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An Analysis Report of 2014 CALA Self-Assessment Survey

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ABSTRACT: On the occasion of CALA's 40th anniversary in 2014, the 2013 Board of Directors appointed a Self-Assessment Task Force to conduct an assessment survey with special focuses on members' awareness of CALA's organizational structure and policies, its services to members, the extent of participation in events sponsored by CALA, and the level of satisfaction with CALA leadership. Although only one-fifth of the active members responded to the survey, the answers and feedback have identified areas for organizational improvement and have shown how active members view the current state of CALA. Some essential findings from the survey include: 1) the growth of overseas membership as a demographic trend, 2) a need to recruit student members, 3) a high percentage of CALA members not aware of CALA's Mission/Vision/Goal, 4) conflicting data on CALA's leadership, 5) discovery of low ratings (10-30% of respondents) on eleven out of twelve rating questions, and 6) strong support for CALA as a representative organization of Chinese American librarians in North America. The findings of the survey will serve as a valuable reference for future strategic planning and for carrying out CALA's long term goals.

I. Introduction

A self-assessment survey covering the entire Chinese American Librarians Association (CALA) has only been conducted once before in 2007 by a CALA Self-Assessment Task Force.[1] The

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[1] Wu, Diana; Songqian Lu; & Dora Ho. (2009). Self assessment to better serve members of Chinese American Librarians Association. *圖書館學與資訊科學*, *35*(1), 99-114.

results of the 2007 survey proved that membership surveys play a vital role in the growth of library professional associations.[2]

Based on the success of the 2007 survey, the 2013 CALA Board of Directors decided that it was high time on the occasion of CALA's 40th anniversary in 2014 to conduct a new membership survey with special focus on members' awareness of CALA's organizational structure and policies, its services to members, the extent of participation in events sponsored by CALA, and the level of satisfaction with CALA leadership.

The objectives of the 2007 Survey Task Force were to (1) design and develop a comprehensive survey, (2) administer the survey with current CALA members in North America, (3) collect and analyze data, and (4) develop recommendations that are feasible to implement. The 2007 survey included four categories with 18 questions in total. The four categories were: (1) demographic information, (2) service opportunity, (3) member services, and (4) suggestions and comments. The survey was sent out to 345 active members with a 50% return rate (171 responses).

The scope of the 2014 survey was expanded to include six categories with 35 questions in total. This was deemed necessary due to the rapidly changing environment and the technological advancements in the field of library and information sciences. The six categories are: (1) demographic information, (2) CALA's mission/vision/goals, (3) CALA's leadership, (4) opportunities to serve, (5) membership services, and (6) suggestions and comments. The new categories are: category (2) CALA's mission/vision/goals, and category (3) CALA's leadership. the goal of adding these two new categories is two-fold: (1) to review the satisfaction level with CALA's leadership in accomplishing CALA's mission and vision, and (2) to identify concerns that need to be addressed and to collect suggestions and comments from members for achieving organizational excellence.

Another important change in the 2014 survey is made in the section on demographic information where the "type of membership" includes 8 options. In addition, an option for "Non-U.S. Areas" was added to Question 3 "Please choose the CALA chapter/group that you currently belong to". The importance of these additional demographic information data points will be discussed in the category of "Demographic Information" in the analysis.

The 2014 survey was initially conducted between May 9 and 30, 2014. The return rate was very low. Out of 73 responses, only 55 respondents fully completed the survey at a response rate of 11.46%. Concerns were raised that smaller data sets may decrease statistical value. The Task Force analyzed possible reasons and found that the survey duration overlapped with a period of high conference travel in the summer. With the approval of the Board, the survey was re-opened between September 8 and 30, 2014 to allow for more responses. In other words, the survey was repeated twice within a period of four months. The total response rate was increased to 23.75%. However, given that the survey had been sent out to 480 active CALA members, both domestic and international, the low response rate remains unsatisfactory. The Task Force has brought the issue to the attention of the Board of Directors and planned steps to increase response rate in

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[2] Wu, Diana; Songqian Lu; & Dora Ho. (2009). Self assessment to better serve members of Chinese American Librarians Association. *圖書館學與資訊科學*, *35*(1), 101.

future surveys. Of the 114 total respondents, 92 have fully completed the survey. In order to achieve a consistent study of the data, the Task Force decided to exclude the partial entries from the analysis. The current analysis is based on the 92 (19.16%) completed responses.

