

ALA American Library Association

ALA Executive Director’s Report to ALA Executive Board

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June 23, 2021

EXECUTIVE DIRECTOR ASSOCIATION UPDATES AND HIGHLIGHTS

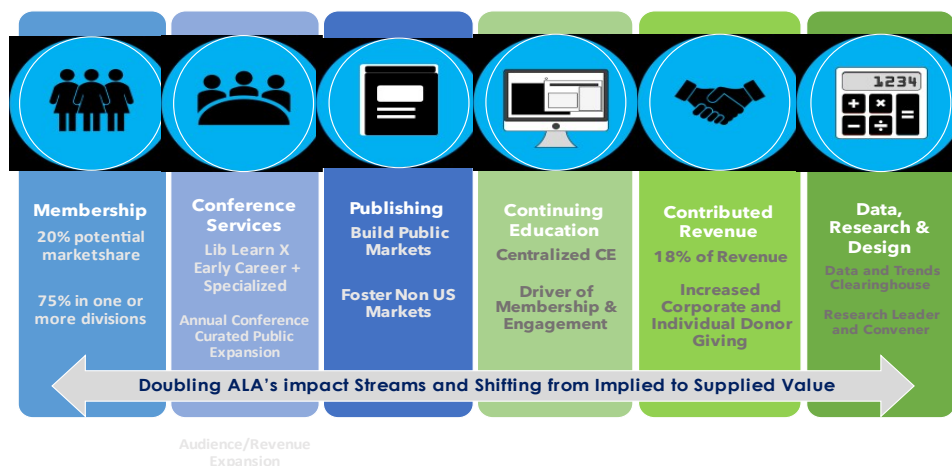
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Pivot Strategy Update: A Necessary Focus on Membership

ALA’s 5-year pivot Strategy places necessary emphasis on two interdependent growth areas: increased membership and increased revenue (see below).

Two Major Association-wide Goals:

1. Increase Revenue by 10% over expenses
2. Increase Membership by 5%



The most recent report from Member Relations and Services indicates that the predicted dip in membership due to the impact of COVID-19 on libraries in the LIS workforce that ALA forecast was an apt prediction. Though MRS was granted additional staff resources to dedicate towards member recruitment and retention, this is an area that has not contemporarily been of specific focus for the association. The goals that ALA’s leadership and member base have prioritized for the association including the achievement of digital equity and universal broadband, diversity and inclusion in library services and information services and the LIS workforce, and the preservation of library service will

require a large and strategically mobilized membership corps. More than just numerical growth, ALA’s future rests on its ability to intentionally nurture and grow future LIS leaders, systems builders, and advocates. Reports from MRS Director, Melissa Walling and nearly every contributing office and unit speak to how central this responsibility has and will become to the association in the next few years.

Walling notes, *“The experience a new member has in their first 12 months of membership greatly impacts their long-term relationship with the association. The Avenue M research indicated that the majority of former members did not make it past the three-year mark of membership; therefore, a cross-organizational team has been working to build a new member onboarding campaign.”*

As a member-led association, the health, generativity, and vibrancy of ALA’s membership must be a shared goal and responsibility.

Financial Update: Navigating Financial Recovery and Business Opportunity

Though ALA’s long-term financial health relies on its capacity to develop new business strategies and impact streams that increase members and revenue, its ability to weather the financial volatility caused by the pandemic has depended on its dexterity at managing expenses and debt. As the following budget excerpt indicates, staff and member willingness to contain spending and to prioritize work and related outputs has resulted in a comparatively favorable revenue to expense position. The fiscal year is not fully over yet, but it is clear that prudent and prioritized spending enterprise wide – like bold business development -- must continue to play a major part of ALA’s financial recovery toolkit.

NET REVENUES (EXPENSES)	Six Month	Six Month	Six Month	Like Six Month	Like Six Month	Difference FY21 - FY20	Difference FY21 - FY19
	Actual February 28, 2021	Budget February 28, 2021	Variance February 28, 2021	Actual February 28, 2020	Actual February 28, 2019		
General Fund	(520,984)	247,578	(768,562)	(4,251,656)	(3,187,732)	3,730,672	2,666,748
Divisions	417,371	(1,208,437)	1,625,808	357,290	(1,694,615)	60,080	2,111,986
Round Tables	253,464	132,751	120,713	156,899	142,629	96,565	110,835
Plant Fund	605	(0)	605	0	0	605	605
Grants and Awards	0	(6,310)	6,310	0	0	0	0
Long-Term Investment	460,266	19,722	440,544	470,688	348,419	(10,422)	111,847
Total Net Revenues (Expenses)	610,722	(814,697)	1,425,419	(3,266,779)	(4,391,299)	3,877,501	5,002,021

Speaking operationally, as ALA prepares to close out its June Audit and end of year tax preparations, the Executive Director, Interim CFO, and ALA Treasurer are working on longer term planning for ALA’s accounting processes. Prospective planning scenarios will be shared with the Board in or before first quarter FY22.

Contributed Revenue Performance Update and Association Campaign Exploration

In 2020, ALA’s Development Office was charged with raising \$100,000 in contributed income for the year. In 2021, that amount was increased to \$2,500,000. To date, Development has raised \$4,500,000 in new grant money for the year, exceeding our budgeted goal by \$2,000,000. The funds came from four donors who donated \$500,000, \$2,500,000, \$1,000,000, and \$500,000, respectively. The funds supported unrestricted general operations and re-granting. The Development Office has been notified of an additional grant of \$150,000, which has not yet arrived but will increase the Development Office’s total contributed revenue to \$4,650,000 as of the submission of this report. Vigorously prospecting new grants funds will continue through the end of FY21.

Note: Despite the Development Office's strong performance, Accounting's most current Performance Report shows only \$500,000 in "actual" revenues attributed to Development. The discrepancy between what has been raised and what is indicated in the Performance Report can be attributed to timing, as well as ongoing accounting process updates.

Exploring an Association-wide Fundraising Campaign

ALA has an opportunity to leverage the increase in charitable giving during the pandemic. A report issued by the Fundraising Effectiveness Project (FEP) managed by the Association of Fundraising Professionals, showed that last year, overall charitable giving grew a whopping 10.6% in 2020 over 2019. The Fundraising Effectiveness Project's *Growth in Giving* database charts giving trends from 2,496 organizations that raise \$100k – \$10 million annually. This increase in giving was driven by donors reaching out to help those in economic hardship during the pandemic. But many charities of all types saw giving increases. Important for ALA as it seeks to develop its individual giving cultivation strategy is the fact that data indicates that small donors, who provide much of the sustainable annual giving for many nonprofits, are growing in size and giving more generously. This news comes after numerous recent reports indicating that small donor gifts had declined over the past few years. As reported by the Chronicle of Philanthropy, gifts of less than \$250 grew by a total of 15.3% last year over 2019. Gifts of \$250-\$999 increased by 8%, and gifts of \$1,000 or more grew by 10.4%.

As it approaches its 150th anniversary, ALA is seeking to engage an experienced fundraising consultant with a proven and successful track record of campaign design and implementation to provide professional services to assess readiness for a six-year comprehensive campaign that engages its 57,000 members, library and information service partners and vendors, advocates and stakeholders, and the general public. The exploration of such a campaign would ideally begin in Fall 2021 and position ALA to carry out a comprehensive campaign that would conclude in 2026, with a tentative goal of raising \$30M (approximately \$5-6 M per year) in unrestricted funds to support its operations, library regranting initiatives, and directed funds for its endowment. Key components of the campaign would include foundation and corporate grants, major gift cultivation, and the expansion of the association's individual donor base, as well as the discovery and leveraging of new and existing relationships and opportunities that may help to reach stated goals.

The Executive Director and the Development Office are working with the Philanthropy Advisory Group and Executive Board to ensure that this timely exploration launches this year with the necessary scope and schedule.

Staffing Update: New Leaders for New Opportunities

The pandemic has proven to be a time of deep organizational change at the talent level as well. At ALA, we have seen the retirements of longtime leaders and the resignation of a few early and mid-career staff as they move outside of the states where ALA has established nexus (full business registration) or go on to new opportunities. Though, per nationwide human resource sector data projections, ALA has planned for greater attrition than during pre-pandemic periods, the association has endeavored to fill key leadership positions. A current staffing status update follows.

Status of recently filled and open positions:

FILLED

- ODLOS Director. Successfully closed. New ODLOS Director, Kevin D. Strowder, will start June 21.
- PLA ED. Successfully closed. New PLA ED, Mary Davis Fournier started June 14

OPEN

- ACRL ED (search extended after final round of interviews did not yield desired candidate)
- CFO (first round of screening nearing completion)
- CIO (search underway)
- Data Officer (search underway)

Key searches scheduled for first quarter FY22:

- Director, Advancement/Development Director)
- Director, Center for the Future of Libraries

Challenges to Anti-racist Books and Diversity Trainings in Libraries

As such challenges to anti-racism themed books and DEI trainings in libraries persist and are of concern to ALA's commitments to Access, Diversity, and Intellectual Freedom, reports from ODLOS and OIF are aggregated and excerpted here, for greater visibility.

From ODLOS: "In the third fiscal quarter ODLOS continues to respond to the significant and interrelated issues of racial justice and the diversification of the library profession, while at the same time responding to additional developing issues and opportunities. First is that we are seeing an increased demand for equity, diversity, and inclusion trainings (EDI) for libraries at the same time that we are witnessing coordinated and legislative attacks on diversity trainings and on curriculum that involves any historical or systemic analysis of racism and other forms of oppression. In working to meet the demand for EDI trainings, we are averaging six trainings per month, across a diversity of library systems, institutions, and associations (detailed below). One upcoming training we are facilitating is for the University of Oklahoma School of Library and Information Studies, as part of their virtual institute, "Developing Responsive Library Leaders." This is amidst a new law, HB1775, [signed on May 7 by Oklahoma Governor Kevin Stitt](#), which prohibits Oklahoma schools from teaching critical race theory."

From OIF: "Increasingly, libraries are experiencing pushback from members of their communities, and in some cases from their Boards, around their staff diversity trainings and public-facing anti-racism information. This is an area in which ODLOS and the Office for Intellectual Freedom (OIF) work as a team, in helping libraries navigate and respond to challenges to their diversity efforts. We are also part of a collaboration with OIF, the Chapter Relations Office and Public Policy and Advocacy working on a toolkit of effective strategies and talking points for libraries to counter the effort to ban and vilify critical race theory and anti-racist books and resources.

During the months of March, April, and May, the Office for Intellectual Freedom received more than 18 reports of challenges to anti-racist books and diversity trainings offered by libraries. Typical of these challenges is the experience of librarians at the Manitowoc, Wisconsin public library, who were criticized on social media and during virtual library board meetings by members of the public critical of the staff's plans to engage with the Project Ready training materials in order to improve equity and access for their library users who are Black, Indigenous, or persons of color.

Conservative organizations and news media have been amplifying messaging that vilifies the inclusion of anti-racism and diversity materials and trainings in school curricula and in public libraries. As a consequence, at least four states have passed laws banning "critical race theory," or the teaching of "divisive topics," with other states preparing to implement similar bans.

While these circumstances challenge our mission and values, they also provide an opportunity to work with member leaders and across units to develop strategies and tools for combating racism and preventing censorship – a demonstration of the interrelatedness of intellectual freedom and social justice and the value of membership.”

Summary of Current ALA Carbon Offset Conference Practices

ALA’s Executive Director collated general fund and division information in support of work that members, including Executive Board member Ed Garcia are doing in support of proposing association carbon offset policy. The qualitative data here is excerpted from input provided by Conference Services and all eight Divisions.

ALA CARBON OFFSET CURRENT CONFERENCE PRACTICES AND PROTOCOLS (As of 5/17/21)
(see accompanying attachment for full document)

ALA UNIT	CARBON OFFSET CONFERENCE PROTOCOLS	OTHER SUSTAINABILITY/GREEN CONFERENCE PROTOCOLS
ALA CONFERENCE SERVICES	<ul style="list-style-type: none"> • The calculation of the carbon footprint is a combination of estimated flights, emissions for hotel stays, usage of the convention center facility and digital technology. The estimated carbon footprint for both 2020 conference was calculated at \$25,000. • Midwinter: the estimated average of a 1,500 mile round trip flight for each attendee. This is based on the US average flight distance. The total estimated emissions from air travel came to 2,448 metric tonnes. The emissions from attendee hotel stays came to 490 metric tonnes. • Annual: the estimated emissions from event travel came to 10,056 metric tonnes and the emissions from hotel accommodations came to 2,229 metric tonnes, The total emissions for the 20,000 person conference came to 12,285 metric tonnes. • Virtual conferences do not eliminate carbon emissions, though they decrease the carbon emissions. The carbon cost of digital technology is about 3.7% of the total. • On average, 5% of ALA registrants contribute to the carbon offset. Most recent contributions are listed here: <ul style="list-style-type: none"> - Midwinter 21 Virtual: 319 - Virtual Event 20: 497 - Midwinter 20: 244 	

AASL	<ul style="list-style-type: none"> • Currently AASL has not incorporated any carbon offset procedures or policies to work for a conference that has been underway since the start of 2020. Staff look forward to receiving recommendations from the committee for the AASL Board of Directors to discuss and decide when approving the budget, setting pricing, or developing policies for AASL. 	
ACRL	<ul style="list-style-type: none"> • ACRL planned to offer an option for carbon offset donation for its planned face to face 2021 Conference in Seattle. When it became a virtual event, the members of the ACRL Local Arrangements Committee expressed a desire to offer an option to give back to the community where the city-wide event was canceled, and the economic impact would be felt. They considered several local organizations and eventually proposed Northwest Harvest as Washington’s State’s leading hunger relief agency. This initiative replaced the Carbon-Offset as the “Doing Good” option on the registration form for the ACRL 2021 Virtual Conference. with about 4% of registrants (126) donating to this effort (\$1,806). Donations were matched by ACRL. The total was \$3,612 gift to Northwest Harvest. 	<ul style="list-style-type: none"> • For its last face to face conference in 2019 ACRL followed the following green practices: <ul style="list-style-type: none"> ○ ACRL chose to partner with the Huntington Convention Center of Cleveland to prioritize a sustainability plan that included the Grind2Energy Program: An onsite food waste recycling program which converts waste into energy, natural gas, electricity, and fertilizer. ○ Water Re-Fill Stations: To help reduce the use of plastic bottles ○ Lighting: A control system that uses daylight harvesting by taking advantage of natural light. ○ ACRL used recycled paper and soy-based ink for the program book and promotional materials and asked attendees in post-conference evaluations to assess if they wanted future conference booklets at all
ALSC	<ul style="list-style-type: none"> • ALSC has not offered carbon offsets for purchase for National Institute or Preconference meetings, even on a voluntary basis as ALSC, has been virtual in all its programming for several years. Staff has voiced the hope of learning about how other divisions are implementing voluntary contributions for all paid, in-person conference registrants in the future. 	
CORE	<ul style="list-style-type: none"> • Core is planning to offer a carbon offset at the Forum in Baltimore in 2021, probably \$3. 	<ul style="list-style-type: none"> • Core reports it is also working with the hotel on recycling.
PLA		<ul style="list-style-type: none"> • While PLA did not do a direct carbon offset program, they had a dedicated sustainability

		<p>initiative for the most recent conference in Nashville. PLA asked attendees to take a sustainability pledge and then donated \$1 for every pledge. Donations were split between two different organizations. PLA also made some meeting planning changes, with environmental concerns in mind. Thus, no tote bag, printed programs by request only, and recycling materials whenever possible, etc.</p>
RUSA	<ul style="list-style-type: none"> RUSA does not hold in-person conferences, so they have not considered carbon offsets for that purpose. RUSA staff does travel to ALA Conferences (Midwinter and Annual), so they experience carbon offsets there. Though they have not formally addressed this issue they have noted that they expect to soon with more attention being given to this area. 	
UNITED FOR LIBRARIES	<ul style="list-style-type: none"> United does not hold any in-person events outside of ALA Conferences. Thus, they don't currently have a carbon offset in place for virtual offerings, including monthly webinars, special webinars, or for their new virtual event (first held in August 2020, with the second annual virtual event planned for August 2021). 	
YALSA	<ul style="list-style-type: none"> In 2020 YALSA converted the Annual Symposium to a virtual event, which reduced travel for an estimated 500 attendees, reducing the carbon footprint with no flight emissions or hotel stays. YALSA has not calculated the carbon offset for the upcoming hybrid Symposium in November. It is estimated that more local participants will partake in the in-person event, thus reducing flight and car emissions. 	<ul style="list-style-type: none"> In an effort to be more environmentally conscious, YALSA badge covers, signage, and materials used for raffles are recycled and reused annually.

ALA HTTPS Update

The ALA IT Department announced the release of full HTTPS support on www.ala.org. Achieving this goal required resolving an issue with the backend Drupal web server and the legacy Cold Fusion web server, and their links to the Shibboleth authentication system. This involved considerable coordinated effort between multiple consulting teams. IT was able to successfully turn on https on the two main ala.org websites; Implement new caching software to support https; and configure and test viability. Completion of this task paves the way for needed operations and technical improvements across ALA.

Looking Ahead to LibLearnX

After Annual Conference 2021, ALA's next association-wide member convening will be its new convening model, LibLearnX, which is intended to replace the traditional and flagging Midwinter Meeting by emphasizing literature, learning, innovation, and user experience as opposed to business meetings. Though it will likely take a few years to fully position the LLX business model, ALA staff leaders are working on the early change management and communications strategy necessary to make the initial convening in San Antonio in January 2022 a success.

- LibLearnX is a member-focused education experience designed to motivate, inspire, and engage discussions that will shape the future of libraries and their communities.
- LibLearnX is designed to emphasize active and applied learning, networking opportunities for library professionals, and a celebration of the positive impact libraries have on society.
- LibLearnX is created for ALA members who are excited about relevant, memorable, and meaningful learning, networking, and collaboration experiences.

Current features of LLX include:

- **I Love My Librarian Awards:** Each year, the I Love My Librarian Award invites library users to recognize the accomplishments of exceptional public, school, college, community college, or university librarians. Ten librarians are selected in recognition of their outstanding public service.
- **LLX Studio:** A hybrid presentation model will give speakers the opportunity to present virtually without the limitation of space, time, or location. This offers a hybrid learning experience for in-person attendees and allows for a cohesive learning experience for virtual registrants.
- **LLX Marketplace:** Exhibits and Ideas Xchange: An engagement proving ground - designed for creative collaboration and interactive learning within an exhibit space. Prepare for meaningful education and networking with exhibitors that provide the newest titles, engaging authors, leading technology, and core services to ALA members. Explore the LLX Marketplace to develop new connections, strengthen existing relationships, and participate in the workshops and activations. You will be sure to walk away resources, practical knowledge, and inspiration.
- **ALA Gives Back:** A special opportunity service initiative to give back to the local community. This is a rewarding enhancement to any conference experience. Preregistration is required and travel arrangements must be made to arrive in San Antonio by the morning of Friday, January 21. Space is limited. More information to come.
- **Book & Media Awards:** Annually, the year's best in fiction, nonfiction, poetry, audiobook narration, reference materials and more, are hand-picked by our expert selection committees that work closely with adult readers. Their tireless efforts narrow down hundreds of finalists to curate the highly regarded "Best of" lists used by librarians, publishers, and booksellers nationwide. Also announced at this event are the Andrew Carnegie Medals for Excellence in Fiction and Nonfiction which recognizes the best fiction and nonfiction books for adult readers published in the U.S. in the previous year and serves as a guide to help adults select quality reading material. These annual awards reflect the expert judgment and insight of library professionals who work closely with adult readers.

- **Youth Media Awards:** Each year the American Library Association honors books, videos, and other outstanding materials for children and teens. Recognized worldwide for the high quality they represent, the ALA Youth Media Awards, including the prestigious Newbery, Caldecott, Printz, and Coretta Scott King Book Awards, guide parents, educators, librarians, and others in selecting the best materials for youth.

By early Fall, Conference Services, and the Conference Committee along with CMO should have developed a visibility and marketing strategy for messaging LLX’s major value proposition.

ALA Annual Conference 2021 Highlights and Governance Meetings

On March 1, 2021, Conference Services launched registration, marketing, and promotion for the annual conference. The official dates are June 23-29, 2021. The conference will be produced in a virtual format with a target of 9,100 registrants. The event highlights include:

- 70 Discussion Groups, 4 On Demand Sessions, 9 Chair Programs, 17 President Programs, 117 Other Live Events (including committee meetings, author events, networking, and social events).

AASL – 7	ALSC – 6	RUSA – 24
ACRL – 26	Core – 19	United – 6
Affiliates – 24	Round Tables – 47	YALSA – 9
ALA Offices – 47	PLA – 14	

- Featured Author/Speaker presentations
 - Opening Session featuring Nikole Hannah-Jones
 - David Copperfield: Featured Speaker
 - Dr. Leana Wen: Featured Speaker
 - Melissa de la Cruz: Featured Speaker
 - Stanley Tucci: Featured Speaker
 - Charles Person: Featured Speaker
 - Areli Morales: Featured Speaker
 - Eve Ewing: Featured Speaker
 - Billie Jean King: Featured Speaker
 - Judy Tyrus and Paul Novosel: Featured Speakers
 - Padma Lakshmi and Juana Martinez-Neal: Featured Speakers
 - Trisha Yearwood: Featured Speaker
 - Savala Nolan: Featured Speaker
 - ALA Awards and President's Program featuring Isabel Wilkerson
 - Closing Session featuring President Barack Obama
- The Library Marketplace: Exhibitors, Stages & Resources
 - Amanda Gorman & Loren C. Long- Marketplace Opening Featured Speakers
 - Danny Trejo - Diversity in Publishing Stage
 - Gabrielle Union & Jayne Allen - Thinkfit Stage
 - Candacy Taylor - Look of Books Stage

- Kaia Alderson - Chapter One Stage
- David Atherton & Rachel Stubbs - What's Cooking Stage
- Yvon Roy - Graphic Novel Stage
- Dylan Dryer - Think Fit Stage
- Joseph Bruchac - Diversity in Publishing Stage
- Vashti Harrison - Look of Books Stage
- Pilar Winter Hill - Front Porch Stage
- Featured Guests
 - Realms of possibility: A live conversation with ALA President Julius C. Jefferson, Jr., and IMLS Director R. Crosby Kemper III
 - Meet Chicago's New Library Commissioner: Chris Brown in conversation with Patty Wong

ALA Conference 2021 Registration/Revenue Performance as of June 18, 2021

2021 Annual	May 28 4 Weeks	June 4 3 Weeks	June 11 2 Weeks	June 18 1 week	Income to Date
ALA Members - \$179/\$205	3308	3552	3835	4124	\$ 721,782
Other Members - \$99/\$115	390	472	509	558	\$ 55,469
NonMembers - \$249/\$285	467	506	565	625	\$ 163,957
Student Members - \$50/\$59	555	635	715	801	\$ 43,553
Total:	4720	5165	5624	6108	
Marketplace Only - \$69/\$79	86	103	109	128	\$ 8,915
Furloughs - \$0	161	184	201	221	\$ -
VIPs/Comps - \$0	115	121	132	146	
Speakers - \$0	16	20	20	20	\$ -
Speakers - \$75	266	297	314	321	\$ 22,425
Staff - \$0	133	154	173	187	
Press - \$0	12	26	28	33	
Exhibit Staff	237	298	557	775	\$ 7,600
Sponsored Registrations	10	10	11	11	\$ 1,430
Rollover funds - Varying rates	303	303	303	302	\$ -
Total:	1339	1516	1848	2144	
TOTAL REGISTRATIONS:	6059	6681	7472	8252	
Total Projected Registration Income					\$ 1,627,000
TOTAL REG INCOME					\$ 1,025,131
Percentage of Registration Budget					63%
Percentage of Anticipated Attendance					90%
Percentage of OVERALL BUDGET (Reg, Sales)					75%
Carbon Offsets	235	269	292	320	\$ 1,280
21st Century Donations	204	236	261	290	\$ 5,515

Key Association governance, meetings, and program dates

MEMBERSHIP AND COUNCIL MEETINGS AT ANNUAL CONFERENCE 2021

Virtual Information Session and Membership Meeting

Registration Link:

Sunday, June 27th
1:30 - 3:30 p.m. CST

[https://ala-
events.zoom.us/webinar/register/WN_dkUaT56ySZ6K8dGZiqLznw](https://ala-events.zoom.us/webinar/register/WN_dkUaT56ySZ6K8dGZiqLznw)

Virtual Council I

Monday, June 28th
12:00 - 2:00 p.m. CST

[https://ala-events.zoom.us/webinar/register/WN_4rb_zMk6RrKEbNm7-
oDugA](https://ala-events.zoom.us/webinar/register/WN_4rb_zMk6RrKEbNm7-oDugA)

Virtual Council II

Monday, June 28th
3:00 - 5:00 p.m. CST

Use registration link above to register for all the Council Meetings.

