcoming holidays. Styled as a recipe card (see <http://www.districtdispatch.org/wp-content/uploads/2014/12/advocake.docx>), recipients were given basic instructions in the form of a "key ingredients" list and step-by-step instructions on how to "bake" and deliver a "Holiday Advocake." Also included were a library "Community and Connection" fact sheet and a beginner's guide to key library legislative and policy positions for them to print, review themselves and leave behind with Congressional staff in their meeting. Recipients also were encouraged to invite their new Members to visit their local libraries, and to provide a brief report of their meetings to OGR's new Grassroots Communications Specialist, Lisa Lindle, who designed and produced the "Advocake" recipe cards.

Improved access to government information

H.R.1233, the Presidential and Federal Records Act Amendments of 2013 was signed by the President and became Public Law No: 113-187. ALA supported this bill from its inception, including signing on to a letter that expounded on its importance. "H.R. 1233 imposes a time limit in which a former president must assert any claim of privilege upon a determination of the Archivist to make available to the public a record of that former president. The bill also establishes processes for managing the disclosure of records upon the assertion of privilege by a former president, and grants to the incumbent president the power to decide whether or not to uphold any privilege claim of a former president, absent a court order to the contrary."

Congress wraps up federal funding for library programs

The lame-duck Congress passed a massive \$1.1 trillion spending package (CROmnibus) before the end of the 113th Congress providing funding for a number of programs supported by the ALA and the library community. A last minute agreement in Congress ensured level funding for most programs but also included slight increases for some programs, including Striving Readers, the Institute of Museum and Library Services got \$1 million for their move to L'Enfant Plaza, Library of Congress, and 21st Century Community Learning Centers. ALA worked to support continued funding for library programs.

IRS provides update to libraries on tax form program

In November, the Internal Revenue Service (IRS) announced that the agency will continue to deliver 1040 EZ forms to public libraries that are participating in the Tax Forms Outlet Program (TFOP). TFOP offers tax products to the American public primarily through participating libraries and post offices. The IRS will distribute new order forms to participating libraries in the next month. But when the CROmnibus passed, it cut IRS Distribution funds by \$300 million, so the Director of the Distribution Office will be coming to Midwinter to listen to public librarians about their ideas of what should continue to be distributed in libraries and how.

FOIA improvement act fails to make it out of the house

S.2520, the FOIA Improvement Act, passed the Senate on December 8, 2014, and was then sent to the House of Representatives where it died at the end of the 113th Congress. ALA remained active on this bill up until its last breath, including regular contact with Congress and an alert to members in West Virginia asking that they tell Sen. John Rockefeller to remove his hold on S.2520 (which he later did). Although this bill did not become law, we will continue to fight the good fight next congress.

Government agency becomes more transparent

ALA has been closely monitoring the issue of a possible closure of NTIS and the progress of S.2206, the Let Me Google That For You bill in congress. On October 28th, in response to some of the concerns raised by the bill, NTIS announced that “the full text for 800,000 of [their] documents can be downloaded immediately in electronic PDF format without charge.” S.2206 died at the end of the 113th Congress, but we will continue to monitor the issue in the 114th.

Advocacy and social media update

We are happy to report that the ALA Washington Office Tumblr page has gained 200+ followers in the past month alone, bringing us to 11,635 followers total. We are also seeing an increase in response to our legislative alert emails. In November, our first alert regarding the USA Freedom Act, had an 18% click-through rate. Another legislative alert, which asked advocates to reach out to the new Members of Congress, was sent out in early December and had a 27% click through rate.

TO: PLA Board of Directors
RE: Draft Resolution Honoring Tom Wheeler, Chairman, FCC

ACTION REQUESTED/INFORMATION/REPORT:

Action

ACTION REQUESTED BY:

ALA OITP

DRAFT OF MOTION:

The PLA Board supports and agrees to co-sponsor the resolution as presented.

BACKGROUND:

PLA has been asked to co-sponsor the attached resolution honoring FCC Chairman Tom Wheeler. As of this writing, the draft resolution will be presented to ALA Council for review and support at Council II and OITP has asked the ALA Committee on Legislation, the ALA E-rate task force, LITA, ASCLA, UFL and the ALA Chapter Relations Office for their support.

Whereas; Library Trustees are an integral part of America's public library system;

Whereas; This fact was recognized in 1896 when the second division established by the American Library Association was for Library Trustees;

Whereas; It is recognized by all that Library Trustees, as laypeople, require special orientation and training to fulfill their roles faithfully and well;

Whereas; United for Libraries is the singular ALA library division with both the mission and resources to help library trustees best understand their roles and duties to their libraries;

Whereas: The Public Library Association and the Library Leadership and Management Association are the premier divisions for public Library Directors;

Therefore be it resolved that Library Directors are highly encouraged by PLA, LLAMA, and United for Libraries to include membership for each of their trustees in United for Libraries in their budgets.

United for Libraries

PLA

LLAMA

[[official notation for Council]]
2015 ALA Midwinter Meeting

Resolution Honoring Tom Wheeler, Chairman of the Federal Communications Commission,
for His Leadership in Modernizing the E-rate Program
to Advance Broadband Opportunities for America's Libraries, January 2015

Whereas, High-capacity broadband connectivity is fundamental to unfettered access to information, as was recognized by the Council of the American Library Association in its [Resolution on Universal Access to Broadband](#), adopted January 19, 2010; and

Whereas, High-capacity broadband connectivity is essential for 21st century library services; and

Whereas, The E-rate program, established in the U.S. Telecommunications Act of 1996 and part of the Federal Communications Commission's (FCC) Universal Service Fund, has been instrumental in connecting America's public libraries to broadband; and

Whereas, The E-rate program continues to be the largest federal technology program dedicated to providing access to advanced telecommunication services to libraries and K12 schools; and

Whereas, FCC Chairman Tom Wheeler led a comprehensive and well-articulated multi-phase effort to transition the 18-year-old program from supporting 20th century telecommunications services to promoting high-capacity broadband capacity to support 21st century learning through our nation's libraries and K12 schools; and

Whereas, His leadership, vision, and commitment were evidenced through the concerted and coordinated efforts of FCC Commissioners and their staffs, as well as staff in his office, the Office of the Managing Director, Office of Strategic Planning and Policy Analysis, and the Wireline Competition Bureau; and

Whereas, the actions of the Commission through the E-rate Modernization proceeding provide new opportunities for building library broadband capacity—including a \$1.5 billion annual increase in E-rate funding—at a critical juncture in the evolution of library services and connectivity; and

Whereas, The American Library Association and its E-rate Task Force have advocated from the inception of the E-rate program for sufficient funding and program improvements to support public access to the internet through libraries; and

Whereas, The Chairman, Commissioners, and Commission staff championed the value of libraries and worked collaboratively with ALA; now, therefore, be it

Resolved, That the American Library Association:

1. Extends its deepest appreciation to Chairman Wheeler for his vision for connecting America's libraries and schools to high-capacity broadband to best serve our communities nationwide.
2. Recognizes with gratitude Chairman Wheeler and the Commission for their unflagging work throughout the 18-month E-rate Modernization proceeding.
And be it further

Resolved, That the American Library Association:

1. Recognizes that *The E's of Libraries*™, services that include education, employment and entrepreneurship, individual empowerment, and community engagement, are built on access to affordable high-capacity broadband.
2. Reaffirms its commitment to ensuring America's libraries can secure the high-capacity broadband on which such services depend.
3. Calls on the ALA Executive Director to encourage and support the Office for Information Technology Policy and other relevant ALA units to work diligently to ensure libraries take full advantage of and benefit from the opportunities provided through the 2013-2014 E-rate Modernization proceeding.

