

Presidential Task Force on the Graduated Dues Study
Final Report
September 28, 2007

Task Force Charge

ALA president Leslie Burger established the Presidential Task Force on the Graduated Dues Study in November 2006. A Reactor Panel was also appointed. (See Appendix A for the Task Force and Reactor Panel rosters.) The Task Force was given the following charge:

- Identify the necessary components of a comprehensive study of the feasibility of a totally graduated dues structure in place of the current dues structure, which includes some salary-based categories. It is understood that any dues structure considered cannot decrease dues revenue for the association. (Some examples of components that have been discussed to date include the collection of data regarding member salaries, a formal study of other similar association's dues structures and member surveys to determine member support for various options and the likely impact of various possible dues structures on the association's membership.)
- Identify other dues structures that should also be explored when a comprehensive examination is undertaken. (Some examples include dues tied to benefits "packages" or modification of the existing structure with additional categories of membership.)
- Identify the costs to the Association of undertaking the comprehensive study based on the components and data requirements identified.
- Submit a report on the Task Force's findings for consideration by BARC at its spring 2007 meeting, as specified in the Council resolution adopted at the Midwinter 2006 meeting. BARC will present a status report at the 2007 Midwinter Meeting and make recommendations to Council for consideration at the 2007 Annual Conference. (Please note: Upon vote at the 2007 Midwinter Meeting, ALA Council extended the life of the Task Force until the 2008 ALA Midwinter Meeting and requested that its final report be presented to Council at that time.)

Task Force Meetings

Members of the Presidential Task Force on the Graduated Dues Study met at the 2007 Midwinter Meeting and the 2007 Annual Conference. At the Midwinter Meeting, they reviewed the October 2006 Staff Report to BARC on a Study to Undertake a Review of Personal Member Dues Structure. The report was prepared by John Chrastka, Director, Membership Development and Denise Davis, Director, Office of Research and Statistics. The Task Force also reviewed the notes from the June 2006 discussion of the ALA Membership Committee. At the Annual Conference meeting, the group agreed upon the components of the study.

Components of the Study

A. Membership Survey

The ALA is interested in knowing detailed information about its members, beyond what is currently collected by the Association as part of the annual membership renewal process. The current membership is upwards of 65,000 members, and the Association acknowledges the burden imposed upon its members with such a survey. A proportional random sample with a 95% confidence interval is expected.

The membership survey should collect detail on these minimum characteristics, and may collect more detail as determined by the Association:

1. Age;
2. Geographic location (full address with zip code) extensible to state averages and Census regions (four major regions, eight sub-regions);
3. Employment status (student, full-time, part-time, retired);
4. Type of library where employed;
5. Position title;
6. Salary;
7. Years of experience in the profession;
8. Anticipated date of retirement (if not already retired)
9. Membership information
 - a. Membership type (supplied by ALA, but confirmed in the survey);
 - b. Years of membership (supplied by ALA, but confirmed in the survey);
10. Dues and conference payment information
 - a. Rate of dues paid by employer vs. self-payment segmented by type of library employed and position held;
 - b. Rate of conference attendance expenses paid by employer vs. self-payment segmented by type of library employed and position held.

Type of library employed must conform to ALA standard descriptions as published in the *ALA Handbook of Organization*, and positions held must conform to standard descriptions used in the ALA-APA Salary Survey series (<http://www.ala-apa.org/salaries/alaapasurveys.html>).

B. Trends in the Library Profession

Recommend a detailed research strategy to identify trends in the following areas of the library profession:

1. Graduation rates for degreed programs including Masters in Library and Information Science (MLS, MLIS) and Library Technical Assistants (LTA), and all National Council for the Accreditation of Teacher Education (NCATE) schools recognized by the Association.
2. Salaries for Masters in Library and Information Science (MLS, MLIS) and support staff (non-MLS), including the historical rate of salary increases and indexed to inflation rates by year analyzed by

- a) Type of library
 - b) Geographic location (as described above)
- 3. Employment growth for the previous 10 years for three primary types of libraries (public, academic and K-12) analyzed by:
 - a) Type of library
 - b) Geographic location (as described above)
- 4. Retirement rates for the previous 10 years for three primary types of libraries (public, academic and K-12) analyzed by
 - a) Type of library
 - b) Geographic location (as described above)

C. Dues Modeling

Identify and evaluate possible dues models using examples from large nonprofit organizations similar to ALA, such as ASAE, and from other associations including state chapters, affiliates, other library associations and professional organizations. Possible models include, but are not limited to, the following:

1. Dues tied to salary (graduated dues for all member types);
2. Dues tied to access (including conference, CE, or other programs in dues at various levels) (e.g., a member might pay a higher dues amount and receive free registration to a specified number of CE events);
3. Modify existing Association dues structure with additional categories;
4. Other possible dues structures based upon research into other associations.