Virtual Council III

Tuesday, June 29th
9:00 a.m. - 12:00 p.m. CST

Use registration link above to register for all the Council Meetings.

Executive Board Meetings at Annual Conference 2021

ALA Executive Board I Meeting

Wednesday, June 23, 2021
10:00 - 2:00 P.M. CST

[https://ala-
events.zoom.us/j/98058264162?pwd=TkRIYmhYMTVNSzhxbHJDUU40Syt
1dz09](https://ala-events.zoom.us/j/98058264162?pwd=TkRIYmhYMTVNSzhxbHJDUU40Syt1dz09)

ALA-APA Board Meeting

Wednesday, June 30, 2021
10:00 - 10:45 A.M. CST

[https://ala-
events.zoom.us/j/98058264162?pwd=TkRIYmhYMTVNSzhxbHJDUU40Syt1
dz09](https://ala-events.zoom.us/j/98058264162?pwd=TkRIYmhYMTVNSzhxbHJDUU40Syt1dz09)

ALA Executive Board II Meeting

Wednesday, June 30, 2021

10:45 - 2:00 P.M. CST

<https://ala-events.zoom.us/j/98058264162?pwd=TkRIYmhYMTVNSzhxbHJDUU40Syt1dz09>

ALA Executive Board III Meeting

Thursday, July 1, 2021

10:00 - 2:00 P.M. CST

<https://ala-events.zoom.us/j/98058264162?pwd=TkRIYmhYMTVNSzhxbHJDUU40Syt1dz09>

Upcoming Division Conferences

Three Divisions are planning in-person fall conferences/convenings:

- *Core Forum*. October 7-9, 2021. Baltimore (see: <http://www.ala.org/core/>)
- *AASL National Conference*. October 21-23, 2021. Salt Lake City (see: <https://national.aasl.org/>).
- *YALSA Symposium*. November 5 – 7, 2021. Reno (see: <http://www.ala.org/yalsa/yasymposium>)

REPORTS OF ALA UNITS

- American Association of School Librarians
- Association of College And Research Libraries
- Association For Library Service to Children
- Chapter Relations Office
- Communications And Marketing Office
- Conference Services
- Core
- Development
- Finance
- Governance Office
- HRDR
- Information Technology (IT)
- International Relations Office
- Member Relations & Services
- Office for Accreditation
- Office for Diversity, Literacy And Outreach Services
- Office for Intellectual Freedom
- Public Library Association
- Public Policy and Advocacy
- Public Programs Office
- Publishing
- Reference And User Services Association
- United for Libraries
- Young Adult Library Services Association

AMERICAN ASSOCIATION OF SCHOOL LIBRARIANS (AASL)

Division Executive Director: Sylvia Knight Norton, AASL Executive Director

Budget: FY21 Q2 Actual Revenue \$147,544 Expenses; \$291,753; Overhead \$389; Net Revenue \$ - 144,200

of Staff: 4

Status Report on Pivot Strategy Aligned Unit Goals:

AASL established two unit goals aligned with the Pivot Strategy related to membership and net revenue.

- Pivot Strategy Aligned Unit Goal – Membership: Increase AASL membership total revenue for FY21/FY22 by \$200,000 over FY19/FY20 total membership revenue.

Revenue for AASL total Membership Dues was below YTD budget by 11% (actual \$123,173 vs budget \$139,068). In this last year as reported shows AASL personal membership has dipped to 5477. AASL offers a promotional student membership in the division that is tied to purchase of the *National School Library Standards* for 1575 student members. There are 153 organizational members. In the last three months AASL added 2 new organizational members

and 307 new personal members of which 86 are students. Of the registrants for the 2021 AASL National Conference, 45% report that this will be their first National Conference which contributes to new personal members.

- Pivot Strategy Aligned Unit Goal – Revenue: Increase non-dues revenue by \$195,00 for FY21/FY22 while maintaining or decreasing expenses (compared to FY19/FY20)

FY21 is a non-conference year for AASL. Registration for the 2021 AASL National Conference in Salt Lake City is 96% on track. All revenues and expenses for the conference to be held in October 2021 are deferred to FY22. AASL expects to receive other revenue in Q4 from a recently approved project and payment from a contract agreement.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

The need to advocate for proposed cuts to school librarian positions increases each spring as school boards develop and approve budgets. The pandemic contributed more challenges this quarter for retaining school librarian positions to serve all students. AASL has worked in conjunction with Megan Cusick, Assistant Director State Advocacy in Public Policy and Advocacy, to advise and provide letters of support for a number of school districts to which there have been some positive results. Schools will reopen in the fall amidst a teacher shortage according to Frontline Education which has launched an annual teacher shortage survey since 2015. This spring 2 out of 3 respondents reported a shortage suggesting the teacher shortage has worsened noticeably overall but particularly in rural and urban areas. As certified teachers, school librarians under contract may be moved into the classroom to fill vacancies. This adds to the potential for school librarian positions cuts in addition to budget cuts. Frontline also reports paraprofessionals, who serve critical roles in staffing school libraries, are among the top shortages. Frontline Education indicates these shortages are unlikely to resolve in the next few years but advises several ways school districts can support and retain educators including cultivating a safe, diverse, and accepting environment that is consistent with the roles and standards for school library professionals.

AASL began a series of ‘snapshot’ surveys as schools closed in March 2020 to document and report on the work of school librarians and school libraries as schools closed, reopened, and operated in in-person, remote, or hybrid learning environments. The sixth and [final survey](#) in the series was reported in May. Results show changes have occurred over the past year that will impact school librarian practice for years to come. Decreases in role were due to limited opportunities for in person activities while their building level roles increased for teaching more classes, assisting classroom teachers with technology, creating instructional videos, curating digital tools and other online resources, and providing an increased community outreach/social media presence. At the district level, school librarians increased their role by leading more professional development, creating protocols for distance learning, curating digital resources, and providing technology integration. The changes and increases in roles point to a need for additional professional development and support for AASL members. Overall, the last year AASL’s surveys have shown the school librarian’s integral role in uncertain times. Whether in virtual, hybrid, or in-person settings, school librarians were essential in helping and often leading the efforts of their educator colleagues to transition to remote teaching and learning.

of Members:

5,477 personal members (1575 student), 153 organizational members

New members in Q3: 307 (86 students); 4 organizational members

of Members/non-members/other stakeholders reached during quarter 3 (March, April, May):

- Regularly scheduled emails subscribed by members and nonmembers:
- AASL Digest (monthly): 13,276 with 3,922 opens
- AASL Friday Forecast (weekly): 50,855 with 13,089 opens
- School Library Smartbrief (weekly): 16,024
- New/Renewal/Reinstate Member mailing: 3,924
- Donor emails: 54
- National Conference emails: 70,629
- Other emails: 36,158
- Social Media Followers:
- Facebook – 17,274
- Twitter – 31,683
- Instagram – 3,095
- LinkedIn - 2647
- Pinterest – 1,489
- Snapshot - 172
- TikTok - 9
- YouTube – 790
- Website views:
- AASL.org – 121,310
- ESSA – 678
- Knowledge Quest (KQ) – 122,055 total; monthly average - March 1,414, April 1,375, May 1,193
- Standards Portal – 49,559
- National Conference – 24,558

Narrative Description Members/non-members/other stakeholder engagement:

Members, non-members, and stakeholders subscribe to regularly scheduled AASL Digest, School Library Smartbrief, and AASL Friday Forecast. These are sent directly to members who are encouraged to share and provide advertising revenue. AASL has a series of emails sent in the first year of new membership. This year emails about the National Conference have been targeted by types of groups, geography, and interests. AASL websites include Knowledge Quest, the AASL journal. National Conference website is for the biennial event.

Describe the Most Impactful Unit Activities this Quarter:

AASL continues to focus on planning a successful 2021 AASL National Conference to be held October 21-23 in Salt Lake City. During the third quarter of FY21, AASL activities also included:

- Two newly revised position statements released with updated language and alignment with the *National School Library Standards* (2018):

A [position statement on school library supervisors](#) declares that a qualified, district-level school library supervisor is a fundamental component of college, career, and community readiness for students in PreK–12 education and defines the supervisor as a member of the district-level administrative team, with school library certification or experience, who is responsible for supervising and coordinating district- and building-level school libraries

A [statement on labeling practices](#) related to classification and shelving practices, labeling content, and reading levels, and protecting learners' privacy upholds the learner's right to access resources freely and without restriction. The position statement maintains the belief that school library collections are places where learners can explore interests safely and without limitations.

In March AASL launched the final snapshot survey to conclude the series of surveys launched in the spring of 2020 to capture the state of school libraries during pandemic school closure. The series has shown the perseverance, dedication, and innovation by school library professionals as leaders in their schools during the past year. Results of the [final survey](#) found changes of the past year will impact school librarians for years to come.

An activity guide developed by the 2020 ALA Emerging Leaders was designed to illustrate challenges school librarians commonly face when helping learners for helping learners develop skills for [Explore](#), one of six Shared Foundations in the AASL *National School Library Standards*. The guide is organized by the four Domain in the AASL Standards —Think, Create, Share, and Grow.

AASL announced the recipients of its 2021 awards and grants. AASL awards and grants recognize excellence and showcase best practices in the school library field in categories that include collaboration, leadership, and innovation. The 45 recipients for \$97,550 of awards are celebrated for their outstanding talent and dedication to the profession.

New research in the school library field published during Q3 in AASL's *School Library Research* (SLR) included:

- Cates, Michelle. 2021. "Social Media to Survive and Thrive: School Librarians Describe Online Professional Learning." *School Library Research* 24.

Select Future Activities and Events Through End of Next Fiscal Quarter:

At their June meeting, the AASL Board of Directors will approve an operational plan and budget for actions in FY22. AASL continues planning for the 2021 AASL National Conference to be held October 21-23 in Salt Lake City. A newly refreshed National Conference website will launch in June now that concurrent session and IdeaLab presenters have been notified of their acceptance, the Research Empowering Practice sessions confirmed, and opening and general session speakers booked. AASL expects administrator attendees will increase in the fall as those whose school librarian is attending receive a complimentary registration. As of early June, registrations are 96% on track with most school librarians from Utah, Washington, New York, Virginia, and Maryland. Some 49% of registrants indicate they will travel more than a thousand miles. Overall, social media posts are indicating great enthusiasm for the opportunity to attend a major in-person national conference.

ASSOCIATION OF COLLEGE AND RESEARCH LIBRARIES - ACRL

Division Executive Director: Kara J. Malenfant (interim)

Budget Amount: Revenues \$3,929,775/Expenses \$4,470,639/Net -\$540,864 (FY21 budget)

of Staff: 13

Status Report on Pivot Strategy Aligned Unit Goals:

Work began in Q3 on the division's pivot strategy goals of rebuilding individual membership to the April 2020 level of 9,500 members and increasing organizational membership from the April 2020 level of 605 to 700 by end of FY22. Staff began using webcast and other event registration/sign-up email lists in newsletter and marketing distribution this quarter, including non-member attendees. Planning work began on targeted marketing of individual membership to non-members through a digital marketing campaign focusing on non-member ACRL 2021 conference attendees among other groups. The campaign is slated to launch during Q4.

As of the January 2021 official count, individual ACRL membership stands at 8,329 and organizational membership stands at 565.

Ongoing Uncertainty in Higher Education

With higher education facing average revenue losses of [14 percent](#) or more due to COVID-19, the pandemic presents an existential challenge for the hundreds, maybe thousands, of colleges that entered last March with already precarious finances. Spring undergraduate enrollment fell 5.9 percent compared to this time last year, the largest drop since the COVID-19 pandemic began, according to the [latest data](#) from the National Student Clearinghouse Research Center. Community colleges were particularly hard hit, with a double-digit enrollment decrease of 11.3 percent, down from 9.5 percent in [fall 2020](#).

Every week or so seems to bring new headlines about institutions making jaw-dropping cuts. Concordia University Chicago, a private institution, for example, [announced](#) in December that it would be laying off 51 faculty and staff members, about 7 percent of its work force, and shuttering 15 academic programs after a two-year "prioritization" process. Marquette University [announced](#) in late January that 39 employees had been laid off, part of a larger goal to shed more than 225 by 2022 to fill a projected \$45-million budget gap. Many of those cuts were the result of ongoing program evaluations meant to meet longstanding financial challenges, but their urgency was hastened by the pandemic. But slashing budgets alone, experts agree, isn't enough to survive. Struggling colleges must cut strategically and adapt to a new way of operating, in order to find a way to eventually grow and thrive.

ACRL has developed a variety of resources to help the academic library community weather the pandemic and reopening challenges, including the [Pandemic Resources for Academic Libraries LibGuide](#). The [Advocating for Library Workers During Uncertain Times](#) blog series and webcast provides support for library workers who are finding themselves in increasingly more complex fiscal situations, with layoffs, furloughs, and budget reductions being announced and anticipated. A new ACRL Consulting service, [Regenerating the Academic Library](#), launched in early Q3 with a focus on the impact of the massive changes in higher education and academic libraries over the past year.

Equity, Diversity, and Inclusion

The [2021 ACRL Environmental Scan](#) notes the ongoing importance of equity, diversity, and inclusion (EDI) to the academic and research library community. While higher education and libraries have been discussing racism and social justice for many years, the horrific events of 2020 brought renewed focus to these issues. In light of continued anti-Black brutality in the United States and the murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and many others, the country witnessed renewed

calls for police accountability and anti-racist actions to dismantle systemic racism and oppression. The report notes that library administrators must commit to concrete actions to implement anti-racist practices across their organizations and institute accountability measures to publicly track progress.

Several programs at the ACRL 2021 Virtual Conference highlighted anti-racism and EDI topics. Recordings of the opening keynote session with Tressie McMillan Cottom and invited presentations “Systemic Oppression Requires Systemic Change” and “Creating an Open Vision for 21st-Century Libraries and Archives,” along with “The Criticalness of LIS: Incorporating Critical Theory, Pedagogy, and Action in LIS Research, Teaching, and Practice” are freely available as part of the [ACRL 2021 Viewers’ Choice archive](#). Choice launched [Toward Inclusive Excellence](#), a new content vertical focusing on racial justice, this quarter. The ACRL President’s Program at the 2021 ALA Annual Virtual Conference, “[Making Change: Organizing for Action While Caring for Each Other](#),” will feature a conversation about how library workers can use organizing principles to fight against white supremacy and widening inequality through community action and mutual aid.

ACRL staff continue to monitor the higher education and academic library environment and adapt/develop new revenue ideas. Work has begun on several projects following the completion of ACRL 2021 in mid-April, including reevaluating the ACRL awards program through the dual lens of sustainability and equity and planning membership recruitment and retention initiatives.

Member and Stakeholder Reach:

of Members: 9,190 (April 2021 informal total)

of Members/non-members/other stakeholders reached during quarter:

- ACRL 2021 Virtual Conference attendance: 3,660 registrants and exhibitors
- Paid E-Learning attendance: 142 individuals and 29 groups
- Newsletter total opens: 120,568
- Print and ebooks sold/distributed: 1,700
- Journal website total views (C&RL, C&RL News, RBM): 727,058
- C&RL News total print circulation (3 issues): 26,390
- ACRL website total visits: 216,950
- Facebook: 66,647 impressions, 4,685 engagements
- Instagram: 11,602 impressions, 882 engagements
- Twitter: 447,773 impressions, 7,368 engagements
- YouTube: 13,841 views, 2,123 hours of watch time

According to the recent informal counts, ACRL membership rose slightly between February and April 2021, likely due to member discounts on ACRL 2021 conference registration on ACRL’s regular two-year membership cycle. Although there has been a decline in overall membership over the past year, there has been high engagement across ACRL’s online platforms and events.

- ACRL’s e-Learning program offered five live webcasts and one online course during this report period. 142 individuals and 29 groups participated in e-learning focusing on open educational resources and affordability, scholarly communications, and leadership. Upcoming topics for the ACRL e-Learning program include developing signature pedagogies, copyright and course reserves, research data management, and online library instruction. ACRL also offered one

free ACRL Presents webinar during this report period which focused on sustaining diversity, equity, and inclusion in collection development.

- Three new ACRL books were published during the quarter and were promoted for purchase to members and other stakeholders. 1,200 print and individual-use ebooks were sold in Q3, along with more than 500 institutional ebook copies via distributors.

Key Activities:

ACRL 2021 Virtual Conference – The [ACRL 2021 Virtual Conference](#) was held April 13-16, 2021. The virtual conference attracted 3,660 registrants and exhibitors who explored the complex issues impacting the future of library service. Themed "Ascending into an Open Future," the virtual conference included more than 300 programs addressing issues affecting higher education and libraries such as social and racial justice, qualitative data analysis, innovation and problem solving, instructional collaborations, student success, copyright policies, mentoring, sustainability practices, remote learning, first-generation students, information ethics, and more.

The conference also featured author Tressie McMillan Cottom and journalist Mona Chalabi as keynote speakers along with invited presentations from Kaetrena Davis Kendrick, Meredith Brown, and We Here administrators Jennifer Brown, Jennifer Ferretti, and Charlotte Roh. In addition to the variety of programming, conference highlights included interactive discussion groups, eye-popping posters, a social wall, networking opportunities, and prizes.

As a result of stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings, the conference is projected to be a financial success with an anticipated net of around \$500,000. This covers planning costs for the conference in FY21 and is on par with past in-person conference nets.

2021 ACRL Election Results - Erin L. Ellis, Associate Dean of Research and Learning Services at Indiana University, has been elected ACRL Vice-President/President-Elect. Ellis will become president-elect in July 2021 and assume the presidency in July 2022 for a one-year term. Mary Mallery, Chief Librarian and Executive Director of Academic Information Technologies at Brooklyn College/CUNY, and Yasmeen Shorish, Head of Scholarly Communications at James Madison University, have been elected to the ACRL Board of Directors as Director-at-Large. Full 2021 election results are available on the [ACRL website](#).

College & Research Libraries News to Move to Online-Only Publishing Model - *College & Research Libraries News* (C&RL News), the official newsmagazine and publication of record of ACRL, will adopt an online-only publication model beginning in January 2022. The December 2021 issue will be the final print issue of the magazine. The ACRL Board of Directors and *C&RL News* editor-in-chief sought input from the Budget & Finance Committee, *C&RL News* Editorial Board, ACRL Publications Coordinating Committee, ACRL Membership Committee, and ACRL Section Membership Committee on a variety of potential publication models for the magazine. These representative groups of the ACRL membership agreed that the transition to an online-only model is in the best interest of the publication and association moving forward. Complete details are on [ACRL Insider](#).

2021 ACRL Environmental Scan - Every two years, the ACRL Research Planning and Review Committee releases an environmental scan of higher education, including developments with the potential for continuing impact on academic libraries. The [2021 Environmental Scan](#) (PDF) provides a broad review of the current higher education landscape, with special focus on the state of academic

and research libraries. The document builds on earlier ACRL reports, including the [Top Trends in Academic Libraries](#), published every other June in *C&RL News*.

Revised Status of Academic Librarians Standards - The ACRL Board of Directors approved revised versions of the association's "[A Standard for the Appointment, Promotion and Tenure of Academic Librarians;](#)" "[ACRL Standards for Academic Librarians without Faculty Status;](#)" and "[ACRL Standards for Faculty for Academic Librarians](#)" in April 2021. Revised by the ACRL Status of Academic Librarians Standards and Guidelines Review Task Force, the new versions of the standards bring the documents in line with current practice for librarians with and without faculty status, and for appointment, promotion, and tenure decisions of all academic librarians.

Choice Toward Inclusive Excellence EDI Initiative - Choice launched a new content vertical, [Toward Inclusive Excellence](#), focusing on racial justice, and the appointment of Alexia Hudson-Ward, Associate Director of Research and Learning at MIT Libraries, as its Editor-in-Chief, this April. Toward Inclusive Excellence will explore issues of equity, diversity, and inclusion, particularly as they affect the library community. The vertical is anchored by a weekly updated blog and will incorporate podcasts, webinars, and research reports. Contributors and participants will include administrators at every level, faculty, and other members of the library community.

Regenerating the Academic Library Consulting Service - A newly launched service, [Regenerating the Academic Library](#), focuses on the impact of the massive changes in higher education and academic libraries over the past year. The new service helps libraries through the process of regeneration—emerging from crisis, navigating a dramatically altered landscape, and rebuilding for the future. ACRL consultants will collaboratively design and facilitate a multi-stage, remotely-delivered organizational development process that is tailored to your library's needs and campus setting.

New Resources from Project Outcome for Academic Libraries - Project Outcome for Academic Libraries announces the publication of two new resources in the toolkit: "Measuring Virtual Programs" and "Impact Measurement Beyond Outcomes." "[Measuring Virtual Programs](#)" outlines general strategies for survey distribution that can help increase response rates, and examples of how those could be applied to a few types of online and remote programs and services that libraries offer. Outcomes are a valuable form of assessment data that can help a library demonstrate its impact, but they are not the only type of measure. Complementing outcomes with measurement of needs, patron satisfaction, and outputs, can help the library make an effective case for its impact. Learn more in "[Impact Measurement Beyond Outcomes.](#)"

Select Future Activities and Events Through End of Next Fiscal Quarter:

ACRL is sponsoring 19 section, committee, and individual live and on-demand programs at the ALA Annual Virtual Conference on topics such as racial justice, student learning assessment, diverse children's literature, online instruction, emergency preparedness, the myth of library neutrality, and more. The ACRL President's Program, "Making Change: Organizing for Action While Caring for Each Other," will feature Mariame Kaba, Founder and Director of Project NIA, and Dean Spade, Associate Professor at the Seattle University School of Law, with moderation by Emily Drabinski, Interim Chief Librarian at The Graduate Center, CUNY. In the session, activists, organizers, and intellectuals Spade and Kaba will join us in conversation about how library workers can use organizing principles to fight against white supremacy and widening inequality through community action and mutual aid.

The RBMS 2021 Virtual Conference, "Power. Resistance. Leadership.," will be held June 8-10, 2021. The conference critically examines the existing power structures that have shaped and continue to impact special collections and archives by exploring the power dynamics within our profession and the ways in which we experience, exert, and/or defy power. Conference programs provide participants tools and strategies to inspire and lead to transformative change. More than 600 registrants and 59 bookseller companies are anticipated to participate in the conference.

