

Final Report

American Association of Law Libraries

Developing Law Librarians for the Future Special Committee

March 6, 2009

Committee Members:

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Liz Glanker, Webmaster
Terry Long

Recruitment Ambassadors Subcommittee:

Lauren M. Collins, Chair
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Susan Lewis-Somers, Chair

Linda J. Davis, *ex officio*, Chair, Placement Committee
Ellen J. Platt, *ex officio*, Chair, Membership Development Committee
Sarah Mauldin, *ex officio*, Chair, Recruitment to Law Librarianship Committee
Cornell H. Winston, Executive Board Liaison
Kate Hagan, Staff Liaison

Motion for Board Action

A. The AALL Developing Law Librarians for the Future Special Committee (DLLFSC) recommends that the AALL Executive Board accept the following parts of the Final Report of the Committee:

- I. Summaries of the Preliminary, Interim and Final Reports, and
- II. Final Report of the Developing Law Librarians for the Future Special Committee, with Appendix.

B. The DLLFSC recommends that the AALL Executive Board approve the following:

Recommendation A. Page 8

To give full recognition to the role of the AALL Director of Membership Marketing and Communications to manage the Association's member recruitment program, add these recruitment responsibilities to the position description, at http://www.aallnet.org/database/contact_aall.asp, and anywhere else the position description is published.

Recommendation B. Page 9

Develop and fund a Recruitment Ambassadors Program, according to the program proposal laid out in this Report, to create a network of AALL members dedicated to the task of recruiting new members to AALL and to the profession of law librarianship.

Recommendation B.1. Page 9

Assign responsibility to manage the Recruitment Ambassadors Program, according to the program proposal laid out in this Report, to the AALL Director of Membership Marketing and Communications.

Recommendation C. Page 11

Assign responsibility to manage and maintain the new AALL recruitment website, lawlibrarycareers.org, to the AALL Director of Membership Marketing and Communications, and to the AALL Webmaster.

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I. Summaries of the Preliminary Report and the Interim Report of The AALL Developing Law Librarians for the Future Special Committee

Preliminary Report

The Developing Law Librarians for the Future Special Committee (DLLFSC) submitted its Preliminary Report to the Executive Board on February 29, 2008. The report covered three main topics: (1) AALL recruitment and promotion, (2) AALL career services for newer and student members and (3) AALL education and professional development for newer and student members.

The committee proposed a national recruitment manager to coordinate and lead a new Recruitment Ambassadors Program, in coordination with the Recruitment to Law Librarianship Committee. The DLLFSC also recommended that the national recruitment manager be a professional on the AALL Headquarters staff, who might also be responsible for member services, as directed by the charge to “[r]ecommend[] headquarters staff support that may be needed to carry out the recruitment and member development program on a long-term basis.” In addition, the DLLFSC proposed the outline of a new recruitment website for the Association, “a comprehensive web site of law library career-related information,” as directed in its charge.

The DLLFSC reiterated its support for a professional on the AALL Headquarters staff to also coordinate an invigorated career services mission for the Association, along with a new recruitment program. In addition, the committee proposed a new career services website for members within AALLNet, separate from the new recruitment site, to consolidate existing career-related information on AALLNet and to offer the latest electronic career services to newer and student members. The committee also recommended discounted dues and conference fees for newer members.

Finally, the DLLFSC supported the development of various types of online continuing educational programs for members, to appeal particularly to newer and student members.

Interim Report

The DLLFSC submitted its Interim Report to the Executive Board on September 12, 2008. The report dealt with the two topics that are now at the center of its mission: (1) AALL recruitment and promotion and (2) AALL career services for newer and student members.

The committee reiterated its recommendation for a national recruitment manager, to be a professional on the AALL Headquarters staff, and also to be responsible for the related area of member services. This new Recruitment Manager would coordinate the AALL Recruitment Ambassadors Program, the outlines of which are developed more fully in this report. Finally, the committee submitted a draft for a new recruitment website, lawlibrarycareers.org, as directed in its charge.

The DLLFSC again emphasized its recommendation for a professional Recruitment and Career Services Manager, to coordinate career services offerings in a more coherent fashion, especially for newer and student members. In addition, the committee again recommended another new website, this one to be an integral part of AALLNet, which would offer electronic career services and consolidate them all in one place on AALLNet. The committee also recommended discounted dues and conference fees for newer members.