Proposed for adoption to the Council of the American Library Association

DATE

In Chicago, Illinois

TO: PLA Board of Directors

RE: Draft Resolution Honoring Ferguson Municipal Public Library

ACTION REQUESTED/INFORMATION/REPORT:

Action

ACTION REQUESTED BY:

Rivkah Sass, Division Councilor

DRAFT OF MOTION:

Resolution Commending the Ferguson Municipal Public Library for Serving the Community in a Time of Crisis

Whereas libraries are key to building vibrant communities and sustaining a strong democracy by serving as a principal destination for individual learning, personal enrichment, and community engagement;

Whereas civil unrest and public demonstrations have periodically disrupted access to public libraries and public schools, among other vital public institutions;

Whereas the American Library Association has recognized and encouraged library service to local communities during times of crisis in the past;

Whereas the library staff at Ferguson Municipal Public Library of Ferguson, Missouri exemplified the library profession's core values of service and the public good (ALA policy, B.1.1) during a time of civil unrest that began immediately following the shooting death of Michael Brown in August 2014;

Whereas the library staff at Ferguson Municipal Public Library anticipated the needs of its community by providing peaceful, quiet space and time amidst the political turmoil that had been taking place within the city;

Whereas, in both August and November 2014, the Ferguson Municipal Public Library remained open and provided space for teachers to hold classes while the Ferguson-Florissant School District closed;

Whereas the library staff of the Ferguson Municipal Public Library performed a pivotal role between community organizations and its citizenry by facilitating the creation of special programming and educational experiences for the students of Ferguson-Florissant School District;

Whereas the library staff of the Ferguson Municipal Public Library supported its community by hosting the US Small Business Administration to provide emergency loans, the office of the US Secretary of State to provide document recovery and preservation services, and the Missouri Department of Insurance to help local businesses file for insurance and claims;

Whereas the library staff of the Ferguson Municipal Public Library supported the children of Ferguson, Missouri by circulating healing kits, which included books and activities to help them cope with the unrest in their community, including a stuffed animal that they could keep; and

Whereas the Ferguson Municipal Public Library accepted and distributed gifts and donations from individuals and groups outside of Ferguson intended to help Ferguson community residents through the community engagement work being conducted by the Ferguson Municipal Public Library, now, therefore, be it

Resolved, that the American Library Association (ALA), on behalf of its members:

1. acknowledges that many libraries, in the United States and abroad, have provided library services during times of crisis, civil unrest, or other disasters, and applauds those actions;
2. celebrates the creativity, leadership, and commitment to service demonstrated by the entire staff of the Ferguson Municipal Public Library during an extended period of unrest in the local community, beginning in August 2014; and
3. recognizes the powerful example of community engagement set by the staff of the Ferguson Municipal Public Library through their work with children, parents, teachers, library volunteers, first-responders and emergency service workers, and members of the local and national media; and
4. sends a letter acknowledging the work and contributions of the Ferguson Municipal Public Library staff, including Scott Bonner, Director, to the Missouri Chapter to be passed on to the appropriate parties.

Mover: Rivkah Sass, Public Library Association Councilor, 916-719-9318

Seconders:

Regina Greer Cooper, Missouri Library Association Councilor, 417-536-7987

Scott Walter, Councilor-at-Large, 217-722-8154

Karen G. Schneider, Councilor-at-Large 510-207-5576

Mike Marlin, Councilor-at-Large, (916) 243-9778

TO: PLA Board of Directors

FROM: Carolyn Anthony, PLA Past President

DATE: January 25, 2015

INFORMATION/ACTION/DISCUSSION: Information

Thoughts on meetings with Publishers, New York Public Library, and the Metropolitan New York Library Council-- December 2014

Overall, my impression was that the more comfortable publishers get with the e-book market, the more open they are to considering other options for library access. One publisher was specific about wanting to slow the transition from print to e-format to maintain overall profit levels (eg sale of trade paperback has been decimated by e-format) and to allow independent booksellers an opportunity to adjust and develop a marketing plan.

There was great awareness of the role of different entities in the e-book market. The loss of Borders and some independent booksellers may have increased the importance of the library's role as a promoter of authors and titles. The publishers see a stronger role for libraries in this regard through activities such as actively liking authors on social media, grabbing video trailers from publishers' web sites, and exploiting the value of "librarian recommends." There are more opportunities for web links to author interviews, etc. Publishers are willing to talk with librarians about these opportunities.

Currently, the market for e-books is primarily adult popular fiction read by middle-aged women. Best-selling NF fits into this market as well. Publishers are open to experimenting. Currently in the works is a new file format ePub3 which is the same being used by Library Simplified, the project undertaken by NYPL in concert with 9 partner libraries, supported by a \$500,000. grant from IMLS. Publishers welcome the idea of more players in the market beyond OverDrive and 3M which have 90-95% of the current market. The purpose of Library Simplified is to create a commercial-grade, open e-book reader platform that brings together and makes available content from all the major e-book distributors. The goal is to allow patrons to access e-books in 3 clicks of the mouse or less: "One click to discover, one click to check out or download, and one click to read an e-book." The platform will use Radium SDK, a rendering engine developed by the non-profit Radium that utilizes the ePub3 open standard adopted by the International Digital Publishing Forum (IDPF).

I believe that convenience and ease of use are the critical factors to greater use of e-books by the public. Of course, pricing is of concern to libraries, but better pricing will not drive use if access remains difficult and fragmented. The publishers we talked with were open to variations in pricing for different types of use such as short-term intense use for summer reading, one-book/one-community, bulk purchase for book clubs or other such circumstances. A question is how these pricing options could be negotiated since library access is through third-party distributors (primarily OverDrive and 3M).

There remains a question of public awareness of the option of borrowing e-books through their local library. One publisher was open to the idea that publishers could promote “Famous Author—available where books are sold or at your local public library.” There was also a suggestion that librarians might seek an invitation to the ABA Winter Institute which has been only for booksellers. The next one will be held Feb 8 – 11 in North Carolina. Some of this discussion pointed to the need for libraries to become more engaged in the book market as a player rather than just as a consumer.

The question of preservation of digital formats elicited varied responses from “haven’t really thought about it, but important issue and not really my concern” to “we’re taking care of that,” suggesting that publishers are still working on the larger issues related to representing authors’ work in digital form.

Primary take-aways for me would be that libraries need to be more fully engaged in the book/publishing market, with library staff aware of the importance of their role in connecting authors and readers. Publishers are glad to support that. While they are open to experiments re pricing and terms, there is some question about how to enable such through the distributors. Gains will be small until/unless libraries have access to a product such as Library Simplified that removes much of the current friction built into e-book use, while retaining digital rights management.

A NATIONAL PUBLIC POLICY AGENDA FOR LIBRARIES AND THE POLICY REVOLUTION! INITIATIVE

Draft for Public Comment
January 23, 2015

INTRODUCTION TO THE AGENDA AND INITIATIVE

Libraries are in a revolution fueled by rapid advances in technology, and thus the roles, capabilities, and expectations of libraries are changing rapidly. Libraries provide myriad benefits to U.S. communities¹—and therefore contribute to the missions of the federal government and other national institutions. To date, however, investment in libraries has lagged the opportunities they present. As such, the U.S. library community must reach out to national decision makers and influencers to raise awareness of these roles and capabilities to advance how libraries may best contribute to society in the digital age. Increasing this understanding establishes the basis for added support from and collaboration with national government agencies, non-profit organizations, foundations, trade associations, and commercial entities.

The development of a national public policy agenda for libraries is needed to guide focused and energetic outreach to key decision makers and influencers. This agenda will enable library organizations, including their members and allies, to drive toward common goals. The focus here is on the highest-priority national policy goals for the library community. Accordingly, it cannot be all-encompassing with respect to library interests and priorities. **What are the U.S. library interests and priorities for the next five years that should be emphasized to national decision makers?**

The agenda also is contextualized within national political, economic and demographic trends. For instance, the baseline political outlook is a Republican-controlled U.S. House of Representatives for the next few elections, a Republican-controlled U.S. Senate for at least two years, a Presidential election in the fall of 2016, and a new Administration beginning in January 2017. The baseline economic outlook includes the assumption that the trend of increasing commercial influence and control over the public's access and engagement with information will continue. Other trends such as increasing income disparity also are assumed to continue.²

¹ "Communities" refers to the broadest use of the term. The most common understanding refers to towns and cities or subsets of them. But the usage here also can refer to a K-12 school community, a college or university community, or other communities directly tied to various other library types.

