



Unit Manager: Melissa Walling, MBA, CAE – Director

Name of Unit: Member Relations & Services

Unit Budget: *for one month ending, September, 2022*

- Budgeted revenue and expense: \$4,877,900/ (\$105,000)
- Actual revenue and expense \$390,292/ (\$0)

of Staff: 9.5

Revenue Stream(s) the Unit Supports:

- Conference Services
- Continuing Education
- Contributed Revenue
- Membership
- Publishing

Status Report on Pivot Strategy, Aligned Unit Goals (Max. 250 words, Calibri, 11 pt):

ALA membership counts ended the fiscal year at 49,705. This was a projected decline due to the challenges of the pandemic and we ended the year flat to FY21 and an 8% decline from FY20. As of December, our counts are back over 50,000 and are expected to climb as we head into the spring.

ALA's rebound in membership counts will take time and is reflective of the number of furloughs and layoffs that the LIS community has absorbed during the protracted pandemic. With 2/3 of ALA members paying dues from their own pocket, ALA dues revenue is sensitive to sustained high inflation rates as well.

Division Membership counts ended the year at 39,796 and Round Table Membership counts at 17,883. This slight year over year decrease in Division Membership and slight increase in Round Table Membership follows historical trends. Increasing engagement within Divisions and Round Tables is key to supporting membership retention.

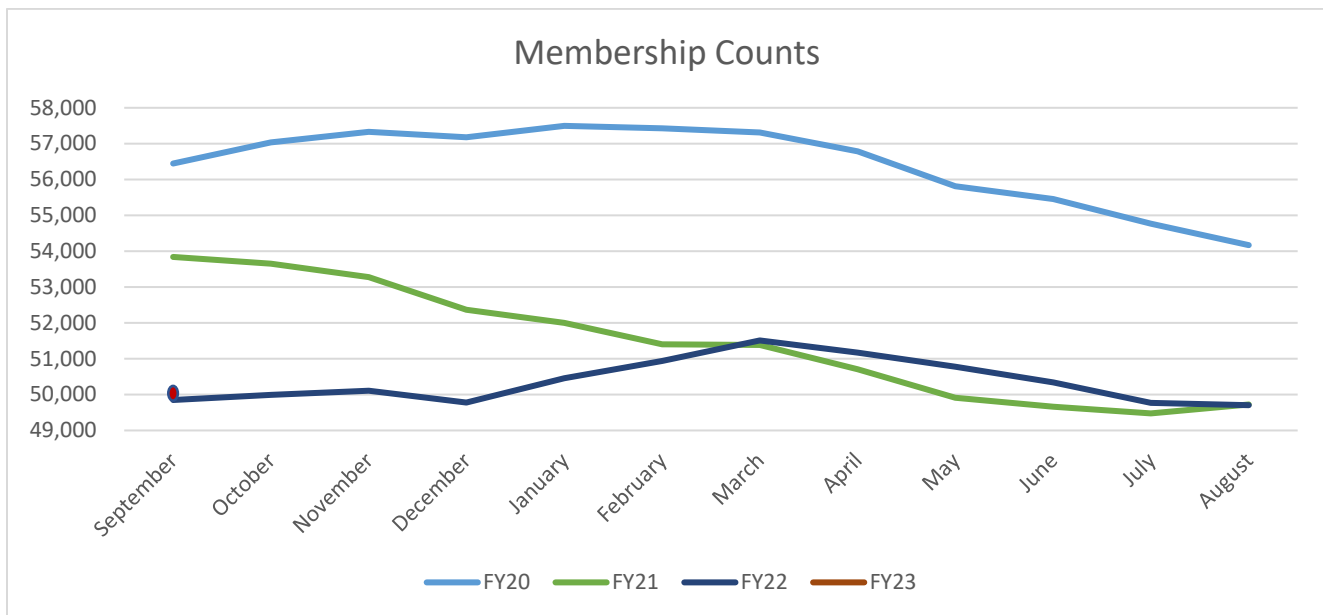
The membership office also supports revenue generation for the organization beyond membership. This includes support for subscription sales and support of e-learning students. This internal customer service is a key role of the MRS unit and directly contributes to the pivot strategy.