Finally, the DLLFSC followed the recommendation of members of the Executive Board in ceding the area of education and professional development to the Continuing Professional Education Committee, the Leadership Development Special Committee and AALL Education Manager Celeste Smith.

Final Report

The DLLFSC submitted its Final Report to the Executive Board on March 6, 2009. The report dealt primarily with what is now its central focus: AALL recruitment and promotion.

The committee applauded the creation of the new position of AALL Director of Membership Marketing and Communications. One of the areas of responsibility for this position is to manage the Association's member recruitment program, and the committee recommended that these recruitment responsibilities be added to the position description posted on AALLNet, and anywhere else it is published.

In addition, the DLLFSC recommended that the Board approve and fund a new Recruitment Ambassadors Program, as laid out in the report, and assign responsibility for the program's management to the Director of Membership Marketing and Communications.

The committee also recommended that the Director of Membership Marketing and Communications and the AALL webmaster manage and maintain the new AALL recruitment website developed by the DLLFSC, lawlibrarycareers.org.

Finally, the DLLFSC recognized and applauded the new AALL career services wiki, Tools for Success in Today's Economy, as a major step toward addressing the previous dearth of electronic career services tools for members on AALLNet. In addition, the committee offered to study further the desirability of offering newer members reduced membership dues, with further direction from the Executive Board.

II. Final Report of The AALL Developing Law Librarians for the Future Special Committee

A. Introduction

The Developing Law Librarians for the Future Special Committee (DLLFSC) was formed in 2007 by AALL President Ann Fessenden and was charged as follows:

The profession is aging, and while the mass retirement exodus has not yet arrived, it seems certain that it is coming. We need to insure that there are well-trained law librarians ready to move into the positions that will eventually be vacated by the baby boomers. AALL has several committees that deal with various aspects of recruiting and developing new members, but of necessity their focus is on the limited time periods of their terms.

AALL needs to develop a comprehensive, long-range program to be sure that the best and the brightest learn about law librarianship as a career option, that they get the education they need, that they are helped in locating jobs, and that they are mentored and developed not just at the beginning, but throughout the formative years of their careers.

The Special Committee is charged with:

- Researching methods used to recruit and develop members in other organizations and recommending any that should be adopted by AALL
- Developing current, effective, and professional-looking career literature and working with headquarters on establishing annual national distribution
- Reviewing the functioning of the member-related committees, and identifying any overlaps or gaps in coverage; recommending any future changes in structure to help facilitate their functioning (in coordination with the Special Committee on Committee Structure)
- Developing a comprehensive web site of law library career-related information that encompasses what is currently available on various committee sites
- Establishing a national network of trained AALL career representatives, coordinating with existing chapter programs, and recommending structures for continuation on a permanent basis
- Recommending headquarters staff support that may be needed to carry out the recruitment and member development program on a long-term basis
- Coordinating with the ongoing activities of the member-related standing committees

- Suggesting any other methods that will enhance AALL's recruitment and new member development program and provide for its continuance into the future

The Special Committee will prepare a preliminary report for the Spring, 2008 Executive Board meeting, an interim report with recommendations for Board approval for the Fall, 2008 Executive Board meeting, and a final report covering implementation plans for the Spring, 2009 Executive Board meeting.

Size: The Special Committee will consist of a Chair and 6 members, who will serve a 2-year term beginning in July, 2007. Ex-Officio members will include the current chairs of the Recruitment, Mentoring, and Membership and Retention Committees. A non-voting Executive Board liaison and a staff liaison will be appointed.

Relationship to existing standing committees and other groups:

Several standing committees are involved in member development, especially the Recruitment, Mentoring, and Membership and Retention Committees. Other related committees include Diversity, Grants, Scholarships, and Placement. Other AALL-related entities particularly involved in this work include the Council of Law Library Educators, the Gen X / Gen Y Caucus, and many chapters. They do excellent work, but are limited in their opportunities to develop long range, comprehensive plans. To ensure the future of the law library profession, a broader, long range view is needed. The Special Committee is charged with developing this comprehensive approach. Additional resources may be provided as needed to enable them to perform this important work.

To meet its charge, the committee has considered many different ideas to advance AALL's recruitment of prospective members, and for more progressive career and professional development services for newer and student members. It has conducted background research to obtain needed information and to vet some of the ideas discussed.

The committee submitted a Preliminary Report to the Executive Board in February 2008. This Interim Report updates the earlier report and incorporates work done by the committee since then to develop a coherent AALL recruitment and career development plan for newer and student members.