Focus on activities such as e-learning, publishing, and membership promotion is also ongoing over the next quarter.

ASSOCIATION FOR LIBRARY SERVICE TO CHILDREN (ALSC)

Division Executive Director: Aimee Strittmatter

Budget Amount: \$1,500,000

of Staff: 8

Status Report on Pivot Strategy, Aligned Unit Goals:

ALSC has continued to consider activities as they relate to the three Pivot Strategy Aligned Unit Goals. Activities are assessed to ensure maximum impact and alignment with the Pivot Strategy goals.

- *Evaluate and ideate new opportunities within the continuing education portfolio to increase member value and to increase customer base in FY22.*

Aligning with the continuing education impact stream, as part of ALA's Pivot Strategy, provided an opportunity for ALSC to connect this goal with the continuing education strategy development work that had already begun. ALSC is considering ways to expand on existing and successful continuing education programs, such as the Bill Morris Book Evaluation seminar and the newly offered one-day virtual spring conference, *A Celebration of Illustration*, into revenue generating streams that will attract new members and provide exciting opportunities for existing members.

- *Implement strategies and resources that clearly articulate the value of ALSC and ALA membership resulting in an increase of ALSC's membership by 2% by end of FY22.*

Strategies to distinguish our member areas of acquisition, engagement and retention are being evaluated in conjunction with the products and services that ALSC provides to support each phase of membership.

- *Develop a content strategy to maximize the monetization of at least three new publication and product lines to at least 1-2 new audiences/markets while simultaneously building awareness of the ALSC brand by end of FY22.*

In January, the ASLC Board approved the recommendations of the Diversifying Revenue Streams Task Force that focus on high value, high interest, proprietary content, and create an entrepreneurial culture among members and committees. A working group has been formed to further develop and prioritize the work of task force.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

Many discussion topics that ALSC has engaged in or addressed with our membership in the last quarter remain prominent, including continuing education and virtual spaces, the impact of COVID-19 on education and student success, advocating for youth services library staff, and youth and family trauma. The ALSC 2020-2023 Strategic Plan reflects these changing times and is under review by the ALSC Board to ensure its relevance and commitment to the needs of ALSC members.

- Continuing Education and Virtual Spaces – Recognizing that ALSC members have seen the benefits of and continue to seek out virtual education offerings, ALSC has been adapting and developing events to a virtual space. A Celebration of Illustration, a revenue-generating, virtual day conference, was held Friday, May 14, 2021 and included education programs centered on illustration, general session programs, a networking session, and a virtual tour of the National Center for Children’s Illustrated Literature. More than 100 people joined ALSC for the day, and the post-event survey results are overwhelmingly positive. Given this feedback, along with feedback from the 2020 Virtual Institute, ALSC is exploring how to continue using virtual events in future division programming to engage members, and increase membership, particularly for those who cannot join other ALA/ALSC in-person conferences.
- COVID-19 Impact on Education and the Summer Slide – Even as schools began opening to in person learning and libraries continue to expand their digital collections with e-books and audio books, provide curbside pick-up for physical materials, improve WiFi and computer/tablet access to support students, these efforts are not enough to reduce the growing gaps in education for children whose educational experiences are varied, inconsistent and often inaccessible. Library professionals are navigating summer learning programming and considering how that programming can supplement the learning loss for students who were unable to attend school in person. ALSC’s Quicklist Consulting Committee compiles and annotates free [summer reading lists](#) in four age groups. This year, along with carefully selected, diverse book titles, each list includes a Digital Experiences section to provide children and their caregivers with a curated collection of websites and podcasts that support children’s continued exploration of digital resources.
- Advocating for Youth Services Library Staff – The pandemic and subsequent library closings have resulted in employment reductions of library staff through furloughs, layoffs, and reduced work hours. As libraries assess their budgets going forward, the value of children’s library professionals may be overlooked. Library staff who serve youth are in need of tools and resources to help advocate for their positions, both within their libraries and through local and national advocacy efforts. #LookToLibraries provides resources and highlights the value of children’s library professionals as youth media mentors. This past quarter, more library professionals also have been sharing resources that not only advocate for value of children’s library staff, but also for their mental health. The results of the pandemic have challenged children’s library professionals and self-care opportunities are growing to support them in their efforts.
- Youth and Family Trauma – Library professionals and their communities have experienced children losing family members, feeling the consequences of job loss, economic instability and food insecurity, separation and isolation from family and friends, and now reentry to life as we may or may not remember it. Additionally, our nation is experiencing political turmoil and

a profound response to racial injustices that have received new and necessary attention. Our libraries are doing more now than ever to support their communities in the midst of these traumatic life changes. Library staff want to know how to identify trauma and provide informed resources to support children and their families as they navigate the outcomes these experiences have on physical and mental health. ALSC members are aware of these issues and sought feedback from members to develop continuing education opportunities that will help library staff provide trauma-informed exchanges and resources to their library communities. Analysis of survey results is underway.

of Members: 3,762 (estimate as of April 2021)

of Members/non-members/other stakeholders reached during quarter (for all Units):

- 3,762 Members
- 349.9k - Twitter Impressions
- 69,802 - Facebook Post Impressions
- 27,442 - Recipients of emails

Narrative Description Members/non-members/other stakeholder engagement:

Compared to April 2020, April 2021 estimates show ALSC experiencing a 4.7% decline in overall membership counts. While a decline in membership counts is expected, February 2021 financials reported ALSC ahead of budgeted dues revenue by 8% (\$5,752). With ALSC being ahead of budget as of February, membership loss is expected to be minimal through the remainder of the fiscal year as it is milestone anniversaries for the Newbery award, the Belpré award, and our Día initiative.

- Engaged 100 members and non-members in an online spring conference, *A Celebration of Illustration!* This event featured award-winning illustrators and library leaders for a full day of educational art-focused programming.
- Engaged 255 attendees in a special one-hour webinar on International Perspectives in Children’s Librarianship. This webinar featured children’s library staff from Russia, Germany, and Norway and was hosted in collaboration with the International Federation of Library Associations and Institutions (IFLA) and the ALA Student Chapter at Kent State University.
- Over 480 members and non-members attended webinars on Advocating for K-12 Resources and Virtual Programming Development.
- El día de los niños/El día de los libros (Children's Day/Book Day), commonly known as Día, is an ALSC initiative that emphasizes the importance of diverse books for children of all linguistic and cultural backgrounds. Over 200 libraries and institutions across the country hosted programs and events to celebrate and connect their community to diverse materials.

Describe the Most Impactful Unit Activities this Quarter:

- El día de los niños/El día de los libros (Children's Day/Book Day), commonly known as Día, is a celebration every day of children, families, and reading that culminates yearly on April 30. The celebration emphasizes the importance of diverse books for children of all linguistic and cultural backgrounds. To mark the 25th anniversary, artist and children’s book illustrator Reggie Brown has created a commemorative artwork under the theme “Each Story Matters.

Every Child Counts.” This year, Día event registration exceeded 200 participants, representing a strong level of participation for libraries who are still navigating virtual programming.

- In May 2021, the Research and Agenda task force launched a pilot research grant that will offer seed funds of up to \$4,000 for one award to help develop, conduct, and disseminate emerging research that aligns with priority areas outlined in the ALSC Research Agenda. Researchers are encouraged to use the agenda as a starting point to explore new ideas or further develop an existing effort. The grant application is open May 12 through July 20, 2021, with an award to be announced at the end of August 2021. Research must be completed by October 2022.
- [A Celebration of Illustration!](#), a virtual day conference, was held Friday, May 14, 2021. In addition to six education programs centered on illustration, the day conference featured two general session programs, a networking session, and a virtual tour of the National Center for Children’s Illustrated Literature. More than 100 people joined us for the day, and the post-event survey results are overwhelmingly positive.

ALSC partnered with four children’s museums – the National Center for Children’s Illustrated Literature (NCCIL), the Eric Carle Museum of Picture Books, the Museum of Children’s Art (MOCHA), and the Rabbit Hole – to produce the day’s programming. As we continue to develop ALSC’s long-term CE strategy, working with and breaking into the field of children’s museum education and programming continues to be a priority. Additionally, current post-event budget reconciliations put the net revenue of the event at just under \$4,000.

- An [Intellectual Freedom Programming Toolkit](#) was released. Created by ALSC’s Intellectual Freedom committee, the resource provides practical tips and samples of programming that incorporate the topics of intellectual freedom and information literacy in a fun and engaging manner to help raise young peoples’ awareness of these concepts.
- [ALSC Book Lists](#) - ALSC creates a variety of reading lists for children's librarians to share with young patrons and their families. ALSC's Quicklists Committee compiles most of these lists as free resources available to the public. In 2021, Quicklists has created book lists for Dia, Summer Reading, and Graphic Novels. Most lists consist of four ages ranges spanning from birth through 8th grade.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- [2021 ALA Book Award Celebration](#) - As part of ALA Annual 2021, ALSC is collaborating with ODLOS, YALSA, REFORMA, Booklist, and ALA affiliates to host The ALA Book Award Celebration 2021. Unlike last year, this event will take place over the range of ALA Annual, rather than one day. ALSC's three pre-recorded ceremonies will feature videos from dozens of beloved children's book authors and illustrators.
- [2021 Charlemae Hill Rollins President's Program: The POW\(!\)er of Graphic Novels to Support Youth Literacy](#) - Graphic novels have proven to be an extraordinarily effective medium for literacy and learning. Join creators Nidhi Chanani, Jerry Craft, and Varian Johnson in a discussion of the power of graphic novels to engage and support youth. Learn how graphic novels have increasingly become recognized as a legitimate literary art as well as for their impact on the movement for equity, diversity, and inclusion. Leave with ideas on how to promote this medium with families at your libraries and schools, and how they can support youth with differing learning and reading abilities.

- Continuing Education - ALSC will offer two courses for the 2020 Summer Session: [The Newbery Medal: Past, Present and Future](#) and [Utilizing the Competencies to Boost Skills and Services](#). The Newbery course is an update of a highly-popular course by KT Horning, offered as part of the ALSC #Newbery100 Celebration. The Competencies course draws on the newly-revised ALSC Competencies to help students build and develop foundational skills in the field; the course also creates a rolling revenue stream based out of the competencies.

CHAPTER RELATIONS OFFICE

Unit Manager: Michael Dowling

Budget Amount: \$177,834

of Staff: 1.5

Revenue Stream(s) the Unit Supports: Continuing Education, Contributed Revenue, Membership

Status Report on Pivot Strategy, Aligned Unit Goals:

Membership

FY21 Goal- increase joint student memberships and student engagement

- Collaborated with MRS and ALA Student Chapter leaders on *Librarian Lounge: A Student Networking Session* on April 14 which featured Executive Director Tracie Hall.
- Continued administering payments and memberships for joint-student membership. Participated in meeting with ED, MRS, and IT to plan on integrating program into ALA's membership process.
- Initial conversation with MRS and Arizona Library Association on piloting a joint regular membership

Continuing Education

FY21 Goals- provide needed learning opportunities for Chapters. Assist ODLOS with EDI trainings

- Hosted a *Chapter Management Exchange* on May 26th, "All-Volunteer Associations Crowd Storming" facilitated by CRC Chair Amy Lappin which was attended by twenty-seven chapter leaders. Topics of discussion- time management of leaders; recruiting and engaging volunteers; challenges in creating hybrid conferences; and transferring data from management systems to accounting systems.
- Mariel Colbert continued as a presenter for spring EDI trainings with ODLOS including at the Utah Library Association which included the keynote.

Contributed Revenue

FY21 Goal- Coordinate ALA Covid Library Relief Fund

- With support from Acton Family Giving and the Mellon Foundation, promoted Fund to library community and responded to questions during the quarter. Provided an information webinar and worked with Review Panel to finalize review criteria and process. Two hundred thirty-six applications from forty-five states and two territories met the deadline and eligibility to be

considered. Thirty-six percent of the one hundred twenty-three public library applications were from rural communities. And forty-three percent of the school libraries applying had more than fifty percent of their students eligible for free reduced lunch program.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

- Concern over allegation of racism and homophobia in Indiana Library Federation (ILF) and request for involvement by Chapter Relations Committee and possibly other parts of ALA. CRC has been asked for assistance and is actively tracking this issue. The investigator hired by ILF has informed ILF the report will be provided on July 8, so after ALA Annual.
- Assisting OIF and PPA on the potential statement from ALA Executive Board in response to state legislation to ban teaching of Critical Race Theory or components of CRT.
- ALA COVID Library Relief Fund Grant Awards will be announced on June 23 to full library community. More than 250 completed applications were received from academic, K-12, public and tribal libraries across the country.

of Members/non-members/other stakeholders reached during quarter:

- Forty-nine chapters every month with joint student memberships and payments.
- Twenty-seven Chapter Leaders at All Volunteer Association Crowd-storming session
- Over one hundred student members during Student Networking Session.
- At least five hundred members and non-members interested in the ALA Library Covid Relief Fund through informational webinar, email, and phone responses.

Narrative Description Members/non-members/other stakeholder engagement:

- Timely responses to those inquiring about eligibility to apply for the COVID fund was very much appreciated by the field.
- The All-Volunteer Chapters were thankful for a recent opportunity to get together as a group to discuss some of their challenges as non-staffed associations. This initial engagement will be followed up by other opportunities.
- Chapters continue to view the joint -student membership as a very positive partnership between themselves and ALA.

Describe the Most Impactful Unit Activities this Quarter:

- The ALA COVID Library Relief Fund has generated great interest from the library communities hardest hit during the pandemic, especially those serving traditionally underserved or marginalized communities. The size of the fund and the amount of grants that can be awarded has provided a positive buzz about ALA and its ability to make a difference at the local level.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- Media attention for the ALA COVID Library Relief Fund awardees
- Bi-yearly Status of the Chapter Report survey
- New Chapter Leaders Orientation

COMMUNICATIONS AND MARKETING OFFICE (CMO)

Unit Manager: Stephanie Hlywak

Budget Amount: \$564K

of Staff: 4 (two vacancies)

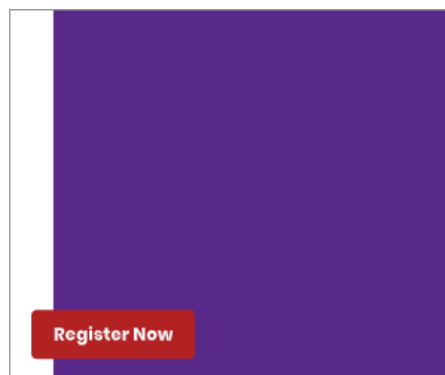
Revenue Stream(s) the Unit Supports: Conference Services. Contributed Revenue, Membership

Status Report on Pivot Strategy, Aligned Unit Goals:

Goal: Ensure Conference Services meets or exceeds goal for paid conference attendance at Virtual Annual 20201

CMO launched a digital retargeting campaign with outside vendor, Feathr, to keep conference front of mind and encourage registration and conversion among key audiences, including students and previous attendees.

- The Awareness/Audience-Expansion campaigns have reached 7,051 newly trackable people who are now also being targeted in the General Messaging campaign.
- Annual Conference ads have been clicked 713 times (click-through rate is .57% - above most industry averages).
- To date, Feathr ads have converted 128 people.
- Costs:
 - Ad spend to date: \$1063.79.
 - Access to the platform: \$3000 for the year
 - Cost for Feathr staff to implement the first campaign: \$4000 for 4 months
- Cost per Acquisition (CPA):
Factoring in \$1000 (4 months of access to the platform) and \$4000 for implementation of our first campaign, the true cost per acquisition is \$47.37.
Note: Benchmarks for CPA vary widely across industries. Feathr's benchmark for a healthy CPA is between \$50-\$80.



Other Goals:

Goal: Serve as business owner for Julius Jefferson's presidential initiative around brand, with support from Membership and the Exec Office.

- Status: On hold pending further input from President Jefferson

Goal: Support new visibility campaign that positions both ALA and libraries as essential to increase awareness of ALA in the general public, attract new donors and supporters, and position ALA in a positive light for new and renewing members. This project is underwritten partially by Mellon funds.

- Status: On hold as CMO works to hire replacement for campaign staff who departed in April 2021

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

The recent [Benchmarks](#) report by the agency M+R (an annual survey of nonprofits that compares how they use digital media to drive awareness and fundraising) featured a number of statistics that stood out, but one in particular shows the decline in unpaid social media as a reliable form of communication: according to their data, each organic Facebook post only reached 4% of a nonprofit page's fans in 2020. In our case, that means each post will reach fewer than 10K followers, and many of those may not be members.

- While organic social media posts are proving to be a much less effective investment, activities like micro-targeting emails and paid retargeting (as described above) allow us to do more with fewer hands. Email remains the best way to reach prospects. Although social media may seem more immediate, 21 percent of opened emails are opened within the very first hour of delivery according to [Constant Contact](#). [Campaign Monitor](#) notes that email usage is expected to increase in the coming years, email outranks many other popular marketing tools today, and email is a top ROI-generating tool for individuals and organizations.

Describe the Most Impactful Unit Activities this Quarter:

- **ILoveLibraries.org**

During the period from March 1 to May 31, [ilovelibraries.org](#) (ALA's public facing website) netted 135,984 total pageviews. These were our top ten most clicked articles:

1. [Library TikTok Takes You Behind the Shelves](#) (5263 views)
2. [Dan Rather Explains Why Libraries Are Cornerstones of Democracy](#) (1789 views)
3. [Libraries Take the Spotlight in this Disney Junior Show](#) (1500 views)
4. [People Share How Librarians Have Changed Their Lives](#) (1365 views)
5. [This New Website Helps You Find the Best Kids' Books](#) (1209 views)
6. [Check Out Librarians' Favorite Recent Graphic Novels](#) (1138 views)
7. [The Top 10 Banned and Challenged Books of 2020](#) (981 views)
8. [12 Must-Read Cookbooks Recommended by Librarians](#) (870 views)
9. [Lights, Camera, Library: Behind the Scenes at the Motion Picture Academy Archives](#) (862 views)
10. [From Bookmobiles to Outdoor Pop-Ups, Libraries Keep Their Communities Connected](#) (816 views)

- **National Library Week, April 4-10**

To help libraries prepare for [National Library Week](#), CMO produced a suite of free resources, including customizable digital graphics, activity pages, and media tools like a template press release and sample social media posts.

Additionally, library programming ideas were provided in a [day-by-day guide](#) with easy tips for libraries to get involved this year as well as a [blog post](#) about how to successfully incorporate videos into outreach activities to promote the week and engage the public.

Highlights

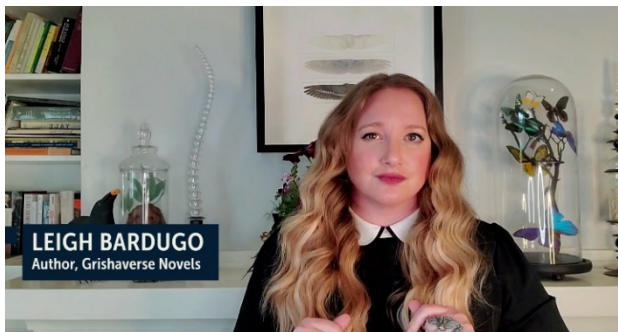
- Visits to National Library Week web pages on ALA and I Love Libraries websites were more than 105,000.
- Total downloads for National Library Week tools were 63,586.
- National Library Week posts on ALA and I Love Libraries social media channels garnered 2,490,931 impressions and 51,388 engagements.
- The hashtag #NationalLibraryWeek was used almost 10,000 times on Twitter.



A promotion to encourage user-generated content on social media encouraged library lovers to share something they love or a favorite resource available at their library using the hashtag #MyLibraryIs. The hashtag was used more than 1200 times on Twitter and 800+ times on Instagram [generating many testimonials](#) about the benefit of libraries.

Celebrity Video Public Service Announcements

CMO partnered with celebrity Leigh Bardugo, author of the Grishaverse novels ([Shadow and Bone](#), an adaptation of Bardugo's Grishaverse novels premiered on Netflix on April 23), to produce a new video public service announcement (PSA) highlighting the value of libraries.



In the video, she encourages everyone to visit their library's website for books, audiobooks, and movies because "libraries are the places we go to dream." As a child, she discovered her passion for science fiction and fantasy novels at the library.

To date, the video has garnered 7506 views and 442 engagements on social media.

Media Relations: Overall Totals for This Reporting Period

- 6,299 Articles/Mentions
- 6.1 Billion in Circulation
- \$14.5 Million in Publicity value

Prominent Terms found in Media Coverage from April 1 – June 1, 2021

Prominent Terms

walkability market preservation materials publishers services programs
poetry member school bill caucus virtual covid-19 communities global
well-received riveting winners black coincide county reconhece
review booklist
announced journal grants small
association book public real books size
annual genius eric year
state june online ala
autor indie week library award place rural reach
details city magazine national census u.s best niche
sourced may data local
colter's libraries american
radio gems
primarily contains conference
mensa anthology featured deni
association's according bureau clip news newberry chicago's every
youngest 2-year-old department california focus carle livros children's
program reader e-book initiative

National Library Week, April 4 – 10, 2021

National Library Week and activities received the most coverage during this reporting period, with more than 2,843 clips captured by CMO's monitoring service Cision, resulting in a circulation rate of more than 3 billion. Coverage highlighted the *State of America's Libraries Special Report: COVID-19*, Top 10 List of Most Challenged Books, National Library Workers Day, National Library Outreach Day, and Take Action for Libraries Day.

This year CMO collaborated with *American Libraries* to produce a series of National Library Week audio Public Service Announcements (PSAs) featuring Phil Morehart, host of *American Libraries* podcast Call Number. Westwood One, the national-facing arm of CUMULUS MEDIA, picked up our :30-second spot. The radio network has a deep reach with more than 250 million monthly listeners across 7,300 affiliated broadcast radio stations and media partners. CMO provided the network with a version of the :30-second PSA that features a unique tag "Sponsored by The American Library Association." Here is a local example from Chicago's WLS Radio - <https://bit.ly/3fHSff0>. CMO also created video messages, press materials, and a web press kit.

CMO teamed up with ALA-APA to support National Library Workers Day publicity efforts. The media team created a Publicity Toolkit, multiple press releases, graphics, and video messages from ALA President Julius C. Jefferson, Jr. The majority of National Library Outreach Day coverage was local and included television and print coverage. More than 74 articles and mentions were captured, reaching more than 10 million readers and viewers.

Team members also supported National Library Outreach Day efforts by creating a press release and video for National Library Outreach Day.

The ALA's *State of America's Libraries Special Report: COVID-19* and the release of the ALA's Top 10 List of Most Challenged Books was covered by the Associated Press (AP). AP coverage was picked up by more than 390 news organizations, including USA Today, Yahoo News, Daily Mail (UK), US News and World Report, Washington Post, and a host of others.

Additional coverage of the report included international wires such as Spanish-language wire EFE and the United Kingdom's The Guardian.

During the week, multiple public radio stations aired library-themed programs that highlighted ALA programs and leadership. The Yale Center for Environmental Communication interviewed Nick Demske from the Racine Public Library for a syndicated radio program called Climate Connections. The segment focused on PPO's "[Resilient Communities: Libraries Respond to Climate Change](#)" initiative. This segment has a massive amount of exposure. It aired on more than 680 public, university, community, and alternative radio frequencies and internationally on a handful of English-language stations. This 90-second segment is also available as podcasts on iHeartRadio, iTunes, Stitcher, Google, and Spotify.