² The many trends that inform the future context for libraries are discussed in the [report](#) "Snapshots of a Turbulent World," prepared under the auspices of the Policy Revolution! Initiative.

With this environmental context, **what are the library priorities that are likely to be of most interest to decision makers and influencers? And where might there be windows of opportunity to advance a particular priority at this particular time?**

This shared agenda is intended to provide guidance for the U.S. library community. Thus, *this* document is not intended to be used directly outside of the library community—other documents and language aligned with the agenda will be developed for such advocacy purposes. The audience for *this* agenda is library leaders and close allies in the United States.

As an umbrella national public policy agenda for the library community, typically it will be too extensive to serve as **the** policy agenda for any given entity in the community. Rather, the goal is that various library entities would fashion their national policy priorities under the rubric of this national public policy agenda.

Outlining this key set of issues and context is being pursued through the Policy Revolution! Initiative,³ led by the American Library Association Office for Information Technology Policy and funded by the Bill & Melinda Gates Foundation. Major library organizations contribute to and advise the initiative through a Library Advisory Committee. The three-year initiative has three major elements: to develop a national public policy agenda, to initiate and deepen national stakeholder interactions based on policy priorities, and build library advocacy capacity for the long-term.

At a strategic level, the focus is on the high-level “Library” story rather than on the silos of academic, school, public, government, and special or other libraries. We also must gather the narrative and data to compellingly illustrate how and why investment in libraries of all kinds results in a favorable return on investment for society—i.e., how sustainable libraries are essential for sustainable communities.

Call for Public Input in Early 2015

This draft national public policy agenda will be vetted, discussed, and further elaborated upon in the first quarter of 2015, also seeking to align with existing and emerging national library efforts. From this foundation, the ALA Washington Office will match priorities to windows of opportunity and confluence to begin advancing policy priorities—in partnership with other library organizations and allies with whom there is alignment—in mid-2015. **Feedback should be sent by February 27, 2015 to oitp at alawash dot org, and updates will be available online at <http://www.ala.org/oitp>.**⁴

³ See <http://www.ala.org/news/node/9649>.

⁴ In future iterations, this section will be replaced by a summary of how the national public policy agenda was developed.

LIBRARIES: AN EXTRAORDINARY RESOURCE FOR THE UNITED STATES

U.S. libraries are an equalizer in this information-rich nation, serving people of every age, income level, location, ethnicity, or physical ability, and providing a full range of tools and resources needed to live, learn, govern, and work. Equitable access, intellectual freedom, creating knowledge, diversity, preserving and sharing the nation's cultural heritage, literacy and lifelong learning are core values that serve as the foundation for library programs, services, administration and advocacy.

Equitable access includes the gamut of books, media, computers and internet access, as well as the expert assistance of librarians in navigating and effectively using these resources. Libraries serve as part of a digital safety net (e.g., working to ensure access for people with disabilities), as well as a launching pad to exploration and innovation of cutting-edge technologies and advanced information services. Literacy is a basic building block for full civic participation—the first step among a lifetime of learning needed to respond to changing technology and workforce demands. A commitment to intellectual freedom is expressed through inclusive and diverse collections, neutral public spaces that encourage information exchange and debate, protection of privacy and confidentiality, and advocacy for government transparency, uncensored communications networks, and free expression. These values of equity, opportunity and openness are quintessentially democratic values, as well.

At the same time, rapid changes in digital information and communication technologies touch every aspect of our lives and are shifting expectations and roles for America's libraries. The increasing proliferation of digital information, networking, and services challenges libraries to re-engineer their value proposition and focus less on access to "stuff." As a result, libraries are increasing their focus on managing digital information abundance, information production and curation, bridging skills gaps, experiential learning, and community building.

Libraries today represent a national critical infrastructure⁵ that delivers services and engages communities—with a long history of accomplishment connecting people with each other and with diverse collections. The nation derives economic and operational efficiency and effectiveness by using this existing infrastructure, rather than reinventing such a network to deliver services (e.g., jobs centers, technological innovation or computer labs, or data repositories). Collaborations with libraries to fulfill national mission needs should be contemplated whenever plausible—and especially before the creation of a new national network for a public service is contemplated.

⁵ Which may be conceptualized as a national platform (or platforms), highway system, or backbone.

Specific Policy Goals

Libraries as a distributed national asset of people, places, and platforms and the imperative of “opportunity for all” underlie all of the national public policy goals below. Though contemporary libraries and librarians have evolved in the context of the digital revolution, this evolution is not widely understood by decision makers and influencers, who may often have mental models of libraries and librarians from decades past. Thus, aggressive communication of the roles and capacities of contemporary libraries is inherent across the policy goals.

Too often, investment in libraries lags the opportunities that libraries present. And in the digital age, these opportunities expand considerably. Thus, the nation will be well-served with increased investments in libraries, and especially in areas of notable opportunity that advance the agendas of national decision makers.

Finally, effective solutions for U.S. libraries need to be informed by the international context. The diffusion of digital information and worldwide networks cause information flows, technologies, and practices to be porous across national borders. National public policy, whether conducted by the U.S. government, information-sector corporations, or other entities, is inherently connected with the policies and practices of other countries.

The remainder of this document articulates three broad themes to organize the national public policy goals of the U.S. library community: Services, People, and Institutional Issues. Each goal includes a brief characterization of library contributions or interests and desired outcomes with the associated policy changes.

SERVICES **Libraries Making a Difference to Americans**

Libraries serve communities in diverse ways.⁶ With advances in technology, new possibilities emerge for improved or new services and service delivery.⁷ With shifts in demographics and other societal changes, new demands and opportunities emerge. Programmatic policy goals provide direction for the most promising avenues at the national level for libraries to deepen and/or expand services. Four goal areas are discussed below: Education & Learning, Employment & Entrepreneurship, Health & Wellness, and Government Services.

⁶ One conception is encapsulated in The E’s of Libraries™: Education, employment, entrepreneurship, community engagement, and individual empowerment—but there are other characterizations.

⁷ For a recent analysis, see the Aspen Institute [report](#) from its Dialogue on Public Libraries, “Rising to the Challenge: Re-Envisioning Public Libraries.”

Education & Learning

Libraries are instrumental in education and learning for all ages. The range of services and policy intersections implicated may be conveniently delineated using the ASCEND acronym:

- A – All educational activities and advancement are supported at libraries. This includes those described below, as well as summer reading programs; resources and services that advance science, technology, engineering, and mathematics (STEM) knowledge; and afterschool enrichment and tutoring programs, among others.
- S – Students in K-20 use libraries as interdisciplinary settings guided by teacher-librarians and research specialists. Embedded within educational institutions, school, college, and university libraries develop students' ability to effectively find, evaluate, synthesize, communicate, and produce information. Libraries of all kinds also curate and broker homework and research resources.
- C – Continuing education is a hallmark of libraries, and becomes more important in a time of educational disruption in which technology creates new mechanisms for personalized and distributed learning. Massive open online courses (MOOCs) and digital badging represent early forms of this trend in which libraries provide physical access to broadband infrastructure, devices, complementary content, proctoring, and face-to-face mentor or peer learning for otherwise digital-only providers.
- E – Early learning programming and services boost school readiness for young children and directly serve parents and caregivers as their children's first teachers. Many libraries also have outreach programs to Head Start and child care centers.
- N – Non-traditional students such as those schooled at home, seeking GEDs or online certifications, or developing basic literacy, are served by libraries.
- D – Digital literacy is enabled by providing new information technology, services and training. From laptop labs to maker spaces to 3D printing, librarians provide both formal and informal learning opportunities to gain familiarity and confidence using technology.