II. Survey Questions and Data Analysis

Part I. Demographics of Survey Respondents (survey questions #1-5)

1. Type of membership

*Table 1.*Type of membership

	Type	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	4	4.3	4.3	4.3
	Regular	31	33.7	33.7	38.0
	Overseas	13	14.1	14.1	52.2
	Non-salaried	2	2.2	2.2	54.3
	Life	40	43.5	43.5	97.8
	Institutional	1	1.1	1.1	98.9
	Honorary	1	1.1	1.1	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 1. Type of membership
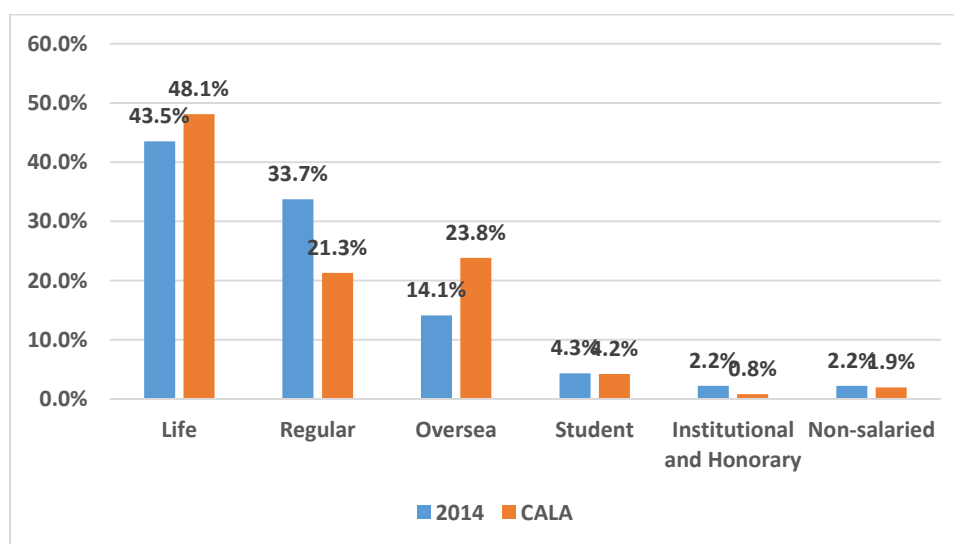
The blue bars in Figure 1 show that the top three types of the survey respondents (92) are life members (40; 43.5%), regular members (31; 33.7%), and overseas members (13; 14.1%). They comprise 91.3% of the total survey population. The remaining types are students (4; 4.3%), institutional and honorary members (2; 2.2%), and the non-salaried members (2; 2.2%).

The orange bars in Figure 1 show that of the 480 active CALA members, 48.1% are life members, 21.3% regular members, 23.8% overseas members, 4.2% student members, 0.8% institutional and honorary members, and 1.9% non-salaried members.

Comparing the two datasets (survey respondents vs total CALA members), the regular members are more active in responding to the survey (33.7% vs 21.3%). The response percentage of the regular members is 12.4% higher while that of the life members is about 5% lower (43.5% vs 48.1%), and that of the overseas members is 9.7% lower (14.1% vs 23.8%). Other types of members make up about the same percentages in both datasets.

2. CALA membership years

Table 2. CALA membership years

Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than one year	10	10.9	10.9	10.9
6 years or more	54	58.7	58.7	69.6
4-5 years	11	12.0	12.0	81.5
1-3 years	17	18.5	18.5	100.0
Total	**92**	**100.0**	**100.0**	