Also, a two-part audio documentary aired during the week over Public Radio, NPR Now, SiriusXM radio, and PRX affiliates. The piece entitled "[Libraries Reimagined](#)" featured BCALA Past-President Richard Ashby, PLA President Michelle Jeske, Larra Clark, deputy director, PLA, and a host of other library professionals.

Other earned National Library Week media highlights include:

- [Books that touched on race were among the most challenged as inappropriate for libraries in 2020 – CNN.com](#)
- [Books About Racism and Police Violence Fill Out List of ‘Most Challenged’ Titles – New York Times](#)
- [Books by Steinbeck, Alexie among most objected to in 2020 – ABC News](#)
- [Why you should use the library as a valuable — free! — resource for cookbooks, kitchen tools and more – The Washington Post](#)
- [The American Library Association says books with antiracist messages climbed the list of most-challenged or banned titles in 2020- MSN](#)
- [ALA’s State of America’s Libraries Report Looks at a Year of COVID-19 – Library Journal](#)
- [Rolling with the Times: How Mobile Services Innovated During COVID – School Library Journal](#)
- [Celebrating National Library Workers Day - Smithsonian](#)
- [It’s National Library Workers Day – ABC 5-WEWS TV](#)
- [National Library Outreach Day celebrates community value of Bookmobiles – NorthcentralPA.com](#)
- [AP Radio Network report on book challenges](#)
- [CBS Radio Network report on book challenges](#)

Money Smart Week, April 10-17, 2021

The media team distributed a press release to financial press, focusing on ALA's and libraries' support of the Federal Reserve's annual effort.

Coverage highlights included:

- [Birmingham Public Library kicks off Money Smart Week](#) – WBRC-TV (Alabama)
- [April brings virtual tips on student loans, housing, more](#) – *Detroit Free Press*
- [Oak Park Public Library Suggests Personal Finance Books For Money Smart Week](#) – *Patch.com*

Preservation Week, April 25 - May 1, 2021

The media team worked with Core to develop press materials for Preservation Week. CMO contributed audio and video [PSAs](#) for the event featuring Honorary Chair Nikole Hannah-Jones. The team also produced a [press kit](#).

Highlights included:

- [1619 Project Founder Nikole Hannah-Jones Working With Librarians to Safeguard Community Histories](#) – *Library Journal Info Docket*
- [Public Library Of Youngstown & Mahoning County: Preservation Week 2021](#) – *Patch.com (Ohio)*

Día, April 30, 2021

The media team provided a [publicity tool kit](#) and a [press kit](#). The team also sent out releases in English and Spanish, both of which focused on the 25th anniversary celebration.

Coverage highlights included:

- [Celebrating 25-years of Children's Day, Book Day; a celebration for children and diversity literature](#) – *El Paso News*
- [Free books for El Paso kids to celebrate Día de Los Niños, Día de Los Libros](#) – KTSM-TV (Texas)
- [Día Turns 25](#) – *Language Magazine*
- [Children's literacy focus of Goleta, Santa Ynez Valley libraries' events](#) – Santa Barbara News-Press (California)
- [Bethel Park Library offering in-person outdoor programs](#) – *Bethel Park Trib (Pennsylvania)*
- [Time to celebrate el Día de los Niños/Día de los Libros](#) – *Sequim Gazette (Washington)*

Other Notable Coverage

ALA received prominent coverage in April. Highlights included:

- [Social Workers in Gwinnett libraries help residents with varied needs](#) – *The Atlanta Journal-Constitution*
- [ALA to Biden Administration: Don't Overlook Libraries in Infrastructure Plan](#) – *Publishers Weekly*
- [Why overdue book fines could soon be history at Louisville public libraries](#) – *Louisville Courier-Journal*

CONFERENCE SERVICES

Revenue Stream/Division Manager: Earla Jones

Budget Amount : \$1,064,878

of Staff: 8

Revenue Stream supported: Conference Services

Status Report on Pivot Strategy, Aligned Unit Goals:

Goal 1: Meet revenue targets for Annual Conference FY21 and FY22 through expense management, sound budgeting, stronger communications and controls, goal setting and performance management. The areas of focus this quarter include:

- Enhanced marketing and engagement strategy
- Cross collaborations with CMO, Publishing and Membership
- Securing facility contractual terms that protect ALA in the post-Covid landscape

Goal 2: Successfully launch and reach attendance target for LibLearnX in FY22 to meet, enrich and celebrate the evolving needs of library professionals, attract, and retain early career and new library workers among others, and to create greater visibility of ALA's assets. The areas of focus this quarter include:

- Establishment of the LibLearnX Subcommittee of the ALA Conference Committee
- Collaborations with local constituents in San Antonio community for the kickoff year of LLX that highlight ALA values of diversity and inclusion
- Determining future dates and locations for 2024-2026

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

The Annual Conference continues to be primarily affected by external trends and threats. As we launched the registration for June 2021, many of the factors identified in earlier analyses continue to hold viable and allow for pulse checks as we plan, implement, adjust, and reset tactics for success. Internal opportunities include directions to ALA staff on how to encourage member leaders to attend and promote the Annual Conference.

Registration trends for virtual offerings continue to spike as the date toward the event progresses. This was evident in the June 2020 ALA Virtual Event, the January 2021 Midwinter Virtual, and most recently the April 2021 ACRL Virtual. An analysis was conducted at 7 weeks out to track annual conference registration progression from 2017, 2018, and 2019. Each showed a similar projection to the 2021 reports.

of Members/non-members/other stakeholders reached during quarter:

Event marketing statistics reveal that throughout our *eblast timeframe and using our list of approximately 63K, we have delivered 826,674 emails. There are 127,852 ppl who opened and 10,161 clicked -through resulting in unique Annual website visits.

*A total of 17 ebasts, as of 6/7/21 with 10 ebasts to be sent over next two-week period.

Narrative Description Members/non-members/other stakeholder engagement:

Conference Services in conjunction with the Communication and Marketing Office continue to make enhancements to the overall marketing and engagement efforts; based on the goal of 9,100 paid registrants. In addition to the key strategies already identified, this quarter' efforts include focusing on the following:

- New segmented ebasts; those who **registered for MW and not yet for Annual; Lapsed members, non-Student members**, we also have a **list of 12K being supplied by membership**, those who have supplied their email addresses for other ALA membership initiatives within the last year. These, in addition to the usual International, Student, and Library Directors and will include **related conference highlights for those markets**. In total, we have 18 ebasts to send before June 23.
- **Those who have registered with a special "forward to a friend" email promotion** -- with a chance to win a prize.
- **A Library Marketplace email**, highlighting the 11 speakers in the Library Marketplace and all the other activities.
- **Between June 1 and 18, Shelf Awareness Pro** will include 6 banner ads in their daily ebasts to a readership of 70K librarians and booksellers. This is for the Library Marketplace Only \$69 discount.
- After the Closing announcement, **posting on social media every day**, on all channels (i.e., two Twitter channels; Facebook, LinkedIn, Instagram, and with graphics).

Describe the Most Impactful Unit Activities this Quarter:

ALA 2021 Annual Conference – Virtual -- <https://2021.alaannual.org/>

On March 1, 2021, Conference Services launched registration, marketing, and promotion for the annual conference. The official dates are June 23-29, 2021. The conference will be produced in a virtual format with a target of 9,100 registrants. The event highlights will include:

- 70 Discussion Groups, 4 On Demand Sessions, 9 Chair Programs, 17 President Programs, 117 Other Live Events (including committee meetings, author events, networking, and social events).

AASL – 7	Round Tables – 47
ACRL – 26	PLA – 14
Affiliates – 24	RUSA – 24
ALA Offices – 47	United – 6
ALSC – 6	YALSA – 9
Core – 19	

- Coffee Talks and Book Buzz Bites
- Author/Speaker presentations
 - Opening Session featuring Nikole Hannah-Jones
 - David Copperfield: Featured Speaker
 - Dr. Leana Wen: Featured Speaker
 - Melissa de la Cruz: Featured Speaker
 - Stanley Tucci: Featured Speaker
 - Charles Person: Featured Speaker
 - Areli Morales: Featured Speaker
 - Eve Ewing: Featured Speaker
 - Billie Jean King: Featured Speaker
 - Judy Tyrus and Paul Novosel: Featured Speakers
 - Padma Lakshmi and Juana Martinez-Neal: Featured Speakers
 - Trisha Yearwood: Featured Speaker
 - Savala Nolan: Featured Speaker
 - ALA Awards and President's Program featuring Isabel Wilkerson
 - Closing Session featuring President Barack Obama
- The Library Marketplace: Exhibitors, Stages & Resources
 - Amanda Gorman & Loren C. Long- Marketplace Opening Featured Speakers
 - Danny Trejo - Diversity in Publishing Stage
 - Gabrielle Union & Jayne Allen - Thinkfit Stage
 - Candacy Taylor - Look of Books Stage
 - Kaia Alderson - Chapter One Stage
 - David Atherton & Rachel Stubbs - What's Cooking Stage
 - Yvon Roy - Graphic Novel Stage
 - Dylan Dryer - Think Fit Stage
 - Joseph Bruchac - Diversity in Publishing Stage
 - Vashti Harrison - Look of Books Stage
 - Pilar Winter Hill - Front Porch Stage
- Featured Guests

- Realms of possibility: A live conversation with ALA President Julius C. Jefferson, Jr., and IMLS Director R. Crosby Kemper III
- Meet Chicago's New Library Commissioner: Chris Brown in conversation with Patty Wong

Select Future Activities and Events Through End of Next Fiscal Quarter:

- On June 15 – Conference Services, in conjunction with the LibLearnX Subcommittee, is planning to launch the call for presentations for the first LibLearnX: Library Learning Experience. The call will be open until mid-August. The event is scheduled for January 2022.
- On August 15 – Conference Services, in conjunction with the ALA Conference Committee, is planning to launch the call for presentations for the 2022 ALA Annual Conference. The call will be open until mid-October. The event is scheduled for June 2022 in Washington, D.C.

CORE

Division Executive Director: Kerry Ward

Budget Amount: \$1M

of Staff: 7

Status Report on Pivot Strategy Aligned Unit Goals, attached for Reference:

Core staff drafted the following goals for presentation to ALA Senior Management and Core leaders:

- **Membership: Core personal membership will increase by at least 2% in FY22, based on the final FY21 membership report.**
 - Strategy 1: Every member will be a member of at least one section, interest group, or committee.
 - Strategy 2: Every non-member registrant for Core CE will be invited to become a member.
 - Strategy 3: Develop and implement an onboarding process for every new member.
- **Continuing Education: Net revenue from Core continuing education (webinars, courses, live events) will increase by at least 6% in FY22, based on the FY21 final CE net revenue.**
 - Strategy 1: Develop a fundamentals web course on library leadership and management.
 - Strategy 2: Develop a fundamentals web course on library technology.
 - Strategy 3: Establish on-demand webinar archives.
- **Contributed Revenue: Contributed revenue will increase by at least 10% in FY22, based on FY21 final contributed revenue.**
 - Strategy 1: Develop sponsorship packages for Core events.

- **Equity, Diversity, and Inclusion: To integrate EDI data, tracking, and reporting across all unit goals and projects.** (Supporting the Membership, Contributed Revenue, and Continuing Education Impact Streams and Community Impact goal of Equity, Diversity and Inclusion in Libraries and the LIS Workforce)
- Strategy 1: Determine baseline engagement of BIPOC and people from underrepresented groups and Core.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

Core is concluding its first strategic planning process at Annual. The [Strategic Action Plan: Members First](#) is based largely on the ALA Pivot Strategy. Our Leadership Team and Board, section leaders and volunteers, and member focus groups have all contributed to the plan. Related to the Pivot Strategy, Core will focus on providing member value and fulfilling the commitments we made to members when we asked them to vote for innovation, career development, and community in a new division.

The biggest unit concern is membership. Based on estimates, Core April membership is 5,703, down 2% from March. ALA estimated membership is down 1% for the month to 51,630. That is down 9% from this point in FY20 and 11% from this point in FY19. In addition, nearly 10,000 ALA members are in their membership grace period, meaning they haven't paid dues but are still counted as members in the approx. 51,000. These are staggeringly high percentages for any membership organization.

Core leaders recognized the need to reorganize their own divisions in order to create more value for members. We now strongly support that kind of innovation across ALA, via Forward Together (governance/organizational restructuring), the Pivot Plan (operational/goal alignment) and early discussions for a new operating agreement (financial alignment). These three projects are the blueprint for a more member-engaged, financially sound ALA. We view them as interlocking, so the failure of any one piece will doom transformational organizational change. In that event, ALA will likely lurch back into financial crisis, relying on endowment transfers, short term borrowing, disinvestment in IT, and staff cuts to finance the final decade of the association.

of Members: 5,703 estimate as of April 2021

of Members/non-members/other stakeholders reached during quarter ending May 2021, for Core CE:

Produced:

- 12 courses
- 16 webinars (a number were free as a service to the profession)
- 4 classrooms

Reaching approximately 2,000:

- 490 individuals
- 90 groups (representing many hundreds more participants)
- 1,395 students

We note that we are reaching a wide audience but are seeing lower than budgeted webinar revenue, and near budget revenue for courses

Describe the Most Impactful Unit Activities this Quarter:

Core is in its transitional year, so activities, except for CE, are focused on the operational ramp up of the division:

1. Migrated **50 interest groups** that are up and running;
2. Implemented **6 sections**, any of which you can join, and put leadership teams for them in place;
3. Set up **31 committees at the division level** and are taking volunteers for both the current year and coming year that starts July 1;
4. Created the Core Involatron 3000 to **help you find your home and get involved in Core**;
5. Took nominations for **4 awards and 1 scholarship**, and those juries will be selecting recipients over the next 2 months;
6. Ran 13 courses and 20 webinars, including 2 free ones;
7. Implemented e-Forums (2-day, email-based discussion on specific topics) and ran **6 discussions**;
8. Started a **new education format called “classrooms”** that feature hands-on, interactive learning over 2-4 sessions;
9. Unified all our **events into a single calendar** and all of our **publications into a single catalog**;
10. Began selling some great **CoreWear that supports memberships for library workers in need**;
11. Expanded **the jobs site** to include more types of positions in collections, management, technical services, and technology.

Select Future Activities and Events Through End of Quarter:

In response to the continued opening of the economy, leadership decided to move ahead with a planned face to face conference this October 7-9 in Baltimore, the Core Forum:

<https://alacore.org/forum/>

DEVELOPMENT

Unit Manager: Tracie Hall/Anne Manly

Budget Amount (Overall Revenue/Expense): \$2,500,000/\$459,050

of Staff: 3

Revenue Stream Supported: Contributed Revenue

Status Report on Pivot Strategy, Aligned Unit Goals:

This past quarter, the Development Office developed three Pivot Strategy Aligned Unit Goals.

- Evaluate and ideate a prospective multi-year fundraising campaign. As charitable giving reaches new highs in a pandemic/post-pandemic environment, ALA seeks to explore the potential of a multi-year campaign with the goal of raising \$6 million a year over 5 years. In the past quarter, Development worked on an RFP to facilitate the hiring of an expert to work

with ALA to conduct campaign exploration and potentially lay the groundwork for the campaign. Development worked closely with the Philanthropy Advisory Group on the RFP.

- Support other internal ALA units with their Contributed Revenue efforts and other Pivot Strategy Aligned Goals. Throughout the past quarter, the Development Office has supported and advised other ALA Units as they work with external funders. This support has included prospect research and evaluation, drafting, and editing proposal language, advising strategy, conducting negotiations, drafting agreements, and administering and troubleshooting gift processing. In addition, the Development Office continues its efforts to support the Membership Pivot Strategy revenue stream. Earlier this year, Development secured support for Membership's on-boarding program, a Member Engagement Specialist position, and a member support position within Accounting. The Development Office continues to oversee the grant that provided operating support for the Publishing, Continuing Education, and Data and Research Pivot Strategies revenue streams.
- Prospect Research and Grant attainment. Development exceeded its Revenue goal of \$2,500,000 by raising \$4,500,000 in new grants during FY21. Development continues to pursue new funders and is in negotiations with current funders for expanded support. Development recently secured a multiyear renewal grant of \$350,000, with \$150,000 in year one, and \$200,000 in year two which is not included in its current \$4,500,000 total year-to-date.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

Development continues to track national fundraising trends that impact ALA's efforts.

- The rate of job recovery in the nonprofit sector slowed significantly in April. While the number of education jobs and healthcare jobs were down, the largest gains were seen in arts, entertainment, and among religious, grantmaking, civic, and professional organizations, followed by social assistance and other fields. Based on the average monthly rate of job recovery from July 2020 through April 2021, it estimated that it will take the sector another 17.7 months to reach pre-pandemic levels of employment.
- Nine out of ten affluent American households continued to give to charity in 2020. Recent surveys found that 88 percent of respondents reported maintaining or increasing their giving in 2020, and that 47 percent made a donation or financially supported an individual or business in direct response to the COVID-19 pandemic.
- Total charitable giving increased 5.2 percent on a year-over-year basis in 2020, even as the typical nonprofit saw a drop in fundraising revenue. Based on aggregated data from seventy-four giving platforms, research found that the growth in overall revenue was driven in part by small donors (between \$101 and \$500 in total 2020 giving) and "supersize" donors (at least \$50,001 in giving), who gave 5.8 percent and 11 percent more, respectively, than they did in 2019. By contrast, giving by mid-size (\$501-\$5,000) and major donors (\$5,001-\$50,000) fell 20 percent and 10 percent, while retained supersize donors and recaptured donors of all sizes accounted for about 50 percent and 35 percent of the growth in the dollar amount of giving.

Research also found unprecedented levels of donor mobility in 2020, with the number of new and recaptured donors up 8.2 percent and 8.4 percent on a year-over-year basis, while repeat-retained and new-retained donors fell 5.1 percent and 14.9 percent. And while the overall number of donors rose 1.3 percent, driven by an increase in new small (10.7 percent) and supersize (5.3 percent) donors, donor retention rates declined across all donor categories, with only the largest nonprofits (\$5 million to \$25 million) seeing an increase. In addition, the median year-over-year change in fundraising revenue across all issue areas was negative, ranging from -2.9 percent for religious organizations to -16.3 percent for arts, culture, and humanities organizations.

- The COVID-19 pandemic has accelerated the use of digital giving tools. Nearly 60 percent of donors made gifts through a charity's website in 2020, with 18 percent indicating they did so more frequently than in previous years.

of Members/non-members/other stakeholders reached during quarter:

- **68,450**

Narrative Description Members/non-members/other stakeholder engagement:

The Development Office does not presently have a staff member dedicated to individual giving/major gifts. Based on discussions with a consultant last fall and under the direction of ALA Executive Director Tracie Hall, Development has devised a number of strategies to maintain ALA's nascent planned giving program/member engagement for the time being.

- Development staff reviewed all recent gift processing situations that were potential "pain points" for member interaction. These situations including refunds, tax letters, and infrequent giving modules (such as stock gifts). Aiming to make member interaction a smoother process, Development is codifying these situations to identify and document best practices.
- Over the past year, Development has completed several MOUs with individual donors. Recognizing the importance of these gifts, Development assigned Anne Manly, Assistant Director of Corporate and Foundation Relations, to handle all such matters going forward.
- Development is investigating several strategies that will increase individual giving which require low capacity from Development staff. These strategies include increasing ALA visibility among fund managers and the acquisition of a financial planning tool that will facilitate planned-giving to ALA.
- Development continues to manage the Legacy Society, 1876 Club, and Library Champions programs, which engages highly involved corporate members.
- Development works closely with other Units, especially CMO and Membership, to coordinate social media member communications.

Describe the Most Impactful Unit Activities this Quarter:

- The Development Office has to date raised \$4.5M, \$2M over its FY21 projected revenue.
- Development continues to identify and prospect potential corporate and foundation donors. These conversations are at various stages in the process. Development is optimistic that it will

gain additional contributed income for this fiscal year and is laying the groundwork for a successful FY22.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- Development traditionally plans a Unit retreat during the summer to evaluate the previous year and set goals based on priorities and staff capacity. This year's retreat is tentatively planned for the last week in July and will focus on how to best support a new Director of Development.
- Much of the final quarter of FY21 will be devoted to proposal and report writing. A major Interim Report, involving the activities of 13 ALA units will be due and as will a couple of lengthy proposals.
- Development has devoted substantial capacity to gift processing throughout the year. We expect that work to continue.
- Development's major end of year goal will be the completion of a prospecting calendar for FY22.

FINANCE AND ACCOUNTING

Unit Manager: Denise Moritz

Budget Amount: \$1,032,423

of Staff: 6

Revenue Stream(s) the Unit Supports: Conference Services, Continuing Education, Contributed Revenue, Membership; Publishing

Status Report on Pivot Strategy, Aligned Unit Goals:

- Streamline the close process: Beginning in FY 2021, the department moved to a quarterly reporting schedule. This will provide more efficiency in the close process. The quarterly reporting is also being adopted by the Membership Department for consistent practice across ALA.
- Cross-training: We have seen tentative success but continue to try new approaches to find a solution. Cross-training is critical for the full functioning of the department to reduce bottlenecks and make sure the work continues. This will also provide for continuous workflow when there is turnover amongst staff members and when there are unanticipated absences.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

- Stabilizing staffing in the Accounting Department: Turnover of temporary staff in the department in a pandemic environment has made it slowed the association's financial reporting turnaround. Finance continues to find new avenues for gaining efficiency in this area and will engage in a thorough process review ahead of the new fiscal year.
- Assisting the Publishing Department and CE Unit with the transition to new fulfillment partners.

of Members/non-members/other stakeholders reached during quarter: Approximately 300.

Describe the Most Impactful Unit Activities this Quarter:

- The addition of a temporary Accounts Payable staff has been impactful to the department. It has allowed work to be reallocated and has had a positive impact on the timely payment of invoices. Issuing timely payments to our vendors, members, affiliates, and member leaders preserves the reputation of ALA and keeps our credit rating strong.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- Rebuilding the Finance and Accounting team
- Hiring a permanent CFO

GOVERNANCE OFFICE

Unit Manager: Sheryl Reyes

Budget Amount: \$627,000

of Staff: 3

Revenue Stream(s) the Unit Supports: Membership

Status Report on Pivot Strategy, Aligned Unit Goals:

Goal #1: Increase membership by restructuring ALA Affiliates program and relationships and by strategically realigning fee to strengthen relationship and maximize value in FY22.

- Staff conducted a review of the current Affiliate program, its benefits, and fees to ensure the program and services are still relevant, valued, and sustainable. Since the infancy of the Affiliate program, benefits and fees remained relatively unchanged, so this was a valuable exercise as we look to increase membership and strengthen relationships. A survey was sent to Affiliates in December 2020, and we received an 85% response rate.

The next step is to brainstorm with the Affiliates on how we can facilitate a reciprocal relationship. The goal is to create stronger relationships, which in turn will help increase membership. President-elect Wong agreed to support this initiative and champion this effort. The first discussion with the Affiliates will occur sometime after the 2021 Virtual Annual Conference.

Goal #2: Increase the Member-Leader Pipeline by 5% in FY22 by improving member identification, cultivation, engagement, recruitment, appointment, and volunteer life cycle.

- Initial discussions on this topic occurred, and a work plan is in development.

Goal #3: Evaluate and streamline programs managed by the Governance Office (Awards, Leadership Institute, etc.) to increase membership and/or revenue generation in FY22.