The fundamental goal is to increase awareness and understanding by decision makers of these roles, leading to additional library capacity for these educational opportunities through strengthened and new collaborations and funding by the federal government, non-profit organizations, private philanthropy, and information services and technology firms. Additional capacity would support national policy priorities ranging from the Campaign for Grade-Level Learning to increasing college readiness and retention. National partners may include agencies and organizations such as the U.S. Department of Education, the U.S. Department of Health and Human Services, the American Academy of Pediatrics, American Honda Foundation, Coursera, National Center for Families Learning and many others.

Employment & Entrepreneurship

In addition to educational and learning opportunities that equip students to begin their careers, libraries also provide direct contributions to workforce and economic development in communities. Libraries provide programming and services for job search and the improvement of job skills. Many libraries serve as centers to establish, sustain, and promote small businesses. With longer hours than other community organizations, better technology access and training, and the ability for parents to engage in employment-related activities while children participate in other activities, libraries are particularly attractive workforce partners.⁸

New technologies, changing business models, and evolving cultural norms are enabling more decentralized work opportunities. Libraries with their rich information resources, skilled staff, and distributed physical locations are prime venues to advance entrepreneurship and sustain a more mobile workforce. A number of libraries already are engaged in promoting entrepreneurship in their communities, but much more may be done.

Under the bipartisan Workforce Innovation and Opportunity Act (WIOA), libraries are eligible for the first time to be considered One-Stop partners and eligible for federal funding to support job training and job search programs. The Department of Labor should develop rules and regulations for WIOA that make it possible for libraries to apply for funding so that their services can best meet evolving workforce needs.

Another goal is to establish stronger or new collaborations with groups that advance the ability of libraries to promote entrepreneurship. These groups include federal agencies such as the Small Business Administration and the Department of Commerce; non-profit organizations such as the U.S. Chamber of Commerce and the U.S. Conference of Mayors; and commercial entities and start-ups.

Health & Wellness

As health care is a major sector of the U.S. economy and society, it is a significant focus for libraries. People use library resources to learn about and discuss every aspect of their health, both reactively (e.g., I have a disease and need to learn more) and proactively (e.g., I want to move to a healthier lifestyle for the future; how do I achieve this?).

Libraries and librarians also help people navigate health service organizations, whether in the government or the private sector. As an individual's health care now involves engagement with multiple large bureaucracies in both the public and private sectors, the information requirements for obtaining services can be daunting for many people, which created the need for libraries to help their communities.

⁸ <http://www.imls.gov/assets/1/AssetManager/Workforce.pdf>

More and closer collaboration between libraries and health care organizations will enable libraries to fully contribute at national scale. Libraries already address a varied range of activities from helping people complete web-based forms to creating information systems for medical research and providing access to these systems. With additional focused investment, considerable social benefit will be realized. Useful library collaborations may take place with the U.S. Department of Health Human Services and multiple other federal entities with health components in their missions, as well as a wide range of private sector organizations, such as foundations, health management organizations, and other entities in the health care arena.

Government Services

Libraries provide public access to government information and services—at the local, regional, state, and federal levels. Libraries provide computers and network access and staff expertise as well as library-developed portals and tools and access to fee-based online services.

Except for a narrow class of information (e.g., classified information), the data and information collected, produced, managed, or funded by the federal government should be widely available to the public. The library community strives for stronger provisions for simple and direct access to federal government information, with a focus on e-government services and digital (“big”) data.

PEOPLE

Leveraging Opportunities to Serve Specialized Community Needs

Libraries serve all of society, but certain sectors demand particular attention because of projected growth in the demographic, specialized needs beyond the program areas outlined above, political potential for resource availability, or other policy opening specifically relevant for libraries. Four population segments are deemed to fit in one or more of these categories: Rural Communities, Veterans, New Immigrants, and Older Americans.

Rural Communities

Fundamentally, libraries in rural areas, which constitute 17% of the U.S. population, serve the same roles as libraries in urban and suburban areas. However, rural libraries often are even more critical to their communities because alternate educational, cultural, and civic institutions may be much more limited. For example, a rural library may well serve as a local area museum, jobs center, health information center, community center, and theater by necessity.

At the same time, rural libraries tend to face more profound challenges than other libraries because they often are geographically isolated, lack easy or affordable access to infrastructure

such as high-speed broadband, and may struggle to recruit librarians or IT staff. Needed services—especially in more remote areas—are inhibited, such as distance learning, telehealth and teleworking, to name a few. Rural libraries are essential connectors for their residents, but frequently lack the staff, funding and infrastructure capacity needed to erase the geographic limitations that technology can enable.

The overriding goal is to provide rural libraries with comparable infrastructure, access, and resources to other libraries in the country.⁹ But some aspects—for example solid video conferencing capabilities—are foundational as they enable numerous other community services. The U.S. Department of Agriculture (particularly the Rural Utilities Service and perhaps the Cooperative Extension System Office) serves as a partner with libraries, as well as foundations and non-profits like the Foundation for Rural Service. However, many other entities are excellent prospects, as well, for working toward this goal.

Veterans

More than 22 million Americans are veterans of military service, constituting about 7.5% of the total U.S. population. About 2.2 million people currently serve in the military. Community reintegration and support are key concerns. Major issues faced by veterans fall within the domain of mainstream library services—job search, improving job skills, formal and informal education, digital literacy, access to health information, cultural and civic activities, and more—and a few libraries already provide veteran-specific services.

In addition to the life challenges faced by community residents generally, veterans may face some specific challenges such as access to and awareness of behavioral health services; enhancing financial readiness; promoting home security; and ensuring availability of substance abuse prevention and treatment.

Libraries can help close information gaps and collaborate to offer community space and trained staff assistance to help address these needs. There are a number of agencies and organizations that work to meet the diverse needs of this community and could partner with libraries, including the Veterans Administration, American Legion, ReserveAid, USA Cares, Operation Homefront, U.S. Army Wounded Warrior Program and the Center for Veterans Issues. Leveraging the resources and infrastructure of libraries in the service of veterans has great potential for cost-effective services, and consequently libraries seek stronger and more numerous collaborations in this area.

⁹ Noting that “equal” is not used deliberately, as some inherent geographical or physical differences may compel different resources or solutions.

New Immigrants

The U.S. population is becoming more diverse. This increased diversity results from immigration that has grown steadily since the 1950s and differing birth rates among different races and ethnicities, as well as intermarriage. Libraries have long been a part of the new American experience, and today more than 55% of use the public library at least once a week. Libraries of all types provide a trusted environment, resources and community connections that can ease the way to full participation in American society. Libraries serve as a gateway to citizenship, English language learning, and civic engagement.

Libraries are well placed to serve this diverse community, both physically/geographically and in terms of programming, services, and expertise. Collaborations with libraries yield cost-effective solutions to helping new immigrants integrate into U.S. communities. One possibility for development is to strengthen or expand work already begun by the Institute of Museum and Library Services (IMLS) with US Citizenship and Immigration Services. Family literacy programs like “The American Dream @ your library” also should be considered for additional funding and capacity with funders like the Dollar General Literacy Foundation. But many other opportunities are may be realized in the federal government, not-for-profit sector, and philanthropic initiatives.

Older Americans

The U.S. population is getting older. In 2050, about one in five people will be over the age of 65. In contrast, this was true for only 13% in 2009. Challenges associated with this trend include whether this older population will have adequate retirement income and health care. Increased time in retirement also could result in demand for leisure activities to fill older adults’ time, deeper pools of volunteer talent, or need for new community and gathering spaces. Libraries already are creating stronger outreach connections with senior centers, and many technology training opportunities are specifically geared to older Americans.