B. AALL Recruitment and Promotion

AALL has traditionally relied on its Recruitment to Law Librarianship Committee (RLLC) to set the policies and priorities for its recruitment efforts, as well as to undertake the actual work of recruitment and promotion. The RLLC has done admirable work to develop information for prospects about law librarianship and about education in law librarianship, especially in its development of the useful information on its website. In addition, the RLLC has developed a new recruitment brochure, *Careers in Law*

Librarianship: The Legal Information Professional, available on the RLLC site at <http://www.aallnet.org/committee/rllc/tips/recruitment-brochure.pdf>.

While the RLLC and some chapters have worked diligently to recruit new members to the profession, there has been a distinct lack of national coordination, and in many regions, there is no active recruitment effort at all. The volunteer RLLC is not equipped to provide training, coordination and oversight for all chapter recruitment efforts, and as a committee, there is little continuity from year to year.

1. Management of a Recruitment and Promotional Program

Recommendation A.

To give full recognition to the role of the AALL Director of Membership Marketing and Communications to manage the Association’s member recruitment program, add these recruitment responsibilities to the position description, at http://www.aallnet.org/database/contact_aall.asp, and anywhere else the position description is published.

Among other things, the DLLFSC is charged with “[r]ecommending headquarters staff support that may be needed to carry out the recruitment and member development program on a long-term basis.” In order to develop a sustained and coherent recruitment and promotional effort for AALL, the committee recommended in its Preliminary and Interim Reports that there must be a more permanent and professional program, centrally coordinated by one manager. This national manager should lead the Association’s recruitment and promotional program, and coordinate recruitment activities in all regions of the country.

The committee has since been informed by Executive Director Kate Hagan that one of the responsibilities of the newly-created staff position of Director of Membership Marketing and Communications, held by Julia O’Donnell, will be to centrally manage the Association’s efforts to recruit new members to the profession and to manage the proposed Recruitment Ambassadors Program, outlined below.

The committee is pleased that AALL recruitment efforts will be spearheaded by Headquarters staff, but it is concerned that the position description on AALLNet, at http://www.aallnet.org/database/contact_aall.asp, does not explicitly mention any recruitment responsibilities. In order to ensure that the Association continues to devote sufficient attention and resources to professional recruitment, the committee urges that these recruitment responsibilities be added to the position description of the new position on AALLNet.

A professional recruitment manager, as a member of the Headquarters staff, will increase the coherence and continuity of the Association’s recruitment and promotional program, as well as accountability for its results. The creation of the new Director of Membership Marketing and Communications position, with its apparent portfolio to manage AALL’s

recruitment and promotional program, shows the significance that AALL attaches to new member recruitment.

In addition, the committee continues to recommend that Headquarters staff should be responsible for mailing and otherwise disseminating recruitment information about law librarianship and AALL, as it does now. Other materials that might be disseminated would show the value of AALL and careers in law librarianship, such as the Salary Survey. The RLLC should continue to be responsible for developing many of the recruitment and promotional materials to be disseminated by Headquarters staff, such as the new recruitment brochure.

2. AALL Recruitment Ambassadors Program

Recommendation B.

Develop and fund a Recruitment Ambassadors Program, according to the program proposal laid out in this Report, to create a network of AALL members dedicated to the task of recruiting new members to AALL and to the profession of law librarianship.

Recommendation B.1.

Assign responsibility to manage the Recruitment Ambassadors Program, according to the program proposal laid out in this Report, to the AALL Director of Membership Marketing and Communications.

In addition to the more centralized, coherent management of AALL's recruitment and promotional program, the DLLFSC recommends that the Association create a national network of trained AALL volunteer Recruitment Ambassadors, as directed in its charge.

The committee proposed such a program in its Preliminary and Interim Reports, developed by its Recruitment Ambassadors Subcommittee, chaired by member Lauren Collins. A suggested budget for the program was recently submitted to the Board's Finance and Budget Committee.

As set out in the previous section, Executive Director Kate Hagan has stated that the Recruitment Ambassadors Program would be managed by the new Director of Membership Marketing and Communications, Julia O'Donnell. Julia would be a staff member liaison to the Recruitment to Law Librarianship Committee (RLLC) and would coordinate with that committee in the management of the program.