- A member of the Governance Office is co-leading the effort to assess programs offered organization-wide by ALA. The purpose of this effort is to remain relevant and vital, increasing

impact with a more focused menu of ALA services and initiatives. Goals have been drafted, and a cross functional team will be created.

Program Assessment for the Governance Office is currently underway. For more than 5 years, the Leadership Institute has been a program managed by the Governance Office, as it originated from a presidential initiative. Internally, we have started transitioning the program to a more appropriate unit more aligned with the goals of the program – Core: Leadership, Infrastructure, Futures. Due to the pandemic, the 2021 in-person Leadership Institute is cancelled, however, the facilitators are exploring a virtual program.

The ALA General Awards are administered by the Governance Office and commonly referred to as [Recognition Awards](#). There are [hundreds of other Awards](#) offered through various [divisions](#), [offices](#) and [roundtables](#) throughout the organization. One of the topics most recognized by staff in the Program Assessment charette was the management of ALA Awards. In an effort to better streamline the Awards, a cross functional team will convene to create a more manageable and sustainable awards program.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

Updates to Governing Documents – Midwinter/LLX and Forward Together Resolutions

There are two initiatives whose outcome will require updating ALA's Governing Documents (constitution, bylaws, and policy): First, the manner in which governing bodies of the Association will conduct business in light of the discontinuation of the Midwinter Meeting and the launch of a new winter event (LibLearnX) focused on programming and professional development rather than business meetings. Second, the proposed Forward Together Resolutions if approved. Both initiatives require an update in Governing Documents therefore this work must be strategic, collaborative, and coordinated.

Narrative Description Members/non-members/other stakeholder engagement:

- Volunteer Appointments

587 volunteer application submissions: 294 unique individuals; 172 unique individuals appointed in the initial appointments as of March 12.

- Election Participation

The certified results account for 9,299 valid ballots from 44,139 eligible members, yielding a participation rate of 21.07%. This is slightly higher than the previous year (20.26% participation)

There are a total of 362 unique candidates on the ballot, including Division and Roundtables.

- Award Applications

ALA received 62 applications for 13 ALA Awards and 195 books for the two book awards, Schneider Family Book Awards and W.Y Boyd Literary Award for Excellence in Military Fiction.

Describe the Most Impactful Unit Activities this Quarter:

Spring Governance Meetings

During the month of April, the spring governance meetings were held, which led to the following board actions:

- On the recommendation of F&A, the ALA Executive Board approved the ALA Endowment spending/payout rate of 6%, without precedent, in support of the FY22 budget as presented in EBD#13.4.
- On the recommendation of BARC and F&A, the ALA Executive Board approved the proposed dues increase of 1.4%, as benchmarked to the CPI for 2020 from the Bureau of Labor Statistics and highlighted in EBD #10.6.
- Approved continuation of the Barnes & Thornburg LLP as ALA's legal counsel, including continuation of Paula Goedert as ALA's lead partner.
- On the recommendation of BARC and F&A, the ALA Executive Board approved the preliminary FY22 Budget as presented in EBD #3.25 with the following directives to ALA Staff:
 - Bring forward a final balanced FY22 budget;
 - Build a contingency fund to manage unexpected events and include a budget line to reflect it;
 - Examine financial projections for LibLearnX and Annual 2022 for a pragmatic forecast and provide data supporting the assumptions;
 - Add PLA 2022 conference for additional data to support the assumptions; and
 - Align financial reality with revenue projections.
- Moved to accept nominees for IFLA Treasurer, At-Large Governing Board, Regional Council Chair for 2021-2023, and for Literacy and Reading Section Committee, 2021-2025
- Moved to accept members to serve on the LibLearnX Subcommittee and the Sustainability Committee

ALA National Election Certified

The ALA National Spring Election opened the second Monday of March and closed the first Wednesday of April. Members voted for ALA leadership to serve in the upcoming year. Lessa Kanani'opua Pelayo-Lozada, adult services assistant manager, Palos Verdes Library District, Rolling Hills Estates, California has been elected 2021-2022 president-elect of the American Library Association (ALA). Pelayo-Lozada received 4,056 votes, while the two other candidates, Ed Garcia, director, Cranston Public Library, Cranston, Rhode Island received 2,598 votes and Stacey A. Aldrich, state librarian, Hawaii State Public Library System, Honolulu, Hawaii received 2,186 votes. To view more results of the ALA 2021 Election, [click here](#).

Newly Elected 2021-2024 Board Member Orientation Conducted

During the ALA Virtual Midwinter Council Meetings, the ALA Council elected three ALA Executive Board Members: Christina Rodrigues, Ana Elisa de Campos Salles, and Sam Helmick. During the

month of May, four board orientation sessions were held for the four incoming member leaders: Lessa Kanani'opua Pelayo-Lozada, Christina Rodriques, Ana Elisa de Campos Salles, and Sam Helmick. The orientation topics ranged from financial/revenue, Division/Round Tables, professional development, and board engagement/partnerships. Members rated their overall board orientation experience a 4.7 (on a 5 point scale).

Select Future Activities and Events Through End of Next Fiscal Quarter:

Implementation on the Forward Together Resolutions

- The ALA Annual Conference Council Meetings may result in the approval of many Forward Together resolutions. An Implementation Working Group will be established to help implement the approved resolutions. The implementation phase would require time and effort from the Governance Staff who will help execute the changes in partnership with the Working Group.
- **Preparation for the Hybrid Governance Meetings at LLX (the Library Learning Experience)**
After the conclusion of the ALA Virtual Annual Conference Governance meetings, most of the attention and effort will be shifted to prepare for the hybrid format of the Governance meetings to be held in conjunction with LLX.
- **Virtual Volunteer Fair**
The fair will be held sometime in September for the new committee volunteer application round. This is an engagement opportunity for ALA members to learn more about the different ALA volunteer opportunities.

OFFICE FOR HUMAN RESOURCE DEVELOPMENT & RECRUITMENT (HRDR)

Unit Manager: Lorelle Swader

Budget Amount: \$185,362

of Staff: 2 (1.5 FTE) (shared .40 staff with the ALA-APA)

Revenue Stream(s) the Unit Supports: Conference Services – JobLIST Placement & Career Development Center; Continuing Education – Emerging Leaders; HRDR Coursework (as an approved provider for APA-CPLA); Contributed Revenue – General Scholarship and named endowments (Hoy, Hornback, Leisner, Drewes, Clift, Gaver); Lois Ann Gregory Wood and Shirley Olofson; Membership – New Members Round Table (NMRT)

Status Report on Pivot Strategy, Aligned Unit Goals:

Unit Goal to increase Membership by 5%

- The New Members Round Table (NMRT) is currently running 6% above their projections for membership as of February.

Increase Revenue by 10% over Expenses

- Revenue is below budget, but expenses are also below.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

Revenue for the JobLIST Placement Center is down due to not having a face to face conference for both Midwinter and Annual. This severely impairs the unit's ability to earn revenue.

of Members/non-members/other stakeholders reached during quarter (for all Units):

Approximately 5000 individuals.

Narrative Description Members/non-members/other stakeholder engagement:

We have continued to support activities of the various committees, round tables, and leadership development programs (Emerging Leaders and ALA Scholars) Most activities have focused on providing virtual programming.

- Presented an On-Demand Webinar for Midwinter 2021 hosted by the Committee on the Status of Women in Librarianship (COSWL): *Women and Anti-racism Work in Librarianship* - This session was intended to present examples of how to embrace anti-racism work that lays the foundation for dismantling the systems of oppression, including the facilitation of discussions on institutional racism to cultivate growth in that area, the introduction of strategies to challenge silence and misinformation, and the identification of methods to highlight the presence of systematic and structural racism while also exploring accountability and transparency in libraries.
- On Jan. 24, 2021 – The JobLIST Placement & Career Development Center hosted a webinar: *How to Thrive in Uncertain Times* - Although we are in the middle of really challenging times, that does not mean you have to step back, feel helpless, or exhaust yourself with anxiety. This session offered a lively, interactive session discussing how participants can begin to shape a positive future for themselves, while providing ideas about how to move forward with purpose, no matter what is going on around us.
- On Feb. 3, 2021 – The Committee on the Status of Women in Librarianship (COSWL) hosted a webinar: *How Employers Can Support Library Workers Who Are Caregivers During COVID-19* - Loida Garcia-Febo, Chair of COSWL, facilitated a discussion with presenters exploring how employers can create emotionally healthy workplaces with relevant policies and procedures; how employers can provide flexible schedules as well as work expectations; and how employers can assist staff who are taking care of children and/or parents during this time of COVID-19.
- On May 4, 2021 - The Committee on the Status of Women in Librarianship (COSWL) hosted a webinar: *Bridging the Gap: In support of Female Librarianship* - A discussion where panelists and participants seek to better understand the factors that contribute to undermining and undervaluing women in the library workplace and identifying strategies that can be used to make the library work place an environment where women's contributions are valued.
Includes:
 - Effective strategies that women can employ to combat being undermined in the workplace.
 - What employers can do to assure that contributions of women are not regularly devalued.

- What women can do to make sure they are not contributing to demeaning or undervaluing female colleagues, and how to lift-up and support female colleagues.
- May 13, 2021 – Co-hosted the APA Salaries and Status of Library Workers Committee (SSLW): *Salary Negotiation – Ins, Outs, and In Between* - Panelists discussed how salary decisions are made, what compensation packages consist of, and how to highlight strengths. In addition to talking numbers, panelists also discussed the difference and benefits of collective bargaining compared to individual salary negotiations, and how collective bargaining affects pay equity and equality.

Describe the Most Impactful Unit Activities this Quarter:

- Career Development Workshop Webinars
- Emerging Leaders Program Webinars
- Selection of the ALA-Wide Scholarship Clearinghouse recipients

Select Future Activities and Events Through End of Next Fiscal Quarter:

- Selection of the General Scholarship Program recipients
- Training of incoming ALA & Council Committee Chairs and Associates
- Selection of the new class of Emerging Leaders

INFORMATION TECHNOLOGY

Unit Manager: Sherri Vanyek

Budget Amount: \$3,162,709

of Staff: 7 (1 vacancy)

Revenue Stream(s) the Unit Supports: Conference Services, Continuing Education, Contributed Revenue, Membership, Publishing

Status Report on Pivot Strategy, Aligned Unit Goals:

Major FY2021 IT Goals

- **Update on Goal 1: Upgrading Shibboleth (Single Sign-On software) to the latest version.**

In order for the two main ala.org websites to be configured for https we needed a Shibboleth upgrade to be performed by our Shibboleth consultants. I'm happy to report we have an upgraded version running in our production environment and have successfully upgraded ALA Connect to use the upgraded version of the Shibboleth Single Sign-On software. We have had a few reports where members and staff could not log in and we're working through those issues as they arise.

Background Information:

Description: Upgrade Shibboleth Single Sign-On software to latest version

Deliverables:

- Remove blocker on turning https on the main ala.org website servers
- Work with Continuing Education vendor to add Single Sign-on

- Work with the Election vendor to add Single Sign-on
- Work with Booklist vendor to add Single Sign-on
- Remove a blocker from the iMIS upgrade project

- **Update on Goal 2: Install https on the main ala.org website servers.**

The ALA IT Department is pleased to announce the release of full HTTPS support on www.ala.org. Achieving this goal required resolving an issue with the backend Drupal web server and the legacy Cold Fusion web server, and their links to the Shibboleth authentication system. This involved considerable coordinated effort between multiple consulting teams.

Background Information:

Description: Turn on https on the two main ala.org websites

Deliverables:

- Implement new caching software to support https
- Configure and test

- **Update on Goal 3: Monitor revenue and membership goals.**

No further progress has been made on this goal. We are waiting on cross functional teams to be formed to help define the requirements for more dashboards to be created.

Background Information:

Description: Build dashboards to monitor the two major Association-wide goals in the Pivot Plan and associated key performance indicators.

Deliverables:

- Identify baseline dates and numbers
- Create dashboards to be able to monitor progress

- **Update on Goal 4: Assist with the new Continuing Education (CE) Learning Management/eCommerce System Implementations.**

This project is currently underway, and we are waiting for the vendor's integration team to begin their work. The vendor is experiencing delays on their end for the start of this work due to prior commitments for other clients. The Learning Management/eCommerce System is scheduled to go live in mid-August, 2021 due to extra time needed by the content creators for training and creating the actual content in the new system.

Background Information:

Description: Implement and integrate a new CE Learning Management/eCommerce System in conjunction with a cross functional team.

Deliverables:

- Assist with the selection of a new system

- Assist with the implementation
- Set up and test integrations
- Provide training

- **Update on Goal 5: Implement the eStore/eCommerce integration to the new fulfillment vendor.**

The contract was signed at the end of April 2021. The integration work is currently underway. The eStore/eCommerce integration is scheduled to be complete on July 1, 2021.

Background Information:

Description: Work with the new fulfillment vendor to set up the integration to the eStore/eCommerce System

Deliverables:

- Fulfillment vendor is able to process orders from the eStore/eCommerce system

- **Update on Goal 6: Update Technology to Advance Membership Communications.**

The migration of the blogs to the cloud is underway. Sympa is on schedule to be retired this summer. The Informz email marketing account merger has taken place and IT is working with the Informz stakeholders to use the newly merged account. The projects are scheduled to be completed in the summer/fall of 2021.

Background Information:

Description: Improve Membership communications by updating the technology

Deliverables:

- Complete Blogs Migration to the Cloud
- Complete the Sympa Migration to ALA Connect
- Complete Informz (Marketing Automation Service) email marketing account merger

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

Our current IT staff of seven is focused on keeping operations going and project execution as time allows based on priority. Given the resource constraints, the IT department is working diligently to decrease our technology debt. Replacing outdated technology will require investment, time, and additional resources. To address this, IT has requested additional investment dollars in FY2022 to hire a Chief Technology Officer and to fund project work to reduce the technology debt. IT is also currently searching for a Systems Software Specialist to support project execution. These resources are needed in order to meet the association's major goals for FY2021/FY2022.

Narrative Description Members/non-members/other stakeholder engagement:

IT supports the association technology goals for all units, which contributes to increasing member engagement across the organization. IT manages many systems, including the ALA Connect platform which provides a platform for committee work and professional networking, a Zoom enterprise account for meetings and webinars held with members and customers across the organization, the Microsoft O365 applications used for staff, member, and customer communications, over 100 WordPress blogs used for member work and communications, and many other platforms used for engagement.

Describe the Most Impactful Unit Activities this Quarter:

IT has been working on the following projects:

- Upgrading the Shibboleth Single Sign-on Service Providers on the remaining twelve websites (ALA Connect has been upgraded).
- Implementing https on the main ala.org websites.
- Implementing Multi-factor Authentication on O365 applications to improve our security posture.
- Monitoring revenue and membership goals.
- Assisting with the new Continuing Education (CE) learning management/eCommerce implementations.
- Implementation of the eStore integration to the new fulfillment vendor.
- Improving communication technologies (i.e.. migrating all blogs to the cloud, moving Sympa lists to ALA Connect, and updating marketing email automation services).

Select Future Activities and Events Through End of Next Fiscal Quarter:

IT will continue to work on the projects outlined above and start the roll out of new VPN software. The VPN software will be used by staff for accessing many of our systems remotely.

INTERNATIONAL RELATIONS OFFICE

Unit Manager: Michael Dowling

Budget Amount: \$264,335

of Staff: 1.5

Revenue Stream(s) the Unit Supports: Conference Services; Continuing Education; Contributed Revenue; Membership

Status Report on Pivot Strategy, Aligned Unit Goals:

Conference Services

As of June 7, 251 international librarians and library workers are registered for Annual. This is 3.8% of overall registration. The revenue is \$37,918 which 4.4% of registration revenue. International Relations Office has promoted Annual to ALA international members, past members, non-members. Messages have gone to the main IFLA lists as well as to other international listservs. Coordinated with RDA staff and CORE staff to develop a bigger message on Annual to RDA subscribers.

Continuing Education

Broadband as a Human Right” IFLA/ALA webinar on May 4th attracted over a hundred attendees from twenty countries.

Contributed Revenue

IRO and Development Office continue to pursue a possible grant opportunity to train librarians from the American Spaces program of the U.S. State Department. Learned at the end of May that the request for a no-bid contract for ALA was not accepted and we will need to participate in a competitive RFP process when announced (probably not until end of 2021).

Membership

International membership has continued to dip at a similar rate to overall membership during the quarter. At the end of May there were 1,549 members from 92 countries outside the United States. IRO staff has met with new Membership Marketing Manager Judy Czarnik who will be joining the International Cross-Functional Team. Membership engagement and recruitment will be a key focus of this Team. The International Team will be working to integrate international contacts from across the association into Salesforce for membership recruitment and marketing of services and products.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

- Declining international memberships continues to be a major concern. IRO will use the join and save feature for Annual to engage prospective members in the coming weeks.
- Defeat of past ALA presidents in IFLA Elections and limited overall selection of ALA nominees to IFLA sections is of concern. IRO will seek to debrief and move forward with a different strategy as needed, especially under the new governance structure with less board members but other opportunities.
- Goal to create preliminary Sharjah International Library Conference preliminary program by June 15.
- Discussion with Sharjah Book Fair on the development of the National Libraries Summit to coincide with the Sharjah International Library Conference

of Members/non-members/other stakeholders reached during quarter:

- Thousands of international librarians through messages to IFLA lists and others about ALA Annual.
- Over one hundred members and non-members from twenty at the Broadband as a Human Right” IFLA/ALA webinar.
- Fifty ALA members nominated for IFLA positions.
- Twelve IRC members for IFLA nominations.

Narrative Description Members/non-members/other stakeholder engagement:

- The Annual Conference is an opportunity to promote the value of ALA through its premier continuing education opportunity.

- Webinar on “Broadband as a Human Right” attracted an international audience allowing ALA to feature its efforts in this area.
- Assisting EB, IRC, and members through the IFLA nomination process to connect ALA to IFLA.

Describe the Most Impactful Unit Activities this Quarter:

- Though not successful at the top level the effort to get 50 ALA members nominated for IFLA positions was positive. And getting 13 ALA members from the U.S. and Canada, including President Jefferson, elected to the new North American Regional Division Committee.
- International Charette and preliminary meetings of the core of the Cross-Function International Relations Team were needed to keep the momentum going on developing a more cohesive association wide strategy to the international library community.
- Meeting with Ahmed Al Ameri and Jon Malinowski and Janet Fritsch to discuss new opportunities.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- Development and promotion of the Sharjah International Library Conference and the National Libraries Summit.
- Final set of meetings as a member of the IFLA Governing Board at the IFLA World Library and Information Congress.
- Collection of various international datasets from across the association.

MEMBER RELATIONS & SERVICES (MRS)

Revenue Stream Manager: Melissa Walling

Budget Amount: Revenue - \$3,750,268, Expense (\$689,386) and Net Revenue \$3,060,882 # of

Staff: 8.5 total staff

Revenue Stream Supported: Membership, Conference Services

Status Report on Pivot Strategy, Aligned Unit Goals:

The MRS unit has three goals that support the pivot strategy:

- Increase membership to 56,000
- Increase student membership to 9,000
- Increase ALA membership in coordination with ALA Chapters and National Associations of Librarians of Color

Membership has remained at a decline when compared to previous years and we have not had much progress towards these goals just yet – but are planning for that success starting in FY22.

MRS has remained focused on foundational activities that will prepare us for growth such as the membership onboarding project, ensuring our members have functioning dues receipts, and updating our membership renewal communications. While these projects are not making an impact yet on increasing our numbers, they are preparing us for growth with the additional staff we are bringing to the unit.

In addition, we have secured IT's commitment to migrate the joint student membership program onto the e-commerce system in the Fall, 2021. This is a significant step towards a seamless experience for joint student members. This also ensures that joint student members can join (and renew) divisions and round tables in one transaction. When this solution is implemented, we can then redirect manual staff time on the joint student program to other coordinated recruitment efforts, especially with NALCOs and ALA Chapters.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

Membership Decline Due to Decreased Library Budgets/Increased LIS Workforce Reduction:

The MRS team has been very aware of our declining membership numbers and concerned about the employment outlook for librarians. It is clear that ALA's work on the Hill is paying off in support of libraries, but this will be a challenging time for library budgets and library workers. After the 2008 recession, our membership numbers declined and never rebounded but under Dr. Robert Wedgeworth's leadership, membership grew during challenging times. It is imperative that we reverse this trend and have the same outcomes that Dr. Wedgeworth and his staff team did.

With the addition of staff in MRS, we can start building a plan to operationalize membership recruitment and start rebounding our membership counts. I am expecting that we will not reverse the counts immediately, but we need to start executing tactics to reach our goal of 56,000 members at the conclusion of FY22. In this quarter, we have focused significant staff resources on selecting an onboarding a new Membership Marketing & Engagement Manager.

There was a lot of work that needed to be done to build a foundation for growth. We needed to improve renewal communications, activate a basic onboarding campaign, streamline the membership model, and improve some technologies to support our processes. As this work has been completed it is exciting to start focusing on crafting membership journeys and stopping the loss of 12,000 members annually.

We also cannot lose sight of the fact that we need to address the loss of graduating Students. We will start building a plan for this work over the summer.

Accounting Downstream Impact:

The impact of the escalated accounting closes had a significant impact on the MRS team in the last quarter. In addition to the volume of the work required, the quick turnaround times and expectations significantly increased our overtime expenses this quarter and resulted in the MRS lagging behind on targets in our ongoing member and customer relationship management. The team remained focused and understood the important of this work to our members and to our fellow staff. While this was a challenge, we remained in regular conversations with our staff partners across the organization and our internal customers and we applaud the work the entire ALA team accomplished in getting our processes back on track. A positive outcome of this challenge has been that the MRS and RDA staff teams have been working together on a plan to improve our workflow. I believe this will result in an improved process for the future.

of Members/non-members/other stakeholders reached during quarter (for all Units):

- All 52,000 members. We did not do any active non-member recruitment or engagement this quarter.

Narrative Description Members/non-members/other stakeholder engagement:

Based on April Informal Statistics, ALA's membership decreased nearly 1% to 51,630. This remains a 9% decline from 2020 and a 11% decline when compared to the same time in 2019. This time of year, our membership counts typically decline so we are likely going to face additional decline in the coming months.

This quarter brought challenging months for membership as our efforts remained focused on accounting deadlines and payment application. Therefore, we did not send any membership renewals in the month of April, and we are working to catch up on our membership cancellations for members who expired in the Fall, 2020. Renewals have resumed in early May, and we hope that we can get back to our normal schedule this summer. We are also continuing to work on United payments and are hopeful that Annual conference will boost membership numbers.

Division memberships currently total 41,875 which is a slight decrease from last month and in alignment with our ALA membership trend. Both United and RUSA experienced growth in April.

Round table memberships currently total 18,632 which is an increase from last month and in alignment with previous growth for round tables. Just over half of round tables grew this month with IFRT experiencing the largest percentage of growth at over 8.1%. This growth was partially due to a sponsored gift membership for IFRT student memberships.

Describe the Most Impactful Unit Activities this Quarter:

The MRS unit has been focused on four areas this year and Q2 updates are noted below:

- **Membership Renewals:** Our membership renewal process remains a focus area. We mail three print renewals to our members which are not attractive or engaging. This fall, we activated a new print renewal piece, a postcard, which is focused on answering WIIFM (What's In It For Me) and is an attractive and engaging piece. We also began work on creating an infographic to be included with our membership invoice which will demonstrate the value of membership to the individual, and the impact of the membership dollars on the work of ALA. Since the print renewal is our opportunity to remind members of the value of their membership, it is important that we tell that story in a compelling and clear manner.