Pivot Plan Membership Goals:

	FY22 Final	FY22 Goal	Variance	FY25 Target
ALA Market Share*	14%	15%	(1%)	20%
Division Share of Membership	55%	65%	(9%)	75%

*The market data was last updated in 2018 – and market data will shift over time:

<https://www.ala.org/tools/libfactsheets/alalibraryfactsheet02>



Focus Area	Impact (FY22 vs. FY21)
Increasing Library Worker Memberships	Increase in Regular Members – 5.7% Increase in Support Staff Members – 8.6%
Recapturing Lost Members from the Pandemic	Increase in Reinstatements for Personal Members – 63% Increase in Reinstatements for Org. Members – 49%
Executing Complete and Timely Renewal Campaigns	Increase in Retention Rate for Personal Members - 4% Increase in Retention Rate for Corporate Members - 3%
Completing onboarding program for new members	23,370 emails delivered throughout campaign Open rates of 48-54% Click thru rates of 14-16% 4 virtual orientations

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter (Max. 275 words, Calibri, 11 pt):

Membership Recruitment: We continue to have success with quarterly email campaigns to select lapsed members, each with a key, timely subject. These campaigns are showing high open and click rates resulting in the recapture of many lapsed members.

Automated email campaigns are starting to show success. Using technology, we are able to create membership campaigns that can remain active without staff resources needed for “one-off” emails. Our first true drip campaign will

launch in early 2023. 2023 recruitment goals include pairing recruitment campaigns more closely with key ALA programs and issues and defining new audiences with the help of leadership. We are already showing increased new member rates than last year.



Student Engagement: A multi-year effort is underway with Membership and Chapter Relations to deepen engagement with LIS students. This effort includes online engagement through Connect as well as virtual events for networking and education. We appreciate the ALA Executive Board's investment in their time and of offering to connect with LIS programs in their networks or geographic vicinity. We are eager to track and report on those results for this year.

of Members/non-members/other stakeholders reached during quarter (for all Units): All 50,000 members, lapsed members, Conference Attendees, select non-member groups

Narrative Description Members/non-members/other stakeholder engagement (Max. 250 words, Calibri, 11 pt):

Division and Round Table Engagement: At the end of FY22, overall participation in Divisions and Round Tables reflects:

- 40% of members are only members of ALA
- 39% are part of a division only
- 5% are part of a round table only
- 16% are part of both a division and round table

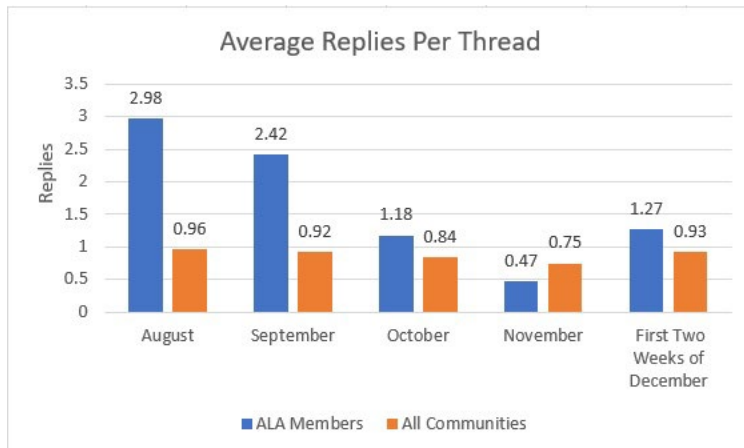
In comparison to FY21, we have had a slight increase in the number of members who are not within a Division or a Round Table. This is an opportunity to highlight Division and Round Table engagement as we know that members who have found a community within ALA are more likely to renew. The large number of Student Members with only an ALA membership is a focus as well. This is partially because the Joint Student Membership process is hosted outside of our main dues e-commerce platform and Joint Student Members cannot join any groups when they join ALA. This is on the list of IT improvements.