Figure 2. CALA membership years
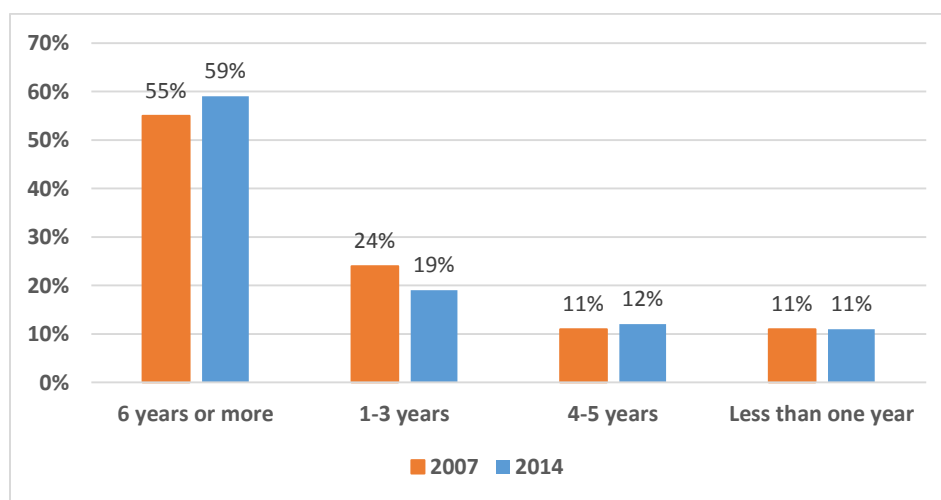
The blue bars in Figure 2 show that in 2014, the top three groups are members with 6 or more years' membership (59%), members with 1-3 years' membership (19%), members with 4-5 years' membership (12%), and members with less than one year's membership (11%).

This response pattern is similar to that of the 2007 CALA survey[3] as shown by the orange bars in Figure 2. In comparison with the 2007 survey, the result of the 2014 survey shows a 4% response

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[3] Wu, Diana; Songqian Lu; & Dora Ho. (2009). Self assessment to better serve members of Chinese American Librarians Association. *圖書館學與資訊科學, 35*(1), 104.

increase for the group with 6 or more years of CALA membership and a 5% decrease for those with 1-3 years' CALA membership.

3. CALA chapter/group

Table 3. CALA chapter/group

Chapter/Group		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Southern California	8	8.7	8.7	8.7
	Southeast	9	9.8	9.8	18.5
	Northern California	9	9.8	9.8	28.3
	Northeast	15	16.3	16.3	44.6
	Non-U.S. Areas	17	18.5	18.5	63.0
	Midwest	20	21.7	21.7	84.8
	Greater Mid-Atlantic	5	5.4	5.4	90.2
	All Other U.S. States	9	9.8	9.8	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 3. CALA chapter/group
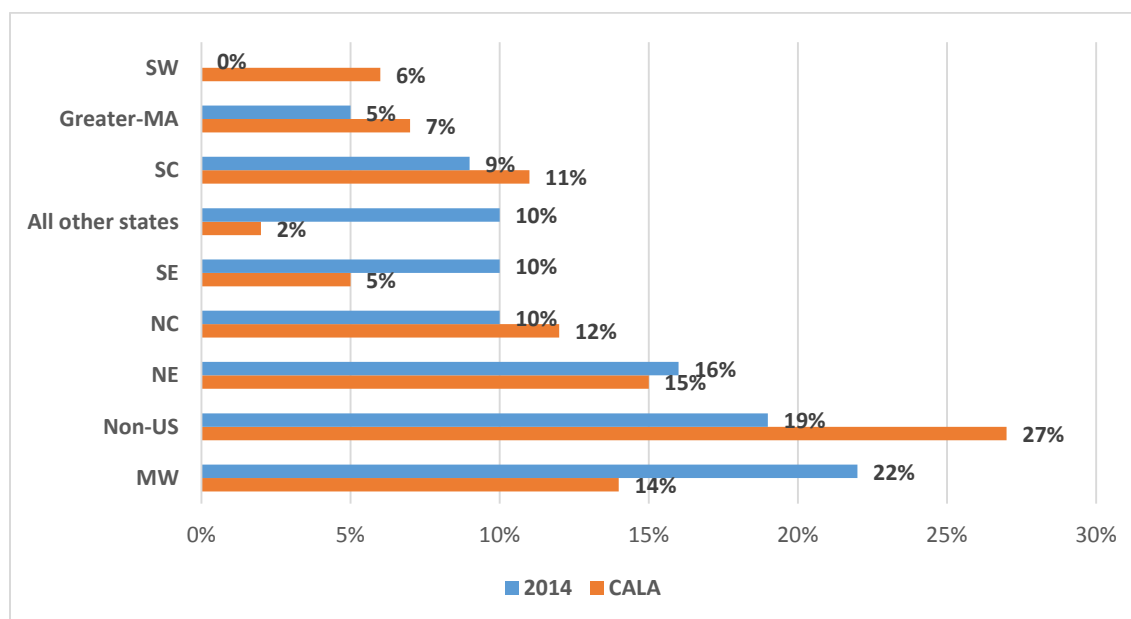
The blue bars in Figure 3 show that the top three groups are MW Chapter (22%), non-U.S. area (19%), and NE Chapter (16%). In comparison with the distribution of CALA's 480 active members, the orange bars show that the Midwest Chapter stands as the most responsive group for the survey (22% vs 14%), followed by Non-U.S. area (27% vs 19%) and Northeast Chapter (15% vs 16%).