In Q2, our efforts have specifically been focused on trying to secure a new print partner and finalize the format and data upload – this is no small task with so many membership types and the complexity of our data.

- **Membership Engagement:** A virtual Midwinter created an opportunity for our unit to host virtual member meet ups and paved the way for these events to continue into National Library Week and will take place at the ALA Annual Conference. We have hosted events for students and all members. We have intentionally not focused on new members as NMRT has a very successful orientation event at conference but will incorporate some new member meet ups into our onboarding campaign.

In addition, our unit has continued to focus on supporting the ALA Connect Live monthly events and will continue to support those in the coming year under President-Elect Wong's leadership. In Q2, the purpose and format of the events under Patty's leadership have been finalized and we will host the program bimonthly. It was also exciting to summarize the impact of the program under President Jefferson's leadership and note that nearly 10,000 attendees participated throughout the year.

In Q2, we also activated the ReMember Fund. This was an exciting initiative of the Executive Board and Membership Committee.

- **Membership Onboarding:** An exciting project we continued to work on this quarter is the membership onboarding project. This is project we are working on in conjunction with CMO that we expect to launch in summer, 2021. As noted in the annual Marketing General Membership Marketing Benchmarking Report, "78% of associations that have seen a renewal rate increase in the past year have also had a tactical plan to increase engagement." Without a successful onboarding strategy for new members, it is difficult to secure a members' affinity for the organization and ensure a membership renewal. This work is being done through an investment by OverDrive.

In Q2, we finalized the branding and are in the final editing stages of the emails and the web page.

- **Membership Staffing:** MRS is an area of the organization that has been impacted by the hiring freeze; however, we are so appreciative that we were included in the Mellon Grant. We have hired a Membership Marketing & Engagement Manager and selected a Membership AR Specialist. The Membership Marketing & Engagement Manager is up and running and the Membership AR Specialist is currently working with accounting on Q2 close, but we are eager to continue her training.

Select Future Activities and Events Through End of Next Fiscal Quarter:

Most of the projects listed above remain priorities for our unit through this entire fiscal year. In addition to those, we are continuing the membership model work, working on a recruitment plan, and reviewing our corporate and organizational membership structures.

- The membership model work to date has focused on personal members, and we are reviewing some opportunities to streamline the organizational and corporate membership structure and benefits. This will include United for Library members as well which currently have a different structure in our database which causes some processes to be automated.
- In order to truly drive growth, we need to operationalize membership recruitment in addition to doing limited and targeted campaigns. We are thinking about the number of individuals who interact with ALA every day as advocates, users, students, purchasers, web browsers and how we don't push them to the next phase of their journey with ALA. To truly grow, we need to build automated campaigns that reach out to these users and encourage them to join. In

addition, we are planning targeted campaigns to lapsed members and alongside divisions to increase membership.

OFFICE FOR ACCREDITATION

Unit Manager: Karen O'Brien

Budget Amount(Overall Revenue/Expense): FY 22: \$101,829/ \$143,106

of Staff: 2

Revenue Stream(s) the Unit Supports: Continuing Education, Contributed Revenue, Membership

Status Report on Pivot Strategy, Aligned Unit Goals:

Expand availability of ALA-accredited degree programs

- Candidate programs: Middle Tennessee State, Old Dominion, and University College London (UK)
- Precandidate application under consideration at Committee on Accreditation meeting on June 25, 2021:
University of Central Missouri Master of Science in Library Science and Information Services

Public reporting of trended statistical data, including enrollment, completion, and student diversity

- 2020 data from all 63 institutions reviewed and responded to by Committee on Accreditation at its Spring 2021 Meeting.

Increased annual fee by 5%

- Standards revision in progress to reflect the state of the expanding field, ALA's core values, and the urgency to broaden equity, diversity, and inclusion in LIS education and libraries.

Progress:

The Committee on Accreditation Subcommittee on Standards Review has developed a Standards review plan.

OA is working in collaboration with the ALA Council Committee on Education on its revision of the ALA Core Competencies.

of Members/ non-members/ other stakeholders reached during quarter:

240

Narrative Description Members/non-members/other stakeholder engagement:

Published Spring 2021 edition of *Prism* newsletter:

http://www.ala.org/aboutala/offices/accreditation/prp/prism/prism_current

Describe the Most Impactful Unit Activities this Quarter:

Conducted leadership training for 38 ALA reviewers to Chair External Review Panels.

Select Future Activities and Events Through End of Quarter:

- Conduct CoA Meeting on June 25.
- Conduct reviewer training on Aug 19.

OFFICE FOR DIVERSITY, LITERACY AND OUTREACH SERVICES (ODLOS)

Unit Manager: Kristin Lahurd, Interim Director

Budget Amount(Overall Revenue/Expense): (-\$415,646) Net Revenue Over Expenses

of Staff: 4

Revenue Stream(s) the Unit Supports: Conference Services – primarily through our work with ALA member groups and with the NALCOs and outreach affiliates, ABOS and ARSL, leading up to and during conference; Continuing Education – reflected in operating budget; Contributed Revenue – reflected in operating and project budgets, primarily Spectrum; Membership – our work with member groups and the profession at large supports both member recruitment and retention

Status Report on Pivot Strategy, Aligned Unit Goals:

- *Support ALA's goal of increasing racial and ethnic diversity in its membership and the broader field by overseeing the first wide-scale study of the impact of race on LIS workforce retention by end of FY22.*

ALA and the National Associations of Librarians of Color (NALCOs) have been meeting quarterly; the NALCOs are involved in the groundwork for the study and will have representation on the Advisory Committee. This study will be a primary focus for the incoming Director of ODLOS.

- *Strengthen the value proposition of ALA as a leading provider of Continuing Education on equity, diversity, and inclusion in FY22.*

We are meeting the demand for equity, diversity and inclusion trainings for library audiences and identifying key impact stories from those trainings. These include an *Intersections* blog post, "[Every Voice Matters: The Process of Building a Library Values Statement](#)," by faculty and staff of the University of Tennessee at Chattanooga Library on their work following trainings facilitated by ODLOS staff.

We continue to engage our interest groups in the development of new Continuing Education and in leveraging their ongoing initiatives. Two interest groups, Library Services for Dementia/Alzheimer's (LSDA) and Library Services to the Justice-Involved (LSJI), are holding Discussion Groups at Annual. LSDA's [session](#) will be an open discussion about programs and services that libraries can provide to those living with dementia, as well as for their caregivers. LSJI's [session](#) will be an opportunity to share what's happening in libraries and hear how others are reaching the underserved. LSJI is a place for public and correctional librarians who serve adults and youth who are incarcerated (jail or prison), detained, recently released, paroled, or living under supervision.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

In the third fiscal quarter ODLOS continues to respond to the significant and interrelated issues of racial justice and the diversification of the library profession, while at the same time responding to additional developing issues and opportunities. First is that we are seeing an increased demand for equity, diversity, and inclusion trainings (EDI) for libraries at the same time that we are witnessing coordinated and legislative attacks on diversity trainings and on curriculum that involves any historical or systemic analysis of racism and other forms of oppression. In working to meet the demand for EDI trainings, we are averaging six trainings per month, across a diversity of library systems, institutions, and associations (detailed below). One upcoming training we are facilitating is for the University of Oklahoma School of Library and Information Studies, as part of their virtual institute, "Developing Responsive Library Leaders." This is amidst a new law, HB1775, [signed on May 7 by Oklahoma Governor Kevin Stitt](#), which prohibits Oklahoma schools from teaching critical race theory.

Increasingly, libraries are experiencing pushback from members of their communities, and in some cases from their Boards, around their staff diversity trainings and public-facing anti-racism information. This is an area in which ODLOS and the Office for Intellectual Freedom (OIF) work as a team, in helping libraries navigate and respond to challenges to their diversity efforts. We are also part of a collaboration with OIF, the Chapter Relations Office and Public Policy and Advocacy working on a toolkit of effective strategies and talking points for libraries to counter the effort to ban and vilify critical race theory and anti-racist books and resources.

The second issue and opportunity we are responding to is the need for greater visibility of and focus on rural libraries. On May 25-26, the Rural, Native and Tribal Libraries of All Kinds Committee (RNTLOAK) hosted the inaugural [Rural Libraries Summit](#) in partnership with the Association of Bookmobile and Outreach Services, the American Indian Library Association and the Association for Rural and Small Libraries. In response to conversations during the RNTLOAK Discussion Group at ALA Midwinter 2021, committee members were compelled to explore the issues facing rural libraries in greater depth and scope through a summit. The two-day summit was attended by over 100 rural and tribal library workers and included sessions on supporting staff and the community during the pandemic, opportunities to increase library revenue through unique funding and sharing initiatives from attendees' libraries. The Summit opened with a welcome by ALA President Julius C. Jefferson, Jr. and closed with a presentation by ALA President-Elect Patty Wong.

Members reached during quarter

5,110

Combined members and non-members reached during quarter

8,768 (Note that there is some overlap across groups, as these numbers include committees and round tables, for example.)

Narrative Description Members/non-members/other stakeholder engagement:

During the third quarter of FY21, ODLOS expanded our reach to ALA members and beyond, primarily through equity, diversity, and inclusion (EDI) trainings, the rebranded National Library Outreach Day,

and the inaugural Rural Libraries Summit. These engagement efforts are detailed in the above and below sections.

Describe the Most Impactful Unit Activities this Quarter:

The Office for Diversity, Literacy and Outreach Services continues to see a high demand for equity, diversity, and inclusion trainings for library audiences. We are averaging six trainings per month, across a diversity of library systems, institutions, and associations. Our trainings in April and May included our flagship series, “EDIcon: Foundations of Equity, Diversity and Inclusion,” for the Dorchester (MD) Public Library, the Boards of Cooperative Educational Services of New York State, and the Utah Library Association conference. We also presented “Uncovering Privilege and Addressing Microaggressions” as a keynote for the Utah Library Association conference. Our trainings this quarter reached approximately 500 people.

As mentioned above, the inaugural Rural Libraries Summit reached more than 100 attendees. The summit was impactful in its scope and reach, giving library workers the opportunity to hear innovative initiatives happening at libraries across the United States, share challenges and successes and network with peers. In addition, the summit aligns with the presidential initiatives of both ALA President Julius C. Jefferson, Jr., and ALA President-Elect Patty Wong.

Another impactful partnership activity this quarter was [National Library Outreach Day](#). In collaboration with the Association for Rural and Small Libraries (ARSL) and the Association of Bookmobile and Outreach Services (ABOS), we rebranded the former National Bookmobile Day. In light of the invaluable role libraries have played in response to the COVID-19 pandemic, ODLOS and our affiliate partners were compelled to recognize all outreach efforts, including and beyond outreach vehicles. This year’s National Library Outreach Day, celebrated on April 7, served as an advocacy opportunity, through such efforts as writing a letter or e-mail to libraries or voicing support to community leaders. In terms of communication and engagement, ABOS highlighted 313 bookmobiles, and ALA amplified their posts. On Instagram, ALA’s National Library Outreach Day posts reached over 5,000 people and on average, 900 people viewed our Instagram stories on library outreach.

A third example of an impactful partnership is the [Building Cultural Proficiencies for Racial Equity Framework Task Force](#), a joint initiative of ALA (the Association of College and Research Libraries, the Public Library Association, and ODLOS) and the Association of Research Libraries. This quarter the task force continued the work of its charge: to create a framework for cultural proficiencies in racial equity that can be used in public and academic libraries through scanning the environment, including review of relevant documents to identify literature and similar statements and frameworks related to racial equity; drafting the framework; seeking comment from stakeholders and the library community on the draft, and revising as needed.

The task force has organized their work across four groups: the Survey group, which released a “Racial Equity Task Force Survey” to assess public and academic libraries’ racial equity efforts, employees’ perceptions of those efforts, and employees’ experience with racial equity and inequity within their library; the Data and Competencies Groups, which compiled data on racial equity trainings and current standards and guidelines for library audiences; the Glossary group, which is determining key terms and definitions to accompany the Framework; and the Framework Development group, which is in the process of drafting the framework and is led by member leader

Christina Fuller-Gregory. The plan is to share the draft framework for public feedback by late summer or early fall 2021.

Finally, this quarter's Spectrum activities included the start of the 2021-22 Scholarship selection process: In April and May, 24 jurors reviewed 226 applications and will finalize decisions in June. Engagement activities included [monthly Twitter chats](#) and a [webinar](#) hosted by Spectrum Scholar Andrea Lemoins on using Emergent Strategy to organize workers and shift power in institutions.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- In the fourth quarter of FY21, ODLOS will continue facilitating equity, diversity, and inclusion trainings; we have several sessions scheduled in June and July across four library systems/institutions. These include "Cultural Competence," as part of the virtual institute "Developing Responsive Library Leaders" held by the University of Oklahoma School of Library and Information Studies, and our "EDI Elements" series for the Northeast (PA) Library System.
- In partnership with the International Relations Office and the Mortensen Center at the University of Illinois Urbana-Champaign Library, ODLOS will mark [World Refugee Day](#) with a [webinar](#) on June 18 on "Library Services to Refugees during the COVID-19 Pandemic."
- In June we celebrate [Rainbow Book Month](#) and the authors and writings that reflect the lives and experiences of the lesbian, gay, bisexual, transgender, pansexual, genderqueer, queer, intersex, agender, and asexual community. Rainbow Book Month is coordinated by ODLOS and the Rainbow Round Table.
- For this year's ALA Annual Virtual we are coordinating a number of events, including:
 - The [Coretta Scott King Book Awards 52nd annual awards ceremony](#) on Sunday, June 27, 10:00am-11:00am
 - The [Stonewall Book Awards Ceremony](#) on Monday, June 28, 2:00pm-3:00pm
 - The 2021 Jean Coleman Lecture, "[Mirroring Community in the Library: Growing Momentum for Tribal Libraries and Tribal Librarianship](#)," presented by Aaron LaFromboise (on demand)
 - Discussion Groups hosted by the [Committee on Literacy](#), the [Library Services for Dementia/Alzheimer's](#) Interest Group and the [Library Services to the Justice-Involved](#) Interest Group
 - Forums hosted by the [Committee on Education](#), [EDI Assembly](#) and [Cultural Proficiencies for Racial Equity Task Force](#)

OFFICE FOR INTELLECTUAL FREEDOM

Unit Manager: Deborah Caldwell-Stone

Budget Amount: \$434,504

Of Staff: 3, with one vacant position

Revenue Stream(s) the Unit Supports: Continuing Education; Contributed Revenue; Membership; Publishing

Status Report on Pivot Strategy Aligned Unit Goals:

- In support of its FY21- FY22 unit goals, the Office for Intellectual Freedom initiated its review and evaluation of current OIF publishing initiatives during this quarter, with the goal of

eliminating any poorly performing initiatives and identifying opportunities to improve existing initiatives or create new initiatives that will deliver good value to members. OIF staff met in early May to review OIF's publications, both online and in print. We identified a number of areas for improvement, and initial meetings have been scheduled with editorial volunteers and ALA staff in June to discuss proposals for improvement and change.

- OIF continued to work cooperatively with ALA's continuing education unit to plan CE opportunities for members and library workers. Theresa Chmara's popular "First Amendment and Library Service" e-course will be offered in August 2021, and planning is underway for two privacy webinars that will be offered in September and October of 2021. The first webinar will address library privacy audits and the second will address user privacy and third-party vendors. OIF has also initiated discussions with ALA Editions about new publications and revised editions of popular books.
- OIF's unit goals center on fostering support for member recruitment and retention by creating new opportunities for member engagement and by demonstrating the value of membership for those who are not yet association members. Proposed initiatives include greater continuing education opportunities, increased operational efficiencies, and new or improved services for those members and library professionals who seek support and assistance from OIF.

Opportunities and Challenges – Critical Race Theory and Diversity Training

During the months of March, April, and May, the Office for Intellectual Freedom received more than 18 reports of challenges to anti-racist books and diversity trainings offered by libraries. Typical of these challenges is the experience of librarians at the Manitowoc, Wisconsin public library, who were criticized on social media and during virtual library board meetings by members of the public critical of the staff's plans to engage with the Project Ready training materials in order to improve equity and access for their library users who are Black, Indigenous, or persons of color.

Conservative organizations and news media have been amplifying messaging that vilifies the inclusion of anti-racism and diversity materials and trainings in school curricula and in public libraries. As a consequence, at least four states have passed laws banning "critical race theory," or the teaching of "divisive topics," with other states preparing to implement similar bans.

While these circumstances challenge our mission and values, they also provide an opportunity to work with member leaders and across units to develop strategies and tools for combating racism and preventing censorship – a demonstration of the interrelatedness of intellectual freedom and social justice and the value of membership.

Member Outreach and Engagement (04/01/21 – 06/07/21):

- ALA Connect Outreach: 6863
- Informz Newsletters (Weekly IF News): 13,387
- Intellectual Freedom Blog: 845 subscribers; 37 posts; total views: 49,138
- Committees, Roundtable, and Working Group Meetings: 306 members
- Challenge Support: 121 emails and phone calls
- Intellectual Freedom Round Table (IFRT)
 - First All Member Gathering of IFRT 4/30/21. 81 attendees. 5 door prize winners.

- IFRT Reads with Henry Reichman 5/7/21. 13 attendees.
- IFRT Happy Hour: When the Publisher Pulls the Plug 5/14/21. 9 attendees
- Public Challenges (1/1/21 – 06/03/21)
 - 128 Cases
 - Direct support provided in 83 cases
 - 94 Books, 7 Programs, 3 First Amendment Audits, 2 DVDs, 6 Displays
 - Notable Challenges
 - Project Ready (diversity training), Manitowoc, WI
 - *Something Happened in Our Town: A Child's Story About Racial Injustice*, Papillion-La Vista School District, NE
- Social Media
 - Twitter: From April 1 - June 3, tweets from the Office for Intellectual Freedom and Choose Privacy Every Day profiles attracted 391,650 impressions (199% increase), 5,380 engagements (214% increase), and 1,225 post link clicks (142% increase). The most engaging post included the release of the Top 10 Most Challenged Books of 2020, that directed readers to the ala.org/bbooks website.
 - Facebook: From April 1 - June 3, posts from the Office for Intellectual Freedom, Choose Privacy Every Day and Banned Books Week Facebook pages garnered around 298,830 impressions, a 225% increase. Engagements and post link clicks increased as well, with nearly 15,500 engagements (153% increase) and 2,740 post link clicks (105% increase). Engagement was accelerated by the release of the Top 10 Most Challenged Books of 2020.

This spring, the staff of the Office for Intellectual Freedom offered instruction and insight about intellectual freedom and privacy to over 500 members, library professionals, and United Nations representatives:

Director Deborah Caldwell-Stone

- Huntington Beach (CA) Public Library Staff In-Service, "Essentials of Intellectual Freedom," April 16, 2021 (90 attendees).
- Consultation with the United Nations Special Rapporteur on Freedom of Religion or Belief Dr. Ahmed Shaeed on the question "Are there challenges to intellectual freedom - the freedom of inquiry - that infringe the related but distinct freedom, "the right of freedom to thought?" May 24, 2021 (15 participants).
- Southern Adirondack Library System and the Mid-Hudson Library System (NY), "Oh, the Places You'll Go: The Intersection of Intellectual Freedom & Equity, Diversity and Inclusion," with Dr. Emily Knox, June 4, 2021 (~200 attendees)

Assistant Director Kristin Pekoll

- Public Library Administrators of North Texas Monthly Meeting, 4/9/21 (45 attendees).
- Texas Library Association conference program "Burn, Censor, Sanitize: Trends in Intellectual Freedom Challenges" 4/22/2021 (~160 attendees).
- Gail Borden Library (IL) staff presentation 4/22/2021 (50 attendees).

Program Officer Ellie Diaz

- National Public Radio Student Challenge Podcast: "The Impact of Censorship and How to Defend Books," March 12, 2021.

Most Impactful Unit Activity this Quarter:

On April 5, the Office for Intellectual Freedom released the list of the Top 10 Most Challenged Books of 2020 to kick off National Library Week. OIF also shared the announcement that author Jason Reynolds would be the honorary chair of Banned Books Week 2021, whose theme is "Books Unite Us, Censorship Divides Us." OIF then closed the week by hosting a Coffee Q&A on Facebook with the authors of "Something Happened in Our Town," a book on the impact of police violence in a community and one of the ten most challenged books for 2020.

While the annual release of the top ten most challenged book list is an annual event that regularly draws news and media coverage, the fact that the majority of books on the Top Ten list for 2020 were books that addressed racism, racial justice, and anti-racist activism -- or that shared stories of people who are Black, indigenous, or people of color -- helped to drive greater engagement with the Top Ten among members of the media and library professionals. These circumstances provided an ideal opportunity to highlight the association's commitment to abolishing racism and censorship of books about racial injustice, and commitment to defending equity, diversity, and inclusion work done by libraries and the association itself.

Future Activities and Events

- Director Deborah Caldwell-Stone will serve as a panelist for "Freedom of the Press, Assembly, and Speech: First Amendment Issues Today," a live session that will take place Friday, June 25, from 1-2 p.m. Central during ALA's Virtual Annual Conference.
- Assistant Director Kristin Pekoll will present "2020 Censorship by the Numbers," an on-demand "News You Can Use" session that will be available June 23-29, 2021, during the ALA's Virtual Annual Conference June 23-29, 2021
- "The First Amendment and Library Service," a four-week ALA e-course taught by Theresa Chmara, general counsel for the Freedom to Read Foundation, will take place August 2 – 28, 2021 with the sponsorship of ALA's Continuing Education unit and the Office for Intellectual Freedom.

PUBLIC LIBRARY ASSOCIATION

Division Executive Director: Mary Hirsh (Interim Director)

Budget Amount (Overall Revenue/Expense): FY 21 Budget: \$771,600 revenue/\$1,280,002 expense.

Feb 21 Actuals: \$386,800/\$434,996

of Staff: 13

Status Report on Pivot Strategy, Aligned Unit Goals:

PLA has determined two goals aligned to the Pivot Strategy and set sub-goals and deliverable as we work towards them over the coming year.

Goal 1: Increase PLA Membership by 2%

Goal 2: Increase PLA CE revenue by 2%

As of the mid-year February financial report, PLA membership dues were trending ahead of budget. While we are still seeing slight year-over-year declines, likely due to the pandemic and a conference off year, we have already booked \$273,000 in membership dues, against a budget of \$385,000.

Continuing education is more of a mixed picture. PLA had optimistically budgeted for in-person CE events in FY21, which obviously have not come to pass. These include space planning, Equity Starts with Us, and Project Outcome trainings. Since these events are not being held, expenses have been minimal, and it only took one pivot (offering the new EDISJ Leadership Lab series, virtually) to generate net revenue *higher than what all three activities would have generated if they'd been held as planned*. As of February 2021, the Leadership Lab/EDISJ project has generated net revenue of \$36,797. The activities planned in the budget would have generated a combined \$29,572 in net revenue. Clearly, the margin on virtual events is better than live events, which require travel, food, and other costs.

PLA's online CE continues to outpace budget as well, generating \$38,259 against budgeted revenue of \$26,000. PLA paid webinars are sourced and presented by people who work in the field. This has proved to be a sound approach, increasing the quality of webinars and the number of paying attendees.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

PLA continues to focus on how the field is responding to two main trends: re-opening and recovering as the pandemic situation improves; and the increased opportunity for federal dollars.