As the population grows, specific attention should be devoted to building capacity for libraries to offer accessible services and outreach to support lifelong learning and engagement. Libraries also should continue to support volunteer opportunities with organizations like SCORE to leverage this valuable expertise to support program goals listed above like entrepreneurship. Relationships should be explored with the Administration on Aging (within the U.S. Department of Health and Human Services) and the American Association of Retired Persons (AARP) to develop and fund model projects that might then be replicated, among other groups.

INSTITUTIONAL ISSUES

What Libraries Need to Serve Their Communities

Libraries have the potential to make even more significant contributions to communities than in the past. But given the evolving technological, economic, social, and political environment, libraries also need some assistance at the national level to enable these contributions to be realized. We note that these accommodations also generally advance the broader public interest beyond libraries—helping schools, museums, archives, social services by religious organizations, and many companies in the information and technology sectors. Needs in eight areas are articulated: Library-specific Funding, Privacy & Transparency, Systems for Digital Content, Protecting the Nation’s Digital Heritage, Balanced Copyright & Licensing Frameworks, Equitable Access to Abundant Broadband, Aggregating and Leveraging Library-related Functions in the Federal Government, and Preparing the Next Generation of Library and Information Professionals.

Library-specific Funding

Significant funding targeted to libraries is provided through the Library Services and Technology Act and the Telecommunications Act.¹⁰ Multiple other federal agencies—ranging from the National Science Foundation and the Department of Education to the National Endowment for the Humanities and Department of Health and Human Services—direct a small portion of their budgets to library-related activities. Additionally, the federal government directly funds the Library of Congress, National Library of Medicine, and other federal libraries, as well as related organizations such as the National Archives and Records Administration, Government Publishing Office, and the Smithsonian Institution. For at least the next five years, this library-specific funding needs to be increased faster than the rate of inflation to take advantage of the opportunities enabled and demands created by the digital revolution. Private-sector funding should be similarly increased for the same reasons.

There are a number of national-level programs—both in the federal government and private sector—that provide funding for allied functions and institutions such as schools, community centers, or various other social service organizations—but not libraries. Oftentimes, the exclusion of libraries is unintentional. Whether intentional or not, one goal is to modify existing programs and ensure that newly established programs designate libraries as eligible entities for funding if libraries can meaningfully contribute to program goals.

¹⁰ Administered by the Institute of Museum and Library Services and the Federal Communications Commission, respectively.

Privacy & Transparency

A major challenge of the digital revolution for libraries is the ease with which personal information can be collected, transmitted, and analyzed—through the actions of the federal government and commercial entities. New information services and technology often capture such information as part of their normal operation. This data collection and storage, however, can jeopardize individual privacy, absent robust safeguards.

A central tenet of librarianship is that user information must be kept private unless disclosure is explicitly permitted—thus the privacy bar is even higher for libraries. By contrast, many of the digital information services used by libraries and the public fail to adequately safeguard privacy. The library community must work more intensely and proactively to combat intrusions in the privacy of library users and the general public and advocate for appropriate changes in legislative, regulatory, and judicial arenas, as well as with the information and technology industries—working independently and with coalitions and other allies.

Systems for Digital Content

Library systems to manage physical materials are mature, whereas the library systems for managing digital materials are fragmented and in the early stages of their life cycle at the national level. Accordingly, the digital infrastructure needs investment to boost discovery and leverage the opportunities enabled by digital information and network technology. This investment includes systems architecture, hardware, software, networking, information management, and human capital dimensions.

A strengthened national digital infrastructure also enables sharing across libraries of all types, as well as other community and cultural institutions, which derives economic and operational efficiencies over standalone systems. And technological advances enable a broad range of data and information production and distribution possibilities (e.g., open access-based models) for libraries and our communities that extend beyond the confines of traditional models or siloes.

The federal Digital Libraries Initiative (DLI) led by the National Science Foundation could represent a model, or at least provide insight into possibilities for a future programmatic proposal.¹¹ Stronger support from decision makers, in terms of financial resources, and inclusion in related programmatic initiatives, as well as public policy making, are needed.

¹¹ The DLI operated in the 1990s and early 2000s and sponsors included the Library of Congress and National Library of Medicine as well as other federal agencies; see <http://memory.loc.gov/ammem/dli2/>.

Protecting the Nation's Digital Heritage

A central role of libraries is serving as stewards of the nation's cultural heritage. For physical materials, this role and operations are well established, and facilitated by copyright law and policy. By contrast, preservation of digital materials is a huge and complex challenge because materials are typically provided through licensing regimes and so the rights to preserve digital content are distributed, and responsibility and commitment uncertain at best.

While there are multiple disparate efforts towards digital preservation, their scope is limited and under-resourced. National decision makers and influencers must understand and be willing to articulate the necessity of a national strategy for digital preservation. Then a process to establish a coordinated national strategy and implementation plan needs to be developed and subsequently launched.

Balanced Copyright & Licensing Frameworks

Copyright in the physical world provides for limitations and exceptions that promote and enable public interest functions. By contrast, the digital world increasingly bypasses copyright law—and these public interest provisions—through licensing regimes.

The library community must continue to advocate for the public interest in the management of digital content, whether through copyright or licensing frameworks. Society's institutions such as libraries, and the public at large, need to be able to use digital content in a reasonable, fair, and common-sense manner, as envisioned in the U.S. Constitution. An important goal of this advocacy is to broaden the national copyright conversation from its focus on piracy and protection to creativity, innovation, and the needs of the public at large.

Equitable Access to Abundant Broadband

All libraries should have affordable access to high-speed broadband infrastructure. Telecommunications services should be available to libraries on a non-discriminatory basis to support equitable public access, enable content creation and dissemination and distribute digitized and digital collections. As new technologies and technological opportunities arise (e.g., unlicensed spectrum), libraries need to be included among the potential user groups during policy decision making. Libraries will continue to advocate for federal policy and work with coalitions and collaborate with others toward this end. Efforts to take advantage of existing opportunities such those from E-rate modernization in 2014 need emphasis.

Aggregating and Leveraging Library-related Functions in the Federal Government

The visibility and champions for libraries and related institutions within the federal government are dispersed and loosely connected, which means that our sector is less powerful and visible

than it could be. Many of the organizations¹² are standalone units (e.g., Library of Congress [which includes the U.S. Copyright Office], IMLS, Federal Communications Commission, National Archives and Records Administration, Smithsonian Institution, National Endowment for the Humanities, and National Science Foundation) whereas others are within the bureaucracies of various cabinet departments (e.g., National Telecommunications and Information Administration, National Library of Medicine, and National Agricultural Library). The goal then is to increase ties among relevant units in formal and informal ways to leverage the aggregate resources and political influence towards more coordinated planning, advocacy, and action.

Preparing the Next Generation of Library and Information Professionals

Given the revolution in libraries—and the information sector generally—the roles and responsibilities of library staff also are changing in fundamental ways. New models for library organizations and staff positions are emerging. Many of the traditional skills of librarianship remain applicable in the digital age, but additional skills also become necessary. Federal agencies and private foundations should increase their investments in preparing the staff for libraries in the digital age.

¹² As indicated, the organizations listed here are examples. There are numerous federal entities with interests in libraries or library issues.

TO: PLA Board of Directors

FROM: Rob Banks, ALA Executive Board Liaison

DATE: January 26, 2015

INFORMATION/ACTION/DISCUSSION: Information

Board Talking Points

Midwinter 2015

Midwinter Meeting

- As of Friday, January 23 – one week before the opening of the 2015 ALA Midwinter Meeting – advance paid registration was 5,575. This compares to 5,252 for the same point in time for the 2014 Midwinter Meeting in Philadelphia and 5,429 for the 2013 Midwinter Meeting in Seattle.
- Daily totals are announced at each Council meeting, and the final registration numbers are announced on Tuesday.
- The 2015 Midwinter Meeting includes a record 40 "News You Can Use" briefing sessions, and hundreds of open discussion group sessions.