From this research, for each type of dues structure develop *10 year predictive models* for dues and membership based on Association membership figures and a forecast of future retirement rates. Then, identify for the ALA 4-6 of the most feasible models.

D. Revenue Impact Analysis

Develop a revenue impact analysis for the 4-6 most feasible predictive models (above) and the current dues structure.

Explore the impact of the 4-6 models on current members, potential members and any potential bias by geographic region or type of library employment. For each model, also identify impact upon secondary membership to ALA Divisions and Round Tables.

E. Stakeholder Review

Administer focus groups to assess the feasibility of the 4-6 predictive models. The tasks associated with this component will include, but not be limited to:

1. Develop focus group methodology, including drawing a randomized sample of ALA membership survey respondents and key stakeholders to participate in focus groups.
2. In collaboration with ALA staff and member leaders, develop a series of questions; pre-test the questions.
3. Conduct focus groups.

4. Report results to ALA staff, Board and Council, and other relevant member bodies identified by ALA.

F. Decision making

1. Council discussion and vote
2. If approved by Council, put on the annual ballot for decision by the membership.
3. If approved by the membership, implement changes to association management software, operations, training, financial systems and business rules.

Request for Information

A Request for Information (RFI) was issued on July 30, 2007. (See Appendix B for the RFI.) Two responses to the RFI were received and a third researcher submitted detailed commentary about the research project. One of the responses was from a company specializing in market research and the other was from a company specializing in demographic research. The RFI permitted researchers to respond to as many of the research components as they wished. Neither of the two companies submitted responses for all of the research components.

Hourly rates in the responses ranged from \$90 to \$250 per hour. Information from the responses, together with knowledge of previous research costs, was used to project the budget for the Graduated Dues Study. If the project is authorized to go forward, ALA would issue Requests for Proposals (RFPs) for each component of the study. The two companies who have submitted responses to the RFI would not be required to resubmit a proposal, but would be given the opportunity to update their response.

Graduated Dues Study Plan Budget

Estimated Research Study Costs

Membership survey (Component A)	\$45,000
Trends in the profession (Component B)	\$210,000
Dues modeling and analysis (Components C, D)	\$40,000
Stakeholder Review (\$7,000/session @ 12 sessions – 11 with division members and 1 with ALA members)	\$84,000
SUB-TOTAL	\$379,000

Staff time: (See note below)

ITTS: iMIS database analysis, technology support (400 hours)	\$18,108
Accounting: Predictive model assessment, other fiscal impact analysis based on external research (500 hours, but may require more)	\$22,635
Office for Research and Statistics: research interpretation and data analysis support (340 hours)	\$15,392
Membership Development: Manage project elements, focus groups, and coordinate final report (1,850 hours)	\$83,750
SUB-TOTAL	\$139,885
TOTAL FOR RESEARCH STUDY	\$518,885

Implementation Costs

Changing association management system (see note below)	\$86,000
Training (230 hours) (see staff time note below)	\$10,412
Data entry (200 hours) (see staff time note below)	\$9,054
TOTAL FOR IMPLEMENTATION	\$105,466
TOTAL	\$624,351

Staff Time Note:

Staff time is based on an average annual base salary of \$54,000 (\$29.67 per hour), plus benefits at 30% of salary, and ALA overhead at 22.6% for a total hourly cost to ALA of \$45.27. Any annual salary adjustments during the project period have not been accounted for in these calculations. Staff time for the implementation is based on one hour of training for 230 staff members, and 200 hours of data entry work.