The Director of Membership Marketing and Communications would be responsible for (1) managing the activities of the Recruitment Ambassadors, (2) developing an annual training program for new Ambassadors, (3) maintaining and disseminating a bank of recruitment materials for the Ambassadors and others, (4) identifying and developing funding sources for recruitment efforts, such as Institute of Museum and Library Services

(IMLS) grants and (5) networking with allied associations to stay abreast of recruitment trends and methods. In addition, the Director of Membership Marketing and Communications would manage recruitment advertising in professional publications read by targeted recruitment prospects.

Ten Recruitment Ambassadors would be selected as part of the annual committee selection process, beginning with the 2010 selection process. (Alternatively, two Ambassadors might be selected for a less expensive two-year trial program in targeted regions.)

Ambassadors would commit to three-year staggered terms, beginning with the 2010-2011 year. Initially, the terms would be 2, 3 and 4 years, to ensure a smooth transition. Each would have responsibility for a specific geographical region and would establish and maintain contacts with 20-25 law and information schools within his or her region.

Each would also work with the chapters in his or her region to support and coordinate their recruitment efforts. Each Ambassador would personally conduct some local recruitment activities on behalf of AALL, such as annual visits to college, information school and law school placement staffs, and representation of AALL at job fairs or on career panels, regardless of any ongoing chapter recruitment efforts.

In its Preliminary and Interim Reports, the committee proposed that the Recruitment Manager, now the of Membership Marketing and Communications, would lead an annual half-day training session for new Recruitment Ambassadors. The first session would take place at the 2010 Annual Meeting.

When fully developed, it would be attended by all new Recruitment Ambassadors, selected chapter representatives, chairs of the RLLC and of the Diversity Committee, and AALL other invitees. This would ensure that national recruitment efforts were uniform and coordinated, and that ambassadors and chapter members would have an annual opportunity to share experiences and ideas.

The Director of Membership Marketing and Communications would be responsible for establishing and running a Recruitment Ambassadors blog, with initial setup and support from Headquarters staff. This would encourage ambassadors, chapter recruiters, and RLLC members to communicate throughout the year, ask questions, post recruitment materials and share ideas.

The Recruitment Ambassadors Program proposal is included in this Final Report as an Appendix.

3. AALL Recruitment and Promotion Website: lawlibrarycareers.org

Recommendation C.

Assign responsibility to manage and maintain the new AALL recruitment website, lawlibrarycareers.org, to the AALL Director of Membership Marketing and Communications, and to the AALL Webmaster.

The DLLFSC is charged to develop “a comprehensive web site of law library career-related information that encompasses what is currently available on various committee sites.” The committee advised, in its Preliminary Report, that AALL should retain a PR professional skilled in website design to remake the recruitment offerings now on AALLNet, to appeal to a younger audience of non-AALL members looking for career ideas. (In addition, the committee recommended that a website designer develop a second site with career services offerings to appeal, especially, to newer and student AALL members, to be added to AALLNet, and discussed in a later section of this report.)

The committee recommended that, at a minimum, the new recruitment site should offer lively, readable information on the different kinds of careers in law librarianship, the education required for different types of positions, and scholarships and grants available to students and newer law librarians, from AALL, chapters and SISs. It would include streaming videos of young, hip, diverse law librarians talking about why they love what they do. It would offer a link to ask questions about careers and education. Finally, it would include a social networking site, as well.

In its Preliminary Report, the committee offered to submit a suggested layout and basic design of information that should be included on the recruitment site, in cooperation with the AALLNet Committee, the Recruitment to Law Librarianship Committee (RLLC) and the Diversity Committee. It formed a Recruitment Website Subcommittee, chaired by member Greg Ivy. Greg worked skillfully with subcommittee members, and with Executive Director Kate Hagan and committee webmaster Liz Glanker, to develop an AALL recruitment website, lawlibrarycareers.org, which the committee introduced in its Interim Report. Its purpose is to attract younger people, looking for career ideas, with an easy-to-remember domain name, and to interest them in law librarianship as a career.

The new lawlibrarycareers.org has four sections: Careers, Law Libraries, Education, and Assistance. Each section contains easy-to-understand information, broken into smaller subsections to appeal to today’s shorter attention spans. In addition, there is a link to a form, currently in the Assistance section, that allows visitors to send questions to the chair of the RLLC. This might be developed into an inviting “Ask” button on the main page. The subcommittee incorporated, rewrote, and rearranged information from the existing RLLC site, as it was charged to do. In addition, subcommittee members drafted new text for lawlibrarycareers.org, as well.