Membership

- At year end, ALA membership stood at 54,900. Last year at this same time, membership stood at 57,000. The profession and library associations have all faced the same challenge. A recent survey completed by the Chapter Relations Office shows that on the average, state library association membership is down about 20% compared to the year of their highest membership enrollment. ALA membership is down approximately 16%.
- About half of this decrease is in the student membership category. This decrease in student members appears to be driven by a significant decrease in the enrollment in library and information science programs, which has decreased from about 21,000 to about 15,000.

- Across the country, employment in the library "sector" has declined by 60,000 since 2007. This includes a decrease of 21,000 in librarians - from 215,000 in 2007 to 194,000 in 2014. This overall decrease of 10% in the sector appears to be the primary driver of the similar decrease in membership during the same period.
- This decrease has also been reflected in the divisions, with two exceptions: ALSC and YALSA. Both showed increases over last year's membership.
- Beginning in 2013, ALA has been hosting a series of "kitchen table" conversations with members at Annual and Midwinter. What we have discovered from these conversations is that ALA members can find the Association confusing, and don't see a clear pathway to involvement.
- Based on this work, ALA and the divisions have been looking at ways of making ALA "more welcoming." One recent response has been the addition of new "Join ALA" and "Engage with ALA" features on the ALA home page. Because we know that members value the contribution they can make to literacy, education, economic growth and intellectual freedom as well as the career benefits, the "Engage with ALA" feature provides specific ways in which ALA members can participate in activities "supporting you - and changing the world."

ALA Budget

- ALA ended fiscal 2014 with a positive net asset balance in the division, round table and general funds.
- So far, fiscal 2015 revenues are tracking ahead of expenses and budget. As of the end of December 2014, total ALA net results from operations are better than budget by \$1.3 million. General Fund net results are better than budget by \$42,000.
- More detailed information on the 2014 and 2015 budgets may be found on the Treasurer's page on the ALA web site
<http://www.ala.org/aboutala/governance/financialdata>.

Strategic Planning and the Strategic Directions

- Many boards, committees and other groups are taking time at Midwinter for discussions about the ALA strategic directions as part of our Association strategic planning. Working discussions have also been scheduled with Council and with the Planning and Budget Assembly.
- Many committees and boards have already held or will be holding virtual discussions outside of Midwinter, and a number of chapters and affiliates have also scheduled forums at state conferences.
- The goal is to provide the broadest possible opportunity for member groups to contribute to our vision, assumptions, goals, strategies and objectives in each of the three strategic directions: Advocacy, Information Policy and Professional and Leadership Development.
- The plan is to have draft advocacy, information policy and professional and leadership development plans circulating by mid-April, along with an "umbrella" strategic plan that incorporates the strategic directions and builds on the programmatic priorities approved by Council. Ultimately, the umbrella plan will go to Council for approval at the Annual Conference in June.
- All these plans will be circulated to the membership for their comments and suggestions, and to build consensus around the new strategic directions and plan. We will welcome your comments and suggestions for incorporation into the plans as we refine them over the course of the spring.
- Discussion feedback forms and instructions on how to share the results of your discussion are available at the ALA Connect Strategic Planning Group at <http://connect.ala.org/strategicplanning>.
- Feedback Forms will be posted and your discussion report will help shape the draft plans as we move forward.

School Libraries Transform Learning

- Just last week, President Courtney Young sent a message out about a new advocacy initiative for school libraries.

- AASL and the Office for Library Advocacy are launching an awareness campaign at Midwinter about the importance of school librarians. "**School Librarians Transform Learning**" involves new messaging and encourages library supporters across the country to write op-eds and letters to the editor in local and national print and social media.
- Letters to the editor and op-eds are an easy way to reach large numbers of community members. If you have never written one of these letters, or need tips along the way, *I Love Libraries* provides a comprehensive guide to writing and placing an op-ed piece.
- The Washington Office has indicated that Congress may take up the Elementary and Secondary Education Act (ESEA) in the next couple of months. If this happens, we will need every single ALA member from every type of library and every public supporter to do everything they can to get language in the bill supporting the necessity of a school library - staffed by a qualified school librarian - in every school in America. This will be a historic opportunity to reverse federal policy that has not recognized the importance of school libraries to student success.
- Visit *I Love Libraries* at <http://www.ilovelibraries.org/school-libraries-make-difference> for ways you can get involved.
- Please join us in speaking out for school libraries!

Equity, Diversity, and Inclusion

- Equity, diversity, and inclusion are vitally important to ALA, its members, the library profession and the communities we serve.
- The ALA Task Force on Equity, Diversity, and Inclusion's is working to develop a plan and strategic actions to build more equity, diversity and inclusion among our members, the field of librarianship and our communities. The most important Task Force outcome is the public and honest conversation generated by its plan and recommended actions. The final Task Force report will include recommendations for ensuring that a continuing focus on equity, diversity and inclusion is embedded throughout the ALA organization.
- The Task Force is co-Chaired by Trevor Dawes and Martin Garnar.
- The Task Force is currently in the information-gathering phase, and has launched a series of short surveys. These surveys are designed to help understand the culture

of the association, the profession and our communities with respect to equity, diversity and inclusion.

- The survey can be accessed at <https://www.surveymonkey.com/s/tfedi1web>. Responses will be collected through Feb. 16, 2015. ALA members and nonmembers are encouraged to participate.
- Engage with colleagues at ALA Midwinter in a facilitated dialogue around issues that affect all of us at "A Conversation on Equity, Diversity, and Inclusion" on Sunday, February 1st from 1:00 to 2:30 p.m. in McCormick Place West, Room W184a.

PLA Board of Directors
Midwinter 2015
2015.45

TO: PLA Board of Directors

FROM: Chris Jowaisas, Senior Program Officer. Bill & Melinda Gates Foundation

DATE: January 26, 2015

INFORMATION/ACTION/DISCUSSION: Information

BACKGROUND: Attached is an email from Deborah Jacobs dated, January 27, 2015. Subject: Global Libraries Wind-Down Update and attachment to the email titled “Leaving the Field Strong Vision and Framework”

Friends and colleagues –

I hope the New Year is starting off well for each and every one of you!

I have seen or heard from most of you since I wrote last May sharing the decision the foundation made to conclude our work in Global Libraries in the next four years.

Following the announcement of our wind-down, Global Libraries staff and I were overwhelmed and, quite frankly, humbled by the incredibly positive responses we received from you and the other members of the Global Libraries community of grantees and partners. Your responses included your disappointment with the decision but also your great appreciation for the incredible investment the foundation has made in public libraries. And, most importantly, you have all expressed a true commitment to carrying forward the vision and building on the impact of that investment. Thank you for your support and appreciation for Bill and Melinda, the foundation, me, and the GL staff, past and present.

In keeping with our plan to identify key activities to cement the impact of our investments in libraries and leave the library field strong and resilient, we received input from hundreds of partners and friends over the last eight months. These meetings and conversations have been vital and have helped shape the creation of a “Global Libraries Leaving the Field Strong Vision and Framework”, which describes our vision as of this month. This document is attached to this message.

Since the announcement in May, we have identified three key work streams for the Global Libraries wind-down. These are:

1. Following through on current commitments and in-process investments
2. Accelerating investment decisions in key geographies
3. Leaving the library field strong and resilient

As you might imagine, the last several months have been a very busy time. We had a full pipeline of grants in process when the wind-down was announced and we spent much of 2014 continuing to make high-impact investments. Not only had considerable time and effort gone into developing these opportunities, they also met our developing definition of contributing to a strong and resilient library field.