Changing association management system note:

This includes \$30,000 to redesign and reprogram dues manager; \$30,000 to modify renewal notices, pre-billing edits, and batch edits; and \$26,000 to add/test pricing rules for salary grades, modify stats in the history table and develop reporting based on salary grade.

Timeline for the Graduated Dues Study

Note: This timeline begins after the RFPs have been issued, responses have been evaluated, and contracts have been signed with the selected researchers.

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	
Conduct research study (outsource)																															
Explore dues structures (staff and members)																															
Build predictive model (outsource)																															
Apply predictive model (staff)																															
Conduct focus groups (staff and consultant)																															
Discuss in member contexts (members)																															
Finalize and submit study results to Council (staff)																															

Appendix A



PRESIDENTIAL TASK FORCE ON THE GRADUATED DUES STUDY

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Appendix B

Request for Information (RFI) Researchers and Focus Group Facilitators Graduated Dues Research Study American Library Association RFI issued on July 30, 2007

I. Introduction

A. Purpose

The American Library Association (ALA) is seeking information, including project scope, recommendations and cost estimates, from individuals or organizations interested in conducting research and facilitating focus group discussions as part of a Graduated Dues Research Study.

B. Summary of Project

The ALA is investigating the feasibility of basing its membership dues on salary. A member Presidential Task Force has identified components of a research study and the ALA is now seeking responses to conduct the various phases of the study. Work on the study would begin on September 1, 2009 and would conclude by February 2012. Successful bidder(s) would receive a “work for hire” contract that will specify specific responsibilities and timetable.

C. Background on the American Library Association

ALA is a not-for-profit organization, 501 (c) 3, of approximately 65,000 members. The association is governed by a 187 member policy-making Council and is administered by an Executive Director. The umbrella organization of ALA is comprised of many sub-units. The sub-units include 11 divisions, which are “sub-associations” and their 44 subsidiary sections; 17 roundtables which are “special interest groups”, and 15 offices that provide special support units with staff organized around special needs identified by the association. The association also has hundreds of committees that work to implement strategies to achieve the mission and objectives of the association.

The central support offices of ALA reporting to the Executive Director include the following departments: Publishing, Member Programs and Services, Communications and Members Relations, Finance, and the Washington Office.

Mission statement: The American Library Association provides leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.

II. Submission of response

Applicants must submit three copies of their responses by 4:30 p.m. (CDT) on September 14, 2007. Responses should be addressed to: John Chrastka, Membership Development Manager, American Library Association, 50 East Huron Street, Chicago, IL 60611-2795.

Questions regarding the response should be addressed to John Chrastka at jchrastka@ala.org, or (800) 545-2433, ext. 2159.

Responses not received by the date and time specified may not be considered and will be returned to the sender marked "LATE RESPONSE." Telefacsimile or e-mail submissions will not be accepted.

III. Scope of the Project and Schedule

The Graduated Dues Research Study has five (5) separate components. Responders are invited to submit responses for one or more of the components. Responses for each component must meet the requirements listed in section IV.

A. Membership Survey

The ALA is interested in knowing detailed information about its members, beyond what is currently collected by the Association as part of the annual membership renewal process. The current membership is upwards of 65,000 members, and the Association acknowledges the burden imposed upon its members with such a survey. A proportional random sample with a 95% confidence interval is expected.

The membership survey should collect detail on these minimum characteristics, and may collect more detail as determined by the Association:

1. Age;
2. Geographic location (full address with zip code) extensible to state averages and Census regions (four major regions, eight sub-regions);
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10. Dues and conference payment information
 - a. Rate of dues paid by employer vs. self-payment segmented by type of library employed and position held;

- b. Rate of conference attendance expenses paid by employer vs. self-payment segmented by type of library employed and position held.

Type of library employed must conform to ALA standard descriptions as published in the *ALA Handbook of Organization*, and positions held must conform to standard descriptions used in the ALA-APA Salary Survey series (<http://www.ala-apa.org/salaries/alaapasurveys.html>).