1. As libraries expand re-opening and figure out how to operate going forward, PLA is paying close attention to activity on the ground. Right now, libraries are in various states of openness, with some fully re-opened and others just re-introducing limited in-building service. PLA will continue to listen to the advice of member-leaders as we work to offer the most relevant and timely support. To that end, we are planning fewer paid webinars over the summer, recognizing attention will be elsewhere. In anticipation of questions around re-opening policies and procedures, PLA is hosting a legal issues forum at Annual Conference.
2. PLA continues to work closely with our colleagues in the Public Policy and Advocacy office to monitor spending rules for recent stimulus legislation. Money has gone to states through IMLS and other programs. PLA sees opportunity to make our members aware of these increased funding streams through our numerous communications channels. There is also opportunity to reposition our offerings, so they fall within the funding rules, capturing funds back into the association.

of Members (for Divisions)

8489 (as of January 2021)

of Members/non-members/other stakeholders reached during quarter

Over 10,000

Narrative Description Members/non-members/other stakeholder engagement:

PLA membership declined slightly again but is still trending ahead of budgeted membership revenues. The PLA conference website just went live, and we anticipate seeing an uptick in membership when registration opens early in FY22.

PLA worked with ALA eLearning Solutions to provide training for the FY2021 California Libraries Learn (CALL) LSTA Grant awarded to CLA from the California State Library. Through ALA, PLA contract with CLA to offer three live webinars available to all public librarians in the state of California. PLA priced each of these live webinars at \$8,000, including one year of access to the on-demand recordings. These three webinars brought in \$24,000 in revenue, representing almost 60% of ALA's total training contract of \$41,000. CALL has expressed interest in deepening this partnership. PLA staff are actively working to create a portfolio of on-demand webinars. This will generate immediate revenue and possibly serve as a model for working with other states.

Additional engagements include:

- Three paid webinars generating over \$13,000
- The first of three virtual panel discussions organized and hosted by the PLA Leadership Committee
- Collaborated with ALSC to promote Dia Children's Day/Book Day

Describe the Most Impactful Unit Activities this Quarter:

- [Mary Davis Fournier was named the next PLA executive director](#) after a nine-month, nationwide search. Fournier is a 20-year veteran of ALA, having served in various roles including, most recently deputy director of the Public Programs Office. At ALA, she spearheaded dozens of groundbreaking projects that have paved the way for innovation in the library field, including Libraries Transforming Communities and the National Impact of Library Public Programs Assessment (NILPPA), Building Common Ground: Discussions of Community, Civility and Compassion, and the first "One Book" resource, Planning Your Community-Wide Read. She is the co-editor of Act, Listen, Empower: Grounding Your Library Work in Community Engagement (ALA Editions, 2020), which documents the field's transformational shift toward library-led community engagement.
- PLA received an addition \$461,000 in funding from AT&T to create customizes digital literacy training modules.
- The proposal site for [PLA 2022 Conference](#) is live and open until June 21, 2021

Select Future Activities and Events Through End of Next Fiscal Quarter:

Before the end of the fiscal year, PLA will:

- Support programming for [public librarians at ALA Annual Conference](#)
- Offer two additional [paid webinars](#)
- Issue a new strategic planning toolkit
- On-board [three new board members](#) and work for a smooth transition to the new ED

PUBLIC POLICY AND ADVOCACY

Unit Manager: Kathi Kromer

Budget Amount: \$2,572,405

of Staff: 15 FTE, 2 part-time

Revenue Stream(s) the Unit Supports: Membership

Status Report on Pivot Strategy, Aligned Unit Goals:

- The Public Policy and Advocacy office (PPA) continues to contribute to ALA's membership goal. In addition to mobilizing library advocates, PPA has produced and promoted resources that will enable ALA members to access billions of dollars in non-IMLS funding through the American Rescue Plan Act (ARPA) of 2021.
- Also, in alignment with the ALA pivot strategy for increasing meaningful membership engagement opportunities, PPA has created new resources, provided professional development opportunities, and expanded communication with ALA members and divisions to broaden their advocacy skills. ALA members are also increasing their policy and advocacy engagement on social media, particularly related to the Build America's Libraries Act.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter=:

- The long-awaited [White House FY 2022 budget proposal](#), finally released on May 28, included an \$8 million increase for IMLS above FY 2021. However, funding proposed for LSTA and IAL are level with the FY 2021 budget. The increases to IMLS will go toward the grant program authorized by the National Museum of the American Latino Act, research, and administration. While ALA is pleased that IMLS is included in the President's budget, we are concerned that flat-lining LSTA reflects the overall challenge of generating support at the legislative level to increase funding for library programs in a competitive environment.
- A major focus of PPA has been on the FCC's new programs to provide broadband access, the Emergency Broadband Benefit (EBB) for individuals and the Emergency Connectivity Fund (ECF) program for libraries and schools, which was authorized by ARPA in March 2021. While PPA is in the process of rolling out resources to facilitate library use of the new FCC programs, we will monitor, provide input and advocate for additional legislative vehicles and opportunities related to access to information.
- On March 31, President Biden released the [American Jobs Plan](#), an outline for modernizing the nation's infrastructure. The plan includes certain investments in educational infrastructure, workforce development, broadband, and energy efficiency; however, as ALA pointed out in our [reaction statement](#), the plan omits funding for library facilities, such as the bipartisan [Build America's Libraries Act](#). Congressional negotiations on an infrastructure package, which could include funding for library facilities as envisioned in the Build America's Libraries Act, are expected to continue into the summer. ALA has mounted an aggressive PR and advocacy campaign to generate support for libraries as critical national infrastructure and will continue efforts to gain cosponsors for the Build America's Libraries Act.

Members/non-members/other stakeholders reached during quarter:

PPA continues to reach a large amount of internal and external stakeholders, including:

- ALA members and leaders, reached via
 - University of Maryland annual ALA lecture series online with guest speaker ALA President Julius C. Jefferson, Jr., interviewed by UMD iSchool alum and ALA Committee on Legislation Chair Joe Thompson
 - Publishers Weekly U.S. Book Show special program, “Libraries Are Essential” segment on advocacy with ALA/PPA Associate Executive Director Kathi Kromer
 - Support for ALA President Jefferson’s presentations on advocacy for state association conferences: Massachusetts, Florida, Utah
 - Support for ALA President Elect Patty Wong’s presentation on advocacy for Gigabit Libraries
 - Cohosted Chapter Advocacy Exchanges in April, [Libraries and the American Rescue Plan Act \(ARPA\) of 2021](#), and May, [Build America’s Libraries Act: States Advocate for Library Infrastructure](#).
 - Hosted a webinar for AASL chapter leaders on ARPA
 - Texas Library Association presentation on eBooks by Alan Inouye
 - Webinar on advocacy by Shawnda Hines for Library Marketing and Communications Conference
 - Libraries Build Business events, including monthly Instagram Live events and presentations at the Maine and Michigan Library Association conference, respectively
 - Presentation on advocacy to Special Library Association by Kathi Kromer
 - Monthly presentations by Kathi Kromer for ALA Connect Live
 - Scores of posts on PPA (@LibraryPolicy), ALA and ALA division (incl. AASL, ACRL, PLA, UFL, ILL) social media accounts and blogs
- Library advocates (distinct from ALA members) via emails through ALA’s advocacy center and multiple daily posts on social media
- Media via press releases and direct outreach resulting in interviews with library trade and other media (in addition to dozens of op-eds described below)
- Scores of virtual meetings by PPA staff and advocates with Members of Congress and congressional staff

Describe the Most Impactful Unit Activities this Quarter:

- Coordinated closely with advocates around the country to generate and place dozens of Tweets aimed at members of Congress and more than 20 [op-eds on the Build America’s Libraries Act](#)
- Developed and heavily promoted new resources to assist ALA chapters and local libraries in accessing non-IMLS [relief funding in the American Rescue Plan Act](#)
- Kicked off the annual Dear Appropriator letter campaigns in April, [engaging library advocates](#) to contact their Members of Congress to sign the fiscal year (FY) 2022 Library Services and Technology Act (LSTA) and Innovative Approaches to Literacy (IAL) letters. When the House letters closed, more than 100 Representatives signed each letter (104 for LSTA and 110 for IAL), continuing five-straight years of 100+ signatures. The Senate letters, still open as of May 28, are expected to surpass the number of signatures from FY 2021.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- **Build America’s Libraries Act (BALA):** PPA will continue advocacy highlighting libraries as national infrastructure and gaining cosponsors for BALA, as congressional negotiations on an infrastructure package are expected to continue into the summer.
- **#FundLibraries FY 2022:** PPA will focus advocacy efforts on appropriations committees to ensure robust funding for IMLS (the \$8 million increase proposed by the Biden administration) will benefit library services and maintain level funding for the Innovative Approaches to Literacy program.
- **Emergency Connectivity Fund (ECF):** PPA, along with the E-rate Task Force, will continue developing resources to support libraries that choose to apply for funding for the Emergency Connectivity Fund when the application window opens later in June. These resources will be housed on ALA’s website and updated regularly as additional information becomes available.
- **eBook support for states:** PPA will continue to provide policy advice, [legal counsel](#), and communications advocacy assistance as appropriate to chapters working toward state legislation on library access to digital content, such as in Maryland (legislation went into law) and Rhode Island (legislation introduced).

PUBLIC PROGRAMS OFFICE

Revenue Stream Manager: Deb Robertson

Budget Amount (Overall Revenue/Expense): General Fund Admin (\$289,271); Grants: \$3,869,406; Overhead: \$395,206

of Staff: 9 (7 of whom are supported by grant projects)

Revenue Stream: Contributed Revenue

Status Report on Pivot Strategy, Aligned Unit Goals:

PPO GOAL #1: Support ALA revenue goals in FY22 by developing new/strengthening existing strategies to monetize PPO’s position as ALA’s main grantmaking unit. Strategies include converting PPO grant recipients and social media followers into paying ALA members, with a special focus on recruitment from small and rural communities; disseminating PPO stories of impact from across the country that demonstrate ALA’s significance as a changemaker in the field; and turning PPO project advisor and peer reviewer recruitment into ALA member benefits.

PPO GOAL #2: Increase PPO earned and grant revenue in FY22 by 10%. Strategies include continued grant-seeking efforts; launching a paid CE program; realizing earned revenue from book royalties; and supporting major gift, individual donor, and campaign goals.

UPDATES:

Goal #1: Staff requested a no-cost extension for our Libraries Transforming Communities (LTC): Focus on Small and Rural Libraries initiative to extend the project end date from December 2021 to July 2022. As approved by the funder, our budget alterations set aside more than \$20,000 to underwrite regular ALA + one division membership for 100 LTC grant recipients in FY22. We will work with Membership so they may solicit these individuals for paying memberships come renewal time. PPO has also been collaborating with the Public Policy and Advocacy (PPA) team in Washington to develop a plan to harvest and share impact stories from rural libraries who received hotspots through our Capital One-funded Community Connect grant.

Goal #2: At the Q2 close for FY21, PPO is better than budget in the General Fund due to NEH CARES funding; we project a \$50,000 savings in General Fund salaries by the close of the fiscal year. PPO grants revenue and indirect cost recovery are behind budget due to timing; we expect to be on-budget by year end. Staff is currently awaiting decisions on eight prospective grants that would have FY22 budget impact. We also received official word on June 3 of a \$249,999 grant from the National Endowment for the Humanities (NEH) to implement Let's Talk About It: Women's Suffrage, a reading and discussion program that will provide opportunities for communities to examine the women's suffrage movement.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

PPO's staff re-organization continues following the exciting news that PPO Deputy Director Mary Davis Fournier will serve as PLA's executive director, effective June 14. PPO Director Deb Robertson is working with HR to make the staffing adjustments needed to keep grant-funded projects and funder/partner/grantee relationships on track. Sarah Ostman, formerly PPO's communications manager for seven years, has been promoted to the position of deputy director, filling the vacancy left by longtime PPO staffer Lainie Castle in March.

Narrative Description Members/non-members/other stakeholder engagement:

- PPO's ProgrammingLibrarian.org website had 23,854 unique users in March, 25,081 in April, and 18,435 in May. This is an increase from 20,078 in December but down from 29,160 in January.
- Membership in the [Programming Librarian Facebook group](#) has grown to 20,851 members as of June 3. This is up from 19,945 on March 23. (This is a private group; submit request and answer the brief membership questions to join.)

Describe the Most Impactful Unit Activities this Quarter:

- [Announced the recipients](#) of nearly \$1 million in funding for small and rural libraries, the second grant distribution as part of Libraries Transforming Communities: Focus on Small and Rural Libraries. The funding will enable libraries to lead community engagement efforts in more than 300 small and rural communities on topics like the COVID-19 pandemic, mental health, public land use, the climate crisis, and Black history. Grant funds may be used to cover a range of expenses, including staff time and collections and technology purchases. The 317 funded proposals — public, academic, school/K-12, special, and tribal libraries — represent 45 U.S. states. Combined with LTC Round 1, we have now awarded community engagement grants totaling \$1.6 million to 517 small and rural libraries. Eligibility was limited to communities with populations less than 25,000 in accordance with Institute of Museum and Library Services (IMLS) definitions. Also this quarter, we began publishing LTC stories of impact with the field via ProgrammingLibrarian.org with two articles, [“Pottsville Library Emerges as Emergency Preparedness Leader following Deadly Winter Storm”](#) and [“Hometown Librarian: Q&A with a Problem-Solving Small-Town Librarian.”](#)
- [Awarded the inaugural Peggy Barber Tribute Grant](#) to three libraries: Harrison (N.Y.) Public Library, Montana Department of Corrections' Library, and West Liberty (Iowa) Library. The \$2,500 grant — named after the longtime ALA leader — is open to public, academic, K-12,

tribal, and special libraries and helps to support meaningful programs with limited programming budgets. The Montana State Prison High-Security Library will use the funding to offer a humanities-based program with the theme of Montana Indigenous People: Traditions, Culture, and History. Harrison Public Library in New York will extend their existing humanities program, Doing the Work: Discussion Series, based on the book “Me and White Supremacy” by Layla F. Saad. The West Liberty Library in Iowa will use grant funds to launch a makerspace programming series featuring guest speakers such as local historians and artists.

- [Awarded the second Libraries Transform Communities Engagement Grant](#) to the Albany (N.Y.) Public Library for Branching Out, a program that aims to uplift local Black voices in music and art. The \$2,000 grant is open to school, public, academic, tribal, or special libraries to help them expand upon community engagement efforts. Each year, the grant supports a community engagement project with a specific theme; the 2021 Libraries Transform Communities Engagement Grant focused on anti-racist community engagement work. The award was made possible by a matching grant from former ALA president Nancy Kranich and donors to ALA’s Cultural Communities Fund.
- [Awarded the 2021 Sara Jaffarian School Library Program Award](#) to Shawnee (Okla.) Middle School for their program, The Tulsa Race Massacre: Assumptions Cause Conflict in Society. The \$5,000 award, supported by the Cultural Communities Fund and offered in collaboration with AASL, recognizes excellence in humanities programming in libraries that serve grades K-8. Librarian Carol Jones, who co-developed the winning program, will present “Teaching the Tulsa Race Massacre with Guided Inquiry Design: From Struggling to Soaring” at the AASL 2021 National Conference in October.
- [Opened applications](#) for NASA @ My Library, a STEAM (science, technology, engineering, art, and math) programming grant for public and tribal libraries. The initiative will increase and enhance STEAM learning opportunities for library patrons throughout the nation, with a focus on BIPOC communities and other groups currently underrepresented in STEAM education. Sixty libraries will be selected. Applications close July 21. The project is offered with the National Center for Interactive Learning (NCIL) at the Space Science Institute (SSI), Lunar and Planetary Institute (LPI) and Education Development Center (EDC). Support comes from NASA’s Science Mission Directorate as part of its Science Activation program.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- Announce and accept applications for Let’s Talk About It: Women’s Suffrage.
- Launch Round 3 of Libraries Transforming Communities: Focus on Small and Rural Libraries (100 libraries).
- Promote, oversee review process, and award grants for NASA @ My Library (60 libraries).
- Continue work with the Public and Cultural Programming Advisory Committee (PCPAC) to [host a series of morning social/coffee events](#) during the 2021 Virtual Conference. Each event will give attendees a chance to network and discuss programming topics. PPO will use the event series as an opportunity to promote conference registration and ALA membership to the members of PPO’s Programming Librarian Facebook group.

- Continue plans to re-launch two traveling exhibition tours that had been paused due to COVID. Both exhibitions (Thinking Money for Kids, Americans, and the Holocaust) begin touring this fall.

ALA PUBLISHING (ALA GRAPHICS, ALA EDITIONS/ALA NEAL SCHUMAN, AMERICAN LIBRARIES, BOOKLIST, EARNING SOLUTIONS, DIGITAL REFERENCE-RDA, PRODUCTION SERVICES)

Revenue Stream Manager: Mary Mackay

Budget Amount: FY21 Revenue: \$10,072,632/ **Overhead:** \$2,669,246/ **Net** \$416,153

of Staff: 52

Revenue Stream: Publishing

Status Report on Pivot Strategy Aligned Work:

ALA Publishing's individual units are laying groundwork for the FY22 goals shared with all staff in March 2021, focusing currently both on striving to close gaps in FY21 revenue goals while containing expenses, and also on ensuring that published content and initiatives support the imperative of increasing EDI engagement and amplifying "Let Our Legacy Be Justice." All are preparing for FY22 priorities and investments with implementation of the ALA Pivot Strategy in mind. Key performance indicators for ALA Publishing units related to the Pivot Strategy will reflect what we have traditionally measured—revenue/ expenses/ overhead/ net revenue—with KPIs expanded in FY22 to measure more non-financial goals. More detail will be shared in the Q4 report once those measures are determined, and the relevant cross-functional team(s) are underway.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

The new ALA Pivot Strategy continues to offer a framework for rethinking aspects of ALA Publishing's work to help us respond to trends and market conditions. Market and sales trends continue unpredictable as the post-pandemic environment stabilizes, with print advertising and product sales especially impacted. We project an FY21 shortfall of around 8% (around 50% of that offset by expense savings). Like our peers and competitors, we look for creative new opportunities to partner with advertisers and sponsors and ways to bundle offerings both in that area and in product and elearning sales.

The demand for content that supports library workers, LIS instructors, and organizations in making progress in EDI initiatives continues to grow. Units across ALA Publishing are responding to this imperative according to the type of product their unit produces, and the specific markets served.

The high returns ratio from book distributors started evening out in Q3. The new product fulfillment, warehousing, and distribution vendor, Chicago Distribution Center, is an innovative organization that will be a good partner in rethinking distribution and future-facing models such as print-on-demand (already used for reprints and some smaller print runs). Licensing models for non-print products continue to show promise.

The eLearning market and environment have been changing dynamically since the pandemic began. We've seen a surge in sales in "back to basics" topics like Reference and Cataloging 101. Registrations for social justice and anti-racism events have exceeded expectations, revealing an area of increasing

interest and need. Registrations for some pandemic-inspired topics have not been as strong as expected.

Library Journal and *Publishers Weekly* maintain their high profile in the sponsored webinar environment, and PW recently hosted their successful virtual event US Book Show, taking the place of Book Expo. These events all create intense competition for ALA. *Booklist* is competitive in the readers' advisory and collection development space and partners with several publishers on related webinar events. Where ALA has an opportunity may be sponsored webinars that cover general library best practices, trends, and challenges. To maintain advertising, we must invest in developing and launching new digital products (such as the forthcoming Booklist Reader and podcasts) and virtual events such as Book Buzzes.

In addition to seeking new licensing opportunities, across the department we must review the contracts that include ALA Publishing content (and other units where included in these legacy contracts) to ensure they are appropriate for licensing in the current digital environment and that they maximize revenue opportunities for specific types of content. (Many of *Booklist's* reviews are accessed through third-party platforms and products, representing a baseline average of \$850,000 in revenue per year, for example.)

Translation partners for RDA: Resource Description and Access increasingly want a revenue share for their work as the impact of COVID is felt across library budgets internationally. We must reevaluate the business model to accommodate these international partner needs.

Narrative Description Members/non-members/other stakeholder engagement:

The magazines and elearning have more measurable direct engagement than products such as books, posters etc. One of our clearest measures of member/ non-member activity and engagement would be percentage of transactions with member discounts. A high percentage of our sales do not have linked member information because they go through distributors (Amazon, Baker & Taylor, EBSCO, etc.) that use proprietary ordering systems and don't share customer data. Some orders are placed by accounting/ administrative departments of institutions that may be ordering for members but don't use member numbers to apply for discounts.

Booklist Q3

- 7,330 print subscribers (-286 from Q2)
- 65 institutional digital subscriptions (+2 from Q2)
- 361,786 Booklist newsletter subscriptions (overlapping addresses—top single newsletter is around 94K) (+13,786 from Q2)
- 4,860 active profiles, Booklist Online (+261 from Q2)
- 42,500 Twitter followers; Facebook 16,184; page followers, 14,651; YouTube channel subscribers 361 (+70 from Q2); 367 LinkedIn followers (LinkedIn is new for Booklist)
- FY21 total podcasts: 16 podcasts, for 11,661 listens
- 22,494 registrants for 18 webinars (FY21 YTD cumulative = 73,222 for 51 webinars)

American Libraries and AL Direct Q3

- 45,203 recipients AL print (May) (-2,081 from Q2)
- 33,289 average recipients weekly AL Direct (-(-2,239) from Q2)

- 17,387 podcast listens (FY21 YTD cumulative = 43,637 listens)
- 92,257 Twitter followers (+4,438 from Q2); 17,488 Facebook page followers (+186 from Q2)

Digital Reference/RDA Q3

- 2,379 Toolkit subscribers (+ 99 from Q2)
- 9,894 users (+ 121 from Q2)
- 25,111 newsletter recipients; 1,500 RDA-L email subscribers
- 1,210 subscribers to RDA Toolkit YouTube Channel

eLearning Solutions Q3

- 690 registrants, 59 events
- FY21 YTD cumulative: 3,404 registrants, 126 events

ALA Graphics Q3

- 2,099 orders, 11,535 products purchased, 60,000 printed catalogs mailed
- FY21 YTD cumulative: 5,528 orders, 27,330 products purchased, 120,000 printed catalogs mailed

ALA Editions/ ALA Neal Schuman Q3

- 2,959 orders, 13,385 units purchased (after returns)
- FY21 YTD cumulative: 7,318 orders, 40,928 units purchased (after returns), 94,809 print catalogs mailed

ALA Store Q3

- 135,000 visits (+10,259 from Q2) Note: Unique visitor stats not available in Google Analytics
- 522,311 unique pageviews
- Users typically spend about 1 minute per visit to the store
- 37.2% of users find the store via direct links; 36.8% of users find the store via organic search; 19.6% of users find the store via referrals from other sites (mostly ala.org); 4.1% of users find the store via social media

Describe the Most Impactful Unit Activities this Quarter:

In March, we signed the contract with the Chicago Distribution Center and implementation has been underway since. A March/April 50%-off moving sale for ALA Editions/ALA Neal-Schuman and ALA Graphics generated \$69,480 (\$57,830 books and \$11,650 in Graphics products) and reduced the inventory to be moved by more than 2,400 units.

New collaborations within ALA Publishing included between *Booklist* and *American Libraries* with [recommended reading for Asian American and Pacific Islander Heritage Month](#), and between ALA Editions/ALA Neal-Schuman and *Booklist* to feature content in the eNewsletter Corner Shelf new segment "[Excerpts from the Experts.](#)" Digital Reference prioritized integrating Editions and eLearning Solutions products/opportunities into their communications, successfully driving revenue.