Some highlights of the grants we made in 2014 as part of the first two work streams include: co-investments with the governments of Colombia and Moldova for large-scale national programs; country planning grants in South Africa and Turkey; and project grants in Bangladesh, India and Brazil. In the US, we made a variety of grants to strengthen key organizations including COSLA (Chief Officers of State Library Associations), provided expanded support to Urban Libraries Council for the Edge benchmark project, and continued research by the Pew Research Center, Internet, Science, and Tech. We also supported the release of the Aspen Institute's report "Rising to the Challenge: Re-Envisioning Public Libraries" which has relevance not only to US libraries but to libraries everywhere and can be found here: <http://csreports.aspeninstitute.org/documents/AspenLibrariesReport.pdf>

As part of the third work stream, "leaving the library field strong and resilient," GL has been working to quantify our impact and lessons learned in the field over the last twenty years. This effort will identify not only the number of libraries impacted but also the number of individual lives improved, where we've succeeded in our work, and where we might have been more effective. We are also engaged in a "look forward" process to identify ways of maximizing our influence on the field in our remaining tenure. Many of you have participated in this process, helping us to define what we mean by a strong library field; this definition has served as a focus for us as we've drafted the wind-down strategy. Additionally, you provided us with feedback on the aspects of GL's work that have been most valuable to the field. I want to thank all of you for your input and active participation in this process. We will share a summary of this work later in 2015.

A key product from the third workstream is the "GL Leaving the field strong vision and framework" mentioned above. While not finalized, we believe the document begins to identify how the impact of Global Libraries can continue through other organizations, particularly those best positioned to provide leadership as the library field continues to adjust to the digital age. We are excited about this framework, as we believe it will carry forward GL's strong conviction that the work of public libraries is the work of improving lives by helping people be better informed, better connected, and more engaged as learners, creators, and producers.

This vision also centers on our strong belief libraries are engines of individual and community development and should be funded as key community assets. I believe the foundation has given us a remarkable opportunity through the wind-down to maximize the impact of the past twenty years of investments in libraries. I share your sadness in the wind-down of Global Libraries but am grateful for an approach that will ensure both individuals and communities will benefit from the access and services provided by public libraries for years to come.

To bring this framework to fruition, we have identified three lead, legacy partners we expect to carry forward GL's strategy goal of improving lives through public libraries around the world. They are:

- The Public Library Association (**PLA**), a division of the American Library Association;
- The International Federation of Library Associations and Institutions (**IFLA**); and,
- **TASCHA** (Technology and Social Change group) of the Information School (iSchool) at the University of Washington.

Over the next year, GL intends to provide these organizations with limited-life, project support grants to position them to take this vision forward. These grants are in their early stages of development. The grant development process will articulate the bodies of work and activities for each organization. These grants will institutionalize the coordinated engagement of these partners through the legacy strategy framework and include an operating model which will outline ongoing interaction and engagement with each other and the field. All three partners have been involved in the development of the attached framework and will continue to help us refine it throughout 2015.

These organizations were identified for several reasons. They have strong mission alignment with GL and have been deeply engaged with the foundation over a long period of time. All three have a track record of success and solid leadership, broad geographic reach, and the potential for sustained impact. We also believe that all three organizations have the ability to coordinate efforts with the field and to leverage GL funding to increase overall investment for public libraries.

While these three organizations have been identified as lead legacy partners, we intend to make a select number of additional legacy grants and will expect all GL legacy grantees to work with each other in support of a common vision.

I am very appreciative of the leadership of PLA, IFLA, and TASCHA for their support and willingness to engage with the foundation to develop this legacy initiative. As a life-long librarian, I have seen the enormous impact of the foundation's investments in public libraries and I am excited this vision will continue through the collective efforts of these organizations.

As we move forward this year, I'll share with you additional updates on the wind-down. As always, if you have any questions or concerns, please do not hesitate to reach out to me. Also, please share this email with your colleagues as you deem appropriate.

Warm regards,

Deborah

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Global Libraries Leaving the Field Strong Vision and Framework

Working Draft: January 26, 2015

Introduction

This document outlines the approach the Bill & Melinda Gates foundation is taking to end its Global Libraries strategy and exit the library field. The concepts and ideas presented in this document were originally conceived by Global Libraries staff in May 2014 immediately following the announcement of the wind-down decision. Since then this work has been expanded upon and refined through conversations with grantees, partners, and key library organizations. It is a *work in progress* and will continue to be revised as Global Libraries continues its wind-down.

Background

In 1997, the Gates Library Foundation was established to address a recently identified issue – the growing ‘Digital Divide.’ It was increasingly apparent that people who did not have access to technology or related skills lacked the ability and opportunity to be educated, employed, or participate fully in a modern, digital age. Public libraries, with their community knowledge and resources, trained staff, and a mission to support information access, were identified by Bill and Melinda as the perfect institution to provide access and to ensure that digital tools were both useful and used.

By connecting public libraries in the US and around the world to the internet, the foundation helped millions of people improve their lives by providing tools and opportunities to further education, support economic development, and connect people to resources and ideas. As the Global Libraries (GL) initiative matured, it expanded from a primary focus on basic connectivity to an additional emphasis on how libraries could best support individual and community outcomes and how GL could support or seed conversations to influence and lead the library field as a whole so that the world’s approximately 320,000 public libraries could benefit from GL-supported tools and materials. Additionally, GL grew more sophisticated in its approach to using its experience, reputation, and voice to leverage foundation funding to catalyze local investments and build ongoing support from resources beyond traditional library funders by demonstrating how public libraries support individual and community development.

The Wind-Down

On May 7, 2014 the foundation announced it would wind-down its Global Libraries initiative over the next 3-5 years. Since then, GL has been working to identify how to achieve the foundation’s goal of leaving the library field stronger and more resilient through a focus on identifying a catalytic way to exit the library field. To do this, GL has undertaken a process to quantify its impact in the field over the last twenty years in terms of individual lives improved, considered how to maximize its influence on the field in its remaining tenure, and identified legacy organizations to carry critical work forward.

The foundation is ceasing its support of public libraries at a critical time in their history. The digital divide not only still exists, it is compounded by low digital literacy skills and unequal infrastructure in rural or poor areas. Public libraries face growing challenges related to content relevance and availability. Additionally, the economic pressure facing governments makes it critical that public libraries are able to demonstrate their value to individuals and communities in order to make the case for ongoing funding and support in a modern age.

Prior to the wind-down decision, GL had made efforts to take advantage of its unique position as a global program to engage with the library field to address collectively the pressing challenges for the future of public libraries. In this role, GL used a collaborative approach to develop new tools and resources to align library services in support of development outcomes and challenged the field to adopt a rigorous, user-focused outcomes measurement approach to drive impact and advocacy. GL's experience in revising its approach from focusing exclusively on supporting direct access to investing in the elements necessary to drive development outcomes positions it well with the library field for the work of the wind-down.

Global Libraries, grantees, and partners define a strong library field as one consisting of proactive and visionary leaders of libraries, library networks, and support organizations working together to enable libraries to excel as key community assets – continually meeting all user needs and improving the lives of individuals and communities. The field accomplishes this by ensuring libraries have ample assets and strong partnerships, encouraging ongoing assessment and innovation in the field, and motivating and equipping library staff to become confident local leaders and advocates.

-- GL definition created through grantee and partner discussions in 2014

Global Libraries Legacy Partners

As part of its wind-down planning, GL revisited feedback shared by the field as to what aspects of its work have been most valuable. With this guidance in mind, we considered how the impact of Global Libraries could continue through other organizations, particularly those best positioned to provide leadership as the library field continues to adjust to the digital age. With the exit of Global Libraries from the field, some gaps can be met while others may remain.

Global Libraries' goal in its wind down is to focus its limited resources (funding, voice, and staff engagement) on investments and activities most targeted to connecting, informing and inspiring library leaders and networks and to position our legacy partners and the field to make future progress using GL's codified and packaged tools as well as the knowledge of approach for the levers GL has identified to achieve long-term impact.