B. Trends in the Library Profession

Recommend a detailed research strategy to identify trends in the following areas of the library profession:

1. Graduation rates for degreed programs including Masters in Library and Information Science (MLS, MLIS) and Library Technical Assistants (LTA), and all National Council for the Accreditation of Teacher Education (NCATE) schools recognized by the Association.
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 - a. Type of library
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C. Dues Modeling

Identify and evaluate possible dues models using examples from large nonprofit organizations similar to ALA, such as ASAE, and from other associations including state chapters, affiliates, other library associations and professional organizations. Possible models include, but are not limited to, the following:

1. Dues tied to salary (graduated dues for all member types);
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3. Modify existing Association dues structure with additional categories;
4. Other possible dues structures based upon research into other associations.

From this research, for each type of dues structure develop *10 year predictive models* for dues and membership based on Association membership figures. Then, identify for the ALA 4-6 of the most feasible models.

D. Revenue Impact Analysis

Develop a revenue impact analysis for the 4-6 most feasible predictive models (above) and the current dues structure.

Explore the impact of the 4-6 models on current members, potential members and any potential bias by geographic region or type of library employment. For each model, also identify impact upon secondary membership to ALA Divisions and Round Tables.

E. Stakeholder Review

Administer focus groups to assess the feasibility of the 4-6 predictive models.

The tasks associated with this component will include, but not be limited to:

1. Develop focus group methodology, including drawing a randomized sample of ALA membership survey respondents and key stakeholders to participate in focus groups.
2. In collaboration with ALA staff and member leaders, develop a series of questions; pre-test the questions.
3. Conduct focus groups.
4. Report results to ALA staff, Board and Council, and other relevant member bodies identified by ALA.

Responders are asked to recommend the number of focus groups to conduct for the Stakeholder Review.

IV. Response Specifications

A. General Instructions

The response must comply with the content requirements detailed in this section. The applicant must submit a complete response that provides proof of experience and qualifications to complete the required activities and the estimated costs to do so. If the applicant is a doctoral student, he/she should send a letter of recommendation from a faculty member who agrees to supervise work on this project.

A complete response includes:

1. Letter of application
2. Formal response (including budget)
3. Attachments as appropriate (resume, etc.)

Three (3) copies of the response are due by 4:30 p.m. (CDT) on September 14, 2007. All costs for the applicant's response preparation are the responsibility of the applicant and may not be charged to the budget for the study.

B. Letter of Application

The letter of application must be signed by one or more individuals qualified to perform the work described. Individuals signing the letter must indicate

position title. A contact person for further information must be identified.

C. Formal Response

The formal response must detail methodology, scope of work, implementation steps and adherence to the schedule. The response must provide an overview of the approach to be taken in completing the tasks required and outline specific activities to be undertaken in order to produce the required final product(s).

Any anticipated theoretical or practical problems associated with the completion of each task must be discussed in the response, and solutions, alternatives or contingency plans related to these problems must be recommended as appropriate.

1. Staffing Section

The staffing section must present a plan for the work that will ensure accomplishment of all needed tasks. Staff, including external consultants, assigned to the project must be identified by name, title, and the estimated amount of time devoted to each project task. Student staff must be identified by research position held.

2. Budget

The budget response must contain, at a minimum, the following information (in sufficient detail to show how cost is determined):

- Compensation, at a per day or other unit rate for personnel, and the number of hours projected for each individual to complete each task within the scheduled timeline.
- Computing/data tabulation/data gathering costs
- Contracted services
- Miscellaneous costs
- Total cost for project

NOTE: The ALA does not pay overhead or other indirect costs.

3. Attachments

- The response must include resumes of all project staff.
- Submit the names of three references that are familiar with your qualifications and experiences.

V. Other Considerations

A. Selection Process

The contractor(s) will be selected from those responses submitted to this RFI. The responses will be reviewed by a team of staff members of the American Library Association who will make a recommendation to the ALA Executive Director. The ALA Executive Director will make the selection(s).

B. Contract for Services and Payment Schedule

ALA will prepare a letter of agreement with the contractor(s) that includes the specific responsibilities and timetable for the project. It will also clarify a schedule for payment that will be negotiated between the contractor(s) and ALA.

C. Ownership of Materials

All materials developed, data collected, or reports prepared under the terms of this project agreement become the property of the ALA. ALA reserves the non-exclusive rights to copy such material and to publish, disseminate, and otherwise use the materials developed under the terms of this agreement in print or electronically. The contractor may use summary findings for additional research, including articles and presentations, with prior permission of the ALA.