ALA Connect Platform:

The implementation of the new Code of Conduct continues to have positive implications on important ratios and key metrics (**Email Open Rates**, and the **Average Replies/Threads Ratio**) that we use to indicate the value of Connect. In October and November, we saw a slight increase in another key metric that we measure. the **Unsubscribed Rate**. The Unsubscribed Rate measures the users unsubscribing from daily digests.

Some of the key takeaways from our observations over the last quarter are:

- The ALA Connect Community continues to be a primary benefit for members. We expected an increased presence in Connect due to the end of the summer months. We had hoped that the biggest upward trend that we have been monitoring, the **Average Replies/Thread Ratio**, would continue at its pace. In August the **Average Replies/Thread Ratio** was **.96**. That was an upward trend of **+18.9%** since May. The average replies in all communities from September until the first weeks of December have leveled off, with an average of **.86** during that span. During this same period, the **Average Replies/Threads** in the ALA Members Community is **1.34 Average Replies/Threads**.



- We continue to see a steady trend of users engaging with ALA Connect as a communication tool and knowledge-sharing tool. We have been using the email **open rate** and library contributors to monitor trends. Over the last quarter, ALA Connect has averaged **241** library contributors and a **43%** email open rate.
- We have **54,697** Active Users in ALA Connect. From June to September, we had **2,715** first-time logins. We continue to use Passive Marketing and automations are being used to promote the benefits of membership to Non-members. We continue to explore avenues to increase the value of ALA Connect for our members.

Describe the Most Impactful Unit Activities this Quarter (Max. 275 words, Calibri, 11 pt)

Dues Standardization: As a result of the recent action taken by Council for Round Table standardization of bylaws and dues, the MRS team has worked closely with the Round Table Coordinating Assembly Co-Chairs and Danielle Ponton, Program Manager, ALA Round Table on adoption and implementation. This effort has concluded at the Round Table level and was shared with the ALA Membership Committee for review and adoption. The Membership Committee will present an action item in January 2023 to Council.

Avenue M Membership Model Work and Membership Survey: ALA has re-engaging Avenue M as a partner in conducting a membership survey as well as updating the membership model analysis. This work is important as the employment landscape has shifted since 2018 when the last survey was conducted. The all-member survey was sent and closed with 6,921 responses, an 87% completion rate, 12% response rate and a margin of error of +/-1% at the 95% confidence level. The results of this survey will be shared in early 2023 and this will delay the overall implementation of the new model to FY25.

Select Future Activities and Events Through End of Next Fiscal Quarter (Max. 275 words, Calibri, 11 pt):

Customer Service: We are continually thinking about how to improve the level of customer service that we provide. This is the busy season for membership and subscription renewals, so our current focus is on external customer service and meeting expected response times to members and customers. In FY23, we will invest in a customer service technology to better track and measure the customer experience in FY23. This tool will assist in tracking and streamlining our email operations that we will launch in Spring, 2023 so will start to lay the groundwork this quarter.

Membership Recruitment: In FY23, membership volunteers and staff have a strong commitment to recruitment. Here are some planned tactics:

- Developing a peer-to-peer recruitment program to provide members with talking points to encourage colleagues to join ALA;

**2022-2023 ALA CD#44
2023 ALA LLX Meeting**

- Executing ongoing quarterly campaigns to recapture lapsed members by promoting ALA mission impact and professional development opportunities;
- Automating campaign to non-members who register for events on the Learning Management System;
- Encouraging members not in a Division or Round Table to increase their engagement by joining;
- Converting graduating Students to Regular Members with increased communications and networking opportunities;
- Showcasing membership and professional development opportunities on Connect to non-members.