Booklist:

- Production and editorial planning for *Booklist's* new monthly patron-facing product, *Booklist Reader* to prepare for the Q4 and Q1 FY22 launch.
- Planned events for virtual ALA Annual Conference, two collaborative sessions with United for Libraries, a Booklist Read & Rave, and the Carnegie Medals for Excellence in Fiction and Nonfiction awards celebration.
- Continued the best year ever for *Booklist* webinars—number of webinars, registration, and sponsorship.
- Secured \$68,000 for the year-long VOICES promotion, which highlights diverse authors and EDI.

ALA Editions/ ALA Neal-Schuman:

- Published a total of 12 book projects in Q3, plus several from UK partner Facet/ CILIP Publishing. The cumulative total of books to be published in FY21 is 40 ALA titles and 12-14 Facet titles.
- Signed a new ebook distribution agreement with Gale Cengage, likely to add incremental sales and exposure as Gale offers content tailored to an organization's collection preferences. (ALA Editions/ Neal-Schuman ebooks are available through multiple distributors.)
- Held two focus groups—one with the ALA Publishing Committee—to gauge interest and need for a potential lower-priced, quicker-to-market book series.
- Started conversations with the Core Publishing Committee to discuss goals and logistics of a successful program.
- Reviewed the agreement and relationship in a candid meeting with the Ontario Library Association to ensure they are maximizing opportunities to sell our titles in Canada.

American Libraries:

- Implemented the new Academic Insights column featuring rotating columnists of color.
- Produced two stories to help celebrate Asian American and Pacific Islander Heritage Month, including [one featuring a Q&A with ALA member leaders](#) that was picked up in other library publications, and one with [Booklist on recommended readings](#).
- Developed a JobLIST business plan with partners ACRL and worked with MRS to establish policy on posting job ads to ALA Connect.
- Published [coverage of the 2021 ACRL conference](#).
- Assembled and published [a tribute post for Leonard Kniffel](#), longtime *American Libraries* editor and publisher, known and beloved by many ALA members and colleagues.
- Designed the Top 10 Most Challenged Books list and the Censorship By the Numbers infographics for OIF for National Library Week, used in the [2021 State of America's Libraries Special Report: COVID-19](#) (pages 6–7). [Interviewed National Library Week spokesperson Natalie Portman](#).

Digital Reference, RDA:

- Expanded policy statements in the April release to the RDA Toolkit, including the introduction of Music Library Association Best Practices. Published a nearly complete Finnish translation.

- Held important meetings with RDA Copyright Holders, RDA Board and RDA Translators. The translation meeting resulted in adding Hungarian and Arabic translations to the RDA Toolkit in the next 6 months.
- Increased LIS revenue by as much as 10% over the same month in the previous fiscal year by implementing an LIS RDA Toolkit subscription price increase.

eLearning Solutions:

- Saw strong registrations and sales in Q3, buoyed by the RDA Labs series and several bulk purchases, including over \$12,000 in combined sales to Queens Public Library, the Cumberland County Library System in North Carolina (both new customers), the Delaware State Library System, Tampa Bay Library Consortium, and the Chicago Public Library. These sales led to completing Q3 ahead of revenue goals.
- Registrations for social justice events have surged, contributing to both a key part of ALA's mission and strategy as well as the bottom line. The upcoming workshop *Creating Anti-Racist Storytimes: Activism, Belonging, and Change* has (as of this writing) 70 individual registrations and several bulk/group sales.
- Continued work with Web Courseworks on the new eLearning website. The development has led to innovations such as progress on discount standardization across ALA units, and agreement to create a "super member" discount for those belonging to two or more divisions.

ALA Graphics:

- Published 12 new print products in Spring/Summer 2021 catalog. Offered 14 new designs on 51 products in the virtual shop. Print-on-demand highlights include new Banned Books Week products, English and Spanish designs celebrating Día, created in partnership with ALSC, Newbery 100th Anniversary designs from ALSC, and National Conference of African American Librarians (NCAAL) products created in partnership with BCALA.
- Launched Baby Yoda READ[®] poster licensing for library cards on which ALA Graphics will earn royalties.
- Licensed its vintage Mickey Mouse READ[®] poster to Out of Print; the new items launched in April.

Select Future Activities and Events Through End of Next Fiscal Quarter:

In Q4, all units in ALA Publishing will continue to focus on meeting product deadlines and maximizing sales opportunities and outreach. We will develop specific KPIs that reflect the Pivot Strategy priorities and will focus on details to lay out FY22 individual and unit goals.

Extensive staff time and attention continues to be dedicated to ensuring a smooth transition to the Chicago Distribution Center, ALA's new vendor(s) for product fulfillment, warehousing, and distribution, which starts operations on July 1.

Books published in late FY21/early FY22 will cover a wide range of topics from library services and incarceration to books for children and teens that center the lived experience of generational poverty, and from information policy to disaster planning. In addition to digital mailers and eblasts, books will be promoted in three targeted catalogs—new and noteworthy titles for a general library audience, textbook and course resources, and academic library titles (including ACRL titles). The Fall/Winter catalog will feature an EDI section for the first time.

Groundwork continues for *Booklist's* new digital-only patron-facing product, Booklist Reader, with an early FY22 launch planned to help boost subscriptions while also expanding reach to the public in all communities.

Planning continues for centralizing aspects of ALA elearning for the new and separate ALA unit in FY22, as part of the Pivot Strategy. eLearning Solutions will prioritize the August launch of the new eLearning site, working closely with IT, and will train ALA stakeholders across the association. All ALA elearning events, paid and free, will then be discoverable in one online space for the first time.

ALA Graphics and AASL will partner to offer AASL-branded products on the virtual store. The fall catalog will feature a new celebrity READ poster and other art by high profile author/illustrators, including Newbery and CSK winner Jerry Craft.

New Q4 webinars are planned to attract prospective RDA Toolkit subscribers and retain existing customers, and options for offering Q&As in English and at least one other language are being explored. Hosting and support of RDA Toolkit and related sites will be transitioned to a new vendor. The unit is working with ALA Finance staff to create efficient subscription payment management processes and to implement more accurate pursuit of unpaid subscriptions.

REFERENCE AND USER SERVICES ASSOCIATION (RUSA)

Division Executive Director: Bill Ladewski

Budget Amount (Overall Revenue/Expense): \$334,783, Expense - \$378,717

of Staff: 3.1 (Staff divides time between RUSA, ASGCLA and ODLOS)

Status Report on Pivot Strategy, Aligned Unit Goals:

Goal 1 - Increase RUSA Membership by 1% per year by rebranding RUSA to increase the visibility of its work, targeted outreach to non-members, focused recruitment and retention measures, ongoing member engagement efforts, and student membership campaign in FY22.

With the most recent membership numbers provided in April, RUSA had 2,709 members. This represented a slight increase from March's membership figure of 2,685. RUSA has started work around rebranding, in an effort to reach and engage with a wider audience. RUSA's Member Engagement Committee will be an active partner with staff in this process. Initial thoughts on rebranding have included an update to the RUSA logo and developing a slogan to incorporate in all our material that resonates with RUSA and its members.

Goal 2 - Increase RUSA Continuing Education revenue by 2% per year by creating the RUSA essentials bundle, increased CE programming and program collaboration and pursuing partnership and sponsorship contributions to CE events in FY22.

RUSA plans to introduce its CE focused RUSA essentials bundle shortly after the new Learning Management System launches. Through February, RUSA's CE revenue continues to outperform budget, reporting a positive variance of 28%. Planning of a RUSA Virtual Forum continues to move forward. Expectations remain for holding a Virtual Forum in either March or April 2022. This timeframe was considered preferred as it would occupy the time between January LibLearnX and June Annual Conference where any potential conflict hopefully would

not occur. An initial budget has been drafted and focus will be on keeping controllable costs at a minimum. If the program proves successful, we hope this will bring in additional revenue to our CE revenue line helping us achieve 2% growth or higher.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

- Updating the "definition of reference," one of RUSA's key professional standards documents. Significant progress has been made on this effort through the work of a task force, which has iterated their approach and deliverables based on several rounds of public comment (e.g., Virtual Town halls, ALA Virtual Midwinter discussion group, etc.) and direct outreach to other divisions/constituencies (e.g., PLA and ACRL). The new Definition of Reference will now complete the final stages of review and approval through RUSA's Professional Resources Committee
- Preparing FY22 Budget: A unique challenge faces RUSA as it works to build a balanced budget for FY22. In prior budget years, RUSA was able to share staff expense with ASGCLA. This typically broke out to RUSA budgeting for 3 staff members and ASGCLA 1 staff member. With the dissolution of ASGCLA, this partnership is no longer possible starting in FY22. RUSA unfortunately does not have the financial means to support 4 FTE's. Recently, RUSA has looked internally to find potential new partners for staff sharing. Initial discussions with select Units have been positive. RUSA is encouraged that these conversations on new staff sharing partnerships will continue to move forward and be formalized soon, allowing for RUSA to budget for 3 FTE's again for FY22.

of Members

- 2,709 as of April 2021

of Members/non-members/other stakeholders reached during quarter

- Approximately 40,000 through association wide sharing of our ongoing Definition of Reference work.

Narrative Description Members/non-members/other stakeholder engagement

RUSA has continued to maintain a full [CE calendar](#), maintaining the growth we achieved in this area last fiscal year. RUSA Town Hall programs have evolved into a rather consistent monthly feature that continues to gain popularity with our members. Our membership has remained relatively flat this fiscal year, rather than mirror the decline other groups may be experiencing due to the pandemic. The absorption of three former ASGCLA groups has helped buffer us against the negative impact on membership overall caused by the pandemic.

- In the 3Q of FY21, RUSA CE has presented 13 e-courses and 7 webinars totaling 709 participants. Additional confirmed upcoming CE programming consist of 2 e-courses and 6 webinars. RUSA CE is currently on pace to match its output of FY20.

- The [RUSA Town Hall](#) programs continue to be a popular attraction. RUSA held two separate Town Halls in the third quarter. Those topics were: [Showcase for RUSA Interest Groups](#) (March) and [Volunteer Open House](#) (April). Combined attendance for these free Town Hall programs were approximately 200.
- Through the work and guidance of the RUSA Futures Task Force, efforts on membership retention and recruitment will be prioritized as we move through this fiscal year and into next year. A membership dues increase for RUSA has been discussed, and internally RUSA will try to partner and work more closely with ALA Membership as they add staff resources this year. RUSA is hopeful that opportunities to collaborate with ALA Membership on recruitment and retention efforts and strategies will deliver positive results.

Describe the Most Impactful Unit Activities this Quarter

Example ALSC Look to Libraries: <http://www.ala.org/alsc/publications-resources/look-to-libraries>

- RUSA recently partnered with Old Dominion University Libraries to present the [webcast](#), “Reference and User Services Associations (RUSA) AccessAbility Academy – *Positive Interactions: Making the Library a Welcoming and Empowering Place for People with Disabilities*. RUSA received very positive feedback on the webcast, and we are currently working with Old Dominion University Libraries to incorporate testimonials into our marketing.

This program was previously offered through ASGCLA and now is part of RUSA. This program has allowed RUSA to expand our reach and impact, and we are optimistic we will be able to schedule more of these programs in the future with new partners.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- Annual Conference: RUSA will have a robust lineup of [educational programming](#) at the upcoming ALA Annual Conference. Eleven programs are being offered between Live and On-Demand options.
- Acknowledgement of RUSA Achievement Awards winners: In June, RUSA will host its first Virtual [Achievement Award Celebration Town Hall](#). The program will recognize award winners from the RUSA Division Level as well as BRASS, CODES, ETS, HS, and STARS.
- 2021 Andrew Carnegie Awards Medals for Excellence: RUSA will celebrate the **2021 Andrew Carnegie Medals for Excellence** at an exciting virtual gala hosted by Booklist and RUSA. Acceptance speeches will be given from Carnegie Fiction winner James McBride, for Deacon King Kong (Riverhead Books, an imprint of Penguin Random House, LLC), and Carnegie Nonfiction winner Rebecca Giggs, for *Fathoms: The World in the Whale*. (Simon & Schuster). Our keynote speaker will be novelist and journalist Thrity Umrigar, the best-selling author of, among others, *The Weight of Heaven*, *The World We Found*, *The Story Hour*, *Everybody’s Son*, and *The Secrets Between Us*. This free, one-hour celebration is sponsored by NovelList.

- Additional programming on theme of Services in a Time of COVID -19: Building off the success and interest of our earlier Town Hall presentation of “[Services in a Time of COVID-19](#)”, the presentations given at the Town Hall are currently being expanded and offered as full webinars. On June 16th RUSA Section CODES will be presenting “[It's an Equity Issue!: Collaborating to Provide Assigned eTexts at Illinois State University.](#)” This and future webinars on a similar theme will be offered free to RUSA members and allow for a more thorough discussion on the unique ways members in our different Sections have pivoted in their work due to the pandemic.

UNITED FOR LIBRARIES

Division Executive Director: Beth Nawalinski

Budget Amount (Overall Revenue/Expense): \$340,850 / \$331,400

of Staff: 2.8

Status Report on Pivot Strategy, Aligned Unit Goals:

Increase United’s membership by reconfiguring "group members" to align with ALA membership structure; create a clear delineation between statewide group membership, statewide training, personal membership, organizational membership, and group membership; and implementing a comprehensive communication and marketing plan to broaden reach in FY22.

Staff has completed a comprehensive audit of membership benefits and training opportunities which formed the necessary foundational framework to define membership, statewide group membership, and statewide training. This new structure is now in place for negotiating new statewide training contracts. Staff continues to work with MRS and IT to evaluate iMIS capabilities and limitation to align group membership with ALA membership structure. Salesforce will be evaluated as a possible alternative for tracking the board members associated with a Board of Trustees, Friends Group, or Library Foundation group membership.

United staff is finalizing a proposal for consideration by the United for Libraries board to change organizational membership in United for Libraries (currently the same division pricing as individuals at \$55) for libraries with a very small, small, or medium organizational membership with ALA to include a personal ALA/United membership for the Board of Trustees president and the Friends Group president. This proposal will be considered in-depth during FY22 for potential implementation September 1, 2022.

Host and reach revenue goals for the second United for Libraries virtual event specifically for Trustees, Friends Groups, Foundations, and the library directors/staff working with these boards in FY22.

The second virtual event is scheduled for August 3-5, 2021. The committee/staff are finalizing program selections and pricing. Staff is working to secure corporate sponsors. Registration is scheduled to open in late June and will include per person pricing, discounted full board pricing, and statewide registration opportunities.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

- United is working with Vermont and New Hampshire on purchase of statewide training for Trustees. Both states will be using ARPA funds for this purchase. At the time of this report New Hampshire is confirmed to start in FY21, and Vermont is tentative to start in FY21 but may be FY22. Statewide training is a significant area of revenue for United for Libraries.
- The first video in the new *Making the Case for Your Library: Creating Board & Community Champions* training series is complete featuring Virginia Beach Public Library director Eva Poole. The video is included in an [on-demand program](#) announcing the new training series during the ALA Annual Conference. The series will be available for sale in the new Learning Management System (LMS) when it launches in August, 2021.
- During its April board meeting, the United for Libraries board approved a motion to shift primary communication from a print newsletter to digital communication. Staff researched and prepared a proposal for review at the April board meeting for a strategic change in member communications, shifting from a bi-monthly print newsletter to an e-newsletter and blog. This change will save United approximately \$25,000 a year in layout, print, distribution, and mailing expenses, and will enable staff to focus more on revenue-producing and membership-building work.
- United staff and committee members are developing a proposal for semi-annual board retreats to feature a keynote speaker and two breakout sessions. Additionally, breakout rooms in Zoom will enable each registered board to meet in its own Zoom breakout room as part of the retreat to discuss what they've learned from speakers/presenters. Learning outcomes will be tied to the annual board self-evaluation toolkit developed by United for Libraries. The cost has not been determined; the first retreat is tentatively slated for October, 2021.
- Books for Babies kit sales have started picking up again. Sales had dropped off sharply due to the pandemic. Staff is coordinating an outreach campaign to groups/organizations that have purchased in the past to let them know the program is still available and to offer a special incentive for placing an order.
- We are working with Finance and corporate sponsors to track and when necessary, for the corporate sponsor to reissue payment for previously accrued corporate donations/sponsorships. With the address change for the United office in 2019, the pandemic, and ALA's office move/address change, multiple checks/payments were not received. Our goal is to have everything fully aligned by the close of FY21.
- Governance Task Force: Committee restructuring was approved by the United for Libraries board at its April 2021 meeting. The creation of board member job descriptions and expectations is currently in progress with completion anticipated by June. An initial new board member training was held in February, and a working group is continuing to refine the process

for further implementation in the third quarter. Significant strides have been made in the area of governance during FY21.

of Members (for Divisions):

4,086

Narrative Description Members/non-members/other stakeholder engagement:

MRS worked exhaustively in the second quarter to renew statewide group memberships for MD, MI, NE, SD, and SC. United staff coordinated outreach efforts to personal and group members with fall 2020 expiration dates with positive results in renewals.

- Learning Live registration counts:
 - March: 172
 - April: 137
 - May: 189
- Library of Virginia Trustee Workshop presented by United for Libraries: 102
- Serving with a Purpose Mini-Conference Cohosted by California Public Library Advocates and United for Libraries: 443
- The number of libraries reached through statewide partnerships includes 1733 (statewide group membership) and 1753 (statewide training). Statewide group membership provides full access to training and resources for all staff, Trustees, Friends Groups, and Foundations in the state. Statewide Group Member states include Maryland, Michigan, Nebraska, South Carolina, South Dakota, and Texas.
- Statewide Training is, in most states, focused on library directors and Trustees. During the second quarter, more than 700 new individuals in these states registered for access to training. Region or statewide training (included resources/training varies by state) is available in Alabama, Colorado, Idaho, Illinois, Massachusetts, Montana, New Jersey, Nevada, Oregon, Virginia, West Virginia, Wisconsin, and Wyoming.

Describe the Most Impactful Unit Activities this Quarter

- United for Libraries, in partnership with Booklist and the Public Policy and Advocacy Office (PPA), presented an evening with Dan Rather on Take Action for Libraries Day during National Library Week. The recording is available [here](#).
- United for Libraries continues to experience noticeable rejoin, renewal, and new member activity tied to the Learning Live series launched in January of this year. June's training will be offered as a free event during the ALA Annual Conference, with part two of the topic held in July for members only. Trainings held/planned since the last iteration of this report:
 - April: [Ask the Experts: Boards of Trustees, Friends Groups, and Foundations](#)
 - May: [Friends of the Library and the Future of Booksales: Chapter 2](#)

Select Future Activities and Events Through End of Next Fiscal:

- With the quick transition from in-person to virtual of the 2020 ALA Annual Conference, United was not able to host our popular and long-standing conference event, The Gala Author Tea Sponsored by ReferenceUSA. This impacted United significantly in two ways – the loss of underwriting and ticket sales, and the loss of opportunity for publishing sponsors to place authors.
 - The Gala Author Tea Sponsored by Data Axle Reference Solutions will be livestreamed during the 2021 ALA Annual Conference. Although no revenue will be realized from ticket sales, Data Axle Reference Solutions (formerly ReferenceUSA) is sponsoring the event and United's publishing sponsors are thrilled with the opportunity and additional exposure. The event will be moderated by 2022-23 ALA President Lessa Pelayo-Lozada.
 - Four additional author panels will be livestreamed and made available as on-demand programs.
 - [Reads Like Fiction: Nonfiction You Can't Put Down](#)
 - [It's a Mystery to Me](#)
 - [Isn't it Romantic](#)
 - [First Author, First Book](#)
- The second annual virtual event for Boards of Trustees, Friends Groups, Foundations, and the staff who work with these groups will be held August 3-5, 2021.
- June's Learning Live event will be held during the 2021 ALA Annual Conference exposing non-members to United's excellent programming. Part two of this topic will be held in July with those attending the June session as part of the annual conference being encouraged to join United for Libraries to attend part two.
 - [Gift Acceptance Policies Part 1: When "Free" Isn't Free \(United for Libraries Learning Live\)](#)
 - July 27, 2021: Gift Acceptance Policies Part 2: Advice from the Pros for Writing Your Policy

YOUNG ADULT LIBRARY SERVICES ASSOCIATION (YALSA)

Division Executive Director: Tammy Dillard-Steels

Budget Amount: \$641,162

of Staff: 4.5

Status Report on Pivot Strategy Aligned Unit Goals, attached for Reference:

- YALSA leadership is reaching out to new members to welcome and introduce them to the benefits, products, and services offered. The Membership Specialist worked with IT to identify over 250 new members since January of this year.

Describe the major issues, trends, opportunities, or concerns that your unit has or is responding to at the closing of this fiscal quarter:

YALSA announces collaboration with IBM to bring focused career prep to diverse teens nationwide. YALSA and IBM are collaborating to offer a series of skills-based training and webinars to their librarian network across the United States aimed at helping diverse teens gain access to key technical and professional skills.

IBM will offer librarians and teens affiliated with YALSA's supported access to IBM's free Open P-TECH (ptech.org) digital skills and career readiness platform. Open P-TECH allows teens and their support systems to learn about and build baseline skills in the emerging technologies changing the world of work and the world around us.

Teens will learn about topics ranging from artificial intelligence to cloud computing, develop an understanding of the skill sets required to use and work with these technologies, and explore careers in emerging fields in need of skilled employees shortly.

Two webinars were held in April and May to focus on how libraries and librarians can use Open P-TECH to introduce fundamental technical skills foundational to tomorrow's "New Collar" jobs. A final webinar will be held on August 26, and YALSA is opening up registration to all ALA members.

of Members

YALSA Membership is remaining steady at 3,625. According to April informal membership estimates (projected margin of error of approximately 2%), YALSA's membership has declined .1% since March.

Narrative Description Members/non-members/other stakeholder engagement:

As of June, YALSA's monthly webinars attendance garnered over 1,850 registrants this fiscal year.

YALSA presented a special Teen Summit Snack and Chat in April, "The Importance of Seeing "Me" Within the Doors of the Library" -. Teen panelists and speakers shared their perspectives on how they experience institutional bias and racism in library teen programs and spaces. Watch their conversation on how teen librarians and staff can make it possible for teens to see themselves (and be seen) in our libraries.

Several virtual award celebrations were held this quarter, including William C. Morris, Non-Fiction, and Printz.

Select Future Activities and Events Through End of Next Fiscal Quarter:

- YALSA is working with a consultant to finalize the three-year strategic plan.
- *Upcoming Meetings Webinars and Celebrations:*

June 10, 2021; Thursday, 2 pm Eastern

Spring Showcase - Champions of Change webinar

Throughout the past year, teen serving library staff have been stepping up to recreate teen services in the times of COVID.

Thursday, June 24

YALSA President's Program - Volunteering During a Pandemic: Celebrating Success and Identifying Growth Opportunities within YALSA, 11 am - 12 pm CT.

Virtual Odyssey Award celebration, 6 pm CST

Friday, June 25

YALSA Executive Committee Meeting, 10:30-11:30 am CT

YALSA Incoming Board Member Training, 12-1:20 pm CT, facilitated by Kelly Czarnecki

YALSA Strategic Planning Session, 2p-4p CT, facilitated by Essentiam

Saturday, June 26

YALSA 101, 11 am - 12 pm CT, facilitated by Division and Membership Promotion Committee

YALSA 301, 11 am - 12 pm CT, facilitated by Board Development Committee

YALSA Board I, 2-3:30 pm CT

YALSA Board II, 4-5 pm CT