The committee recommends that lawlibrarycareers.org be managed and maintained by the Director of Membership Marketing and Communications, and by the AALL Webmaster. It hopes that, in time, she will be able to add other features, such as

streaming videos of young law librarians talking about why they love what they do, and social networking features.

C. AALL Career Services for Newer and Student Members

AALL and its committees provide several useful career services that benefit newer and student members. The Placement Office is organized and staffed every year at the Annual Meeting by the Placement Committee. In addition, the Membership Development Committee arranges Annual Meeting mentoring partnerships between seasoned and newer members. Finally, the CONELL Committee organizes the popular CONELL event for newer law librarians each year.

The Grants and Scholarships Committees manage and award funds to newer and student members to attend the Annual Meeting, and to cover tuition for library and law school. Many chapters and SISs have parallel services for their members, as well.

In its Preliminary and Interim Reports, the DLLFSC noted that while these volunteer career services committees devote many hours to fulfilling their charges, there is a lack of coordination with similar services and programs offered by chapters and SISs. There is a need to coordinate the many levels of scholarships and grant offerings, as well as the various mentoring and placement programs, into a more coherent whole, especially on AALLNet. The volunteer committees cannot be expected to coordinate such member services at all levels.

1. Management of career services

In its Preliminary and Interim Reports, the committee discussed the need for a national recruitment and career services manager on the AALL Headquarters staff, to ensure that career services to members are professional, coherent and offer seamless continuity. AALL career services, such as placement and mentoring services, are used heavily by newer and student members, who expect a professional and user-friendly level of service.

As mentioned earlier, the committee is pleased to learn of the newly-created staff position of Director of Membership Marketing and Communications, held by Julia O'Donnell. Julia has been involved in the creation and maintenance of the new AALL Tools for Success in Today's Economy, a new AALL career services wiki.

2. AALLNet career services

In its Preliminary and Interim Reports, the committee noted that while existing AALL career services are popular and used by newer and student members, many of them are not offered electronically on AALLNet, as younger members increasingly expect. The Association has recently filled this void with its new Tools for Success in Today's Economy wiki. The committee applauds Julia and the Association for their development

of this new career tool for members and encourages them to continue to develop and update the wiki.

3. Discounted dues and conference fees for newer members

Another theme this committee raised in its Preliminary and Interim Reports, gleaned from younger members in the 2004 Gen X/Gen Y survey, has to do with the high cost of AALL membership and conference fees. Some respondents complained that they can't afford AALL membership fees and/or to attend the Annual Meeting, especially when it is in expensive cities.

The committee surveyed other library organizations to determine how comparable AALL dues and conference fees are to those of other library organizations. From January 2008 to August 2008, AALL was the only organization whose website showed it had raised its membership fees for newer and student members, albeit by less than 1%.

However, the committee now commends the Executive Board for voting at its Fall 2008 meeting to lower membership fees for active members who are unemployed. In addition, AALL conference fees are now competitive with higher 2009 SLA conference fees. Nevertheless, AALL offers no special rate for newer members.

Here are the results of our most recent survey:

Annual membership fees from websites in March 2009:

	Regular	1 st Year	Low Salary/ Unemployed	Paraprof	Student
AALL	\$214	----	\$55	----	\$54
Med LA	165	\$110	100	----	40
Music LA	90	----	----	\$45	35
SLA	160	----	35/99	----	35

Early-bird annual conference fees from websites in March 2009:

	Regular	1 st - 3 rd Year	Student
AALL (program)	\$345/395	----	\$100
Med LA (conf only)	295	----	25
Music LA (full)	210	\$175	110
SLA	395	----	150

Note: The ---- symbol indicates that there is no available data for that category.

The committee reported in its Preliminary and Interim Reports that some members believe that AALL should reduce its annual dues for newer members in their first year of membership, or for members who earn a low salary. (The Medical Library Association sets its low-salary limit at \$30,000 and SLA sets its low-salary upper limit at \$35,000.)

Such gestures would show newer members, who are more likely to earn low salaries, that AALL is willing to bring them along as members during the early years, because it values them and their potential contributions to the association.

The committee is willing to provide additional comparative data on the issue of AALL dues for newer members, and to make appropriate recommendations to be submitted to the Board for consideration at its July 2009 meeting, after receiving further guidance as to the particular information the Board may need.