-- Goal from GL wind-down communication

GL has identified three lead, legacy partners to whom we expect to make limited-life, project support grants as part of our wind-down. These organizations all meet the following criteria:

- Strong mission alignment with Global Libraries;
- Track record of success and solid leadership;
- Deep engagement with the foundation over a long period of time;
- Ability to leverage GL funding to increase overall investment in the library field;
- Broad geographic reach; and
- Potential to have sustained impact.

These lead legacy organizations are:

1. **PLA:** With 9,000 members, the Public Library Association (PLA), a division of the American Library Association, reaches the largest number of public librarians of any library organization and has been a GL partner from the beginning of work in the US.
2. **IFLA:** The International Federation of Library Associations and Institutions (IFLA) is the leading international body representing the interests of library and information services and their users. IFLA's 1,500 members in ~150 countries determine standards for library services, work at international levels to shape global and national policies to support libraries, and develop the profession. IFLA has been a key GL partner since 2000 and is well-positioned to continue to carry forward work in Europe, Asia, Africa, and Latin America.
3. **TASCHA:** TASCHA (Technology and Social Change group) is part of the Information School (iSchool) at the University of Washington. TASCHA is becoming the lead organization in the field for research on the impact of libraries. GL has received consistent feedback from the library field that the research it funded quantifying the use and impact of libraries has been one of the most valuable resources provided and also the most critical to sustain over time. Funding TASCHA can ensure this critical need is met at a time of significant change in the library field.

GL believes these organizations will provide the most benefit to library users and the field if they work together to determine collective approaches and align strategic efforts. Through the legacy grants, GL hopes to equip these organizations for long-term success by strengthening their ability to lead the field through significant change and institutionalizing their ability to connect and galvanize the global library field. GL will institutionalize a coordinated engagement of these partners through the creation of a GL Legacy Strategy Framework and an operating model which outlines a process for ongoing interaction and engagement.

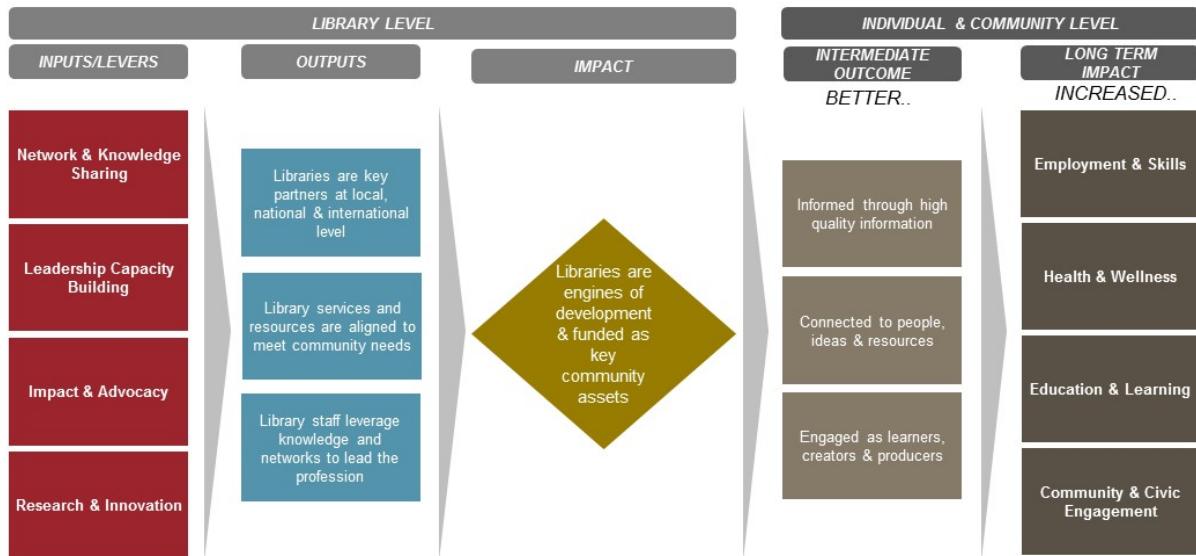
Other organizations who meet all or most of the lead legacy grantee criteria and who fulfill a critical gap in the framework will be identified in collaboration with the three legacy grantees in the coming year.

Global Libraries Legacy Strategy Framework

The Legacy Strategy Framework was created by GL in collaboration with the legacy partners to articulate to the library community our priorities for leaving the field strong and a vision of the future impact of their collective efforts. This framework carries forward GL's strong conviction that work of public libraries is the work of improving lives. Public libraries must judge their success and capture their impact in terms of community outcomes such as increased employment, better health, higher education levels, and increased engagement. In a modern, digital world, public libraries support development by helping people be better informed, better connected, and more engaged as learners, creators, and producers.

GLOBAL LIBRARIES LEGACY STRATEGY FRAMEWORK

Targeting public libraries as means to reach information poor by leveraging existing assets and driving innovation*



*leveraging existing GL countries and mutually agreed upon additional geographies

The GL Legacy Strategy Framework identifies four key levers GL believes can lead to systemic change in the library field in benefit of individuals and communities. In our experience these levers have shown to be the most important to lead systemic change in the field. By focusing on outputs at the library level, we can ensure library staff are equipped for and driving to meet community needs.

Legacy Strategic Framework levers

Network & Knowledge Sharing

Context: Global Libraries played a unique role in connecting the global library field while strategically creating relationships between organizations to disseminate tools, share knowledge, and create new expectations for service delivery and engagement. With its convening power, name recognition, and track record of success, GL has been able to convene a diverse and often insular library field as well as to join librarians and library support organizations with community and development organizations, governments, and the non-profit sector. It is critically important that the library field remain connected after GL exits in order to ensure collective efforts and initiatives can be carried forward by the field.

Definition: **Network & Knowledge Sharing** consists of efforts to build and sustain a cohesive global network of connected public library leaders and organizations able to share best practices and tools, coordinate and communicate collective efforts, inspire individual efforts, and create shared solutions to common problems effectively driving decisions and adoption, addressing critical issues and needs, and avoiding duplication of work.

Leadership Capacity Development

Context: The role of library staff is changing dramatically as information increasingly moves digital and library staff have critical training needs in two areas – understanding of new digital tools and resources, and the ability to engage in new ways with their community to understand and address their needs. To meet these requirements, it is important to create relevant opportunities and expectations for the library profession and to equip the field to position its workforce to lead community change in the digital age.

Definition: **Leadership Capacity Development** consists of efforts to increase access to leadership development opportunities that equip library staff and organizations to create, lead, manage, and support high-impact libraries today and in the future.

Impact & Advocacy

Context: Long-term funding for public libraries all over the world is threatened because public libraries have not been able to articulate their value in a digital age. During the past five years, GL supported field engagement to address the critical need for a new measurement system for libraries to use to assess how they support long-term community impact. In order for the foundation's investment to be sustained or built upon, this work must be carried forward and adopted widely.

Definition: **Impact & Advocacy** consists of efforts to drive adoption of outcome-focused evaluation to improve services and impact; and develop and connect advocates who effectively articulate the role and value of public libraries in order to secure sustainable support, resources, and partnerships.

Research & Innovation

Context: Public libraries leaders have been left out of conversations and efforts to use technology in support of development because they have not been able to fully demonstrate how their services contribute to individual and community development. Some of the most impactful resources the foundation provided to the field include seminal research that showed the value of libraries and lead to the creation of new expectations for library measurement. Additionally, the public library field has not successfully engaged with technology companies to consider how new content delivery devices, models, and networks can be utilized by public libraries. In order for the library field to remain vibrant, efforts to help public libraries understand and take advantage of new tools and innovative are necessary.

Definition: **Research & Innovation** consists of efforts to assess public library access, usage, impact and trends and to develop and disseminate tools and models of library service and program delivery that can help public libraries more rapidly and effectively incorporate them into their services and respond to changing community needs.