D. Conclusion

The Developing Law Librarians for the Future Special Committee has worked to develop proposals and an enhanced Internet presence for AALL that will lead toward the development of a “comprehensive, long-range program” of recruitment and career services for newer and student members, as directed in its charge.

We respectfully submit this Final Report to continue the process, and we look forward to feedback and further direction from the Executive Board.

III. Appendix

AALL Recruitment Ambassadors Program Proposal

AALL Recruitment Ambassadors Program

Objective: Develop a program to select and maintain dedicated volunteers to coordinate recruitment and outreach locally, working closely with representatives of Law and Information schools, as well as AALL chapters, across the country.

Overview: In order to provide a more effective, consistent effort to recruit new law librarians to the profession, more activity on the ground is necessary. The Developing Law Librarians for the Future Special Committee (DLLFSC) is charged with “[r]ecommending headquarters staff support that may be needed to carry out the recruitment and member development program on a long-term basis.” The committee recommends that this effort be shared by AALL staff and the membership through a coordinated Recruitment Ambassadors Program.

Structure: The Recruitment Ambassadors Program should be managed by the AALL Director of Membership Marketing and Communications, with advice and support from the Recruitment to Law Librarianship Committee (RLLC). Input from the membership will be added by a close working relationship between the Ambassadors and the RLLC. The advantages of staff management include, but are not limited to: (1) direct reporting to the association Executive Director, (2) coordination by a person with a better overall view of association objectives than a member might have, (3) the ability to model the position according to existing staff structure, (4) interaction with those in similar positions in other organizations that fosters new ideas and (5) increased visibility of AALL staff among the membership that engenders closer a relationship between the groups.

Personnel: AALL Director of Membership Marketing and Communications

The Director of Membership Marketing and Communications will have five **primary duties**:

- Coordinating and managing the activities of Ambassadors, who will be selected from the membership to act locally within their geographic areas;
- Maintaining a bank of recruitment materials and distributing those materials to Ambassadors (the initial materials would be developed by the RLLC and updated by the Ambassadors and RLLC in the future);
- Identifying and developing funding sources to aid in recruitment efforts;
- Developing training for Ambassadors to help them with outreach and marketing skills (this can be done working closely with existing AALL staff whose main charge is developing various educational initiatives among the membership); and
- Networking with parallel associations to track trends and develop new ideas about successful recruitment methods.

Recruitment Ambassadors

Selection: Ten (10) Ambassadors will be selected as part of the annual committee selection process. (Alternatively, two Ambassadors might be selected for a less expensive two-year trial program in targeted regions.) This process will take into account factors that are important to the development of a diverse group of Ambassadors, such as geography, library type, years in the profession and diversity. They will be selected for three year terms, so that there will be no more than one-third of Ambassadors turning over in any given year. In order to properly time the terms, initial Ambassadors will be selected for terms of 2, 3 and 4 years.

Responsibilities: Ambassadors will be assigned to work with 20-25 Law and Information Schools, selected by geographical proximity. They will develop outreach strategies and work with partners in each school. (In order to connect to law schools, where recruitment for law librarianship may be non-traditional, they may choose to work with a law librarian at that school in order to find recruitment assistance and make connections with official recruitment channels.) Each Ambassador will also be encouraged to use AALL chapter ties to help with their recruitment efforts, and to coordinate with existing chapter recruitment programs. Ambassadors are not expected to attend every recruitment event but should work closely with chapters to solicit volunteers to participate in recruitment efforts.

Training: Annual training for incoming Ambassadors should be provided at each Annual Meeting, to be managed by the Director of Membership Marketing and Communications. The initial training would require that all Ambassadors participate. Thereafter, only one third of the group would receive training each year, which would keep costs low. Virtual training during the year might also be implemented. Training would be on topics such as: (1) Making contacts at law and information schools; (2) Marketing and (3) Working with chapters and other volunteers. Special topics might be added, as warranted, such as Communicating with Gen Yers.

Implementation: Selection of 10 Recruitment Ambassadors should be added to the Spring 2010 committee selection process. (Alternatively, two Ambassadors might be selected for a less expensive two-year trial program in targeted regions.) All initial Ambassador terms should begin with the 2010-2011 term. An initial training session should be developed for the 2010 Annual Meeting by the Director of Membership Marketing and Communications. As a part of its 2009-2010 goals, the RLLC should assist in the development of the content of marketing materials, working with AALL staff on the design and printing of the materials.