Figure 3 shows that the Southwest Chapter has 6% of the 480 active CALA members, but no responses have been received from the Chapter.

4. Type of libraries

Table 4. Type of libraries

Libraries		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Write-in	16	17.4	17.4	17.4
	Special	6	6.5	6.5	23.9
	School	2	2.2	2.2	26.1
	Public	9	9.8	9.8	35.9
	Academic	59	64.1	64.1	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 4. Type of libraries
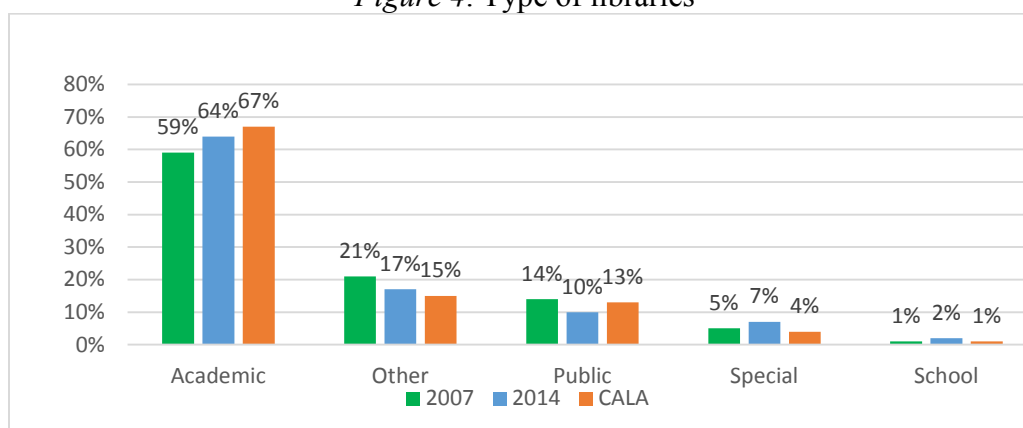
The blue bars in Figure 4 show that 64% of the survey respondents reported that they currently work in academic libraries, followed by "Other" (17%), "Public libraries" (10%), "Special libraries" (7%), and "School libraries" (2%). The "Other" category includes members who are faculty members of library schools, retirees, library school students, vendors, and librarians in governmental agencies.

In comparison with the results of the 2007 survey[4] as shown by the green bars in Figure 4, there are slight increases within responses of groups working in the academic, special, and school libraries, and slight decreases within the public and "other" libraries groups.

In comparison with the demographic distribution of CALA's 480 active members as shown by the orange bars in Figure 4, the percentages of survey respondents working for academic and public libraries are slightly lower while the percentages of those working for other types of libraries are slightly higher.

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[4] Wu, Diana; Songqian Lu; & Dora Ho. (2009). Self assessment to better serve members of Chinese American Librarians Association. *圖書館學與資訊科學*, *35*(1), 104.

5. Gender of respondents

Table 5. Gender of respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	32.6	32.6	32.6
	Female	62	67.4	67.4	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 5. Gender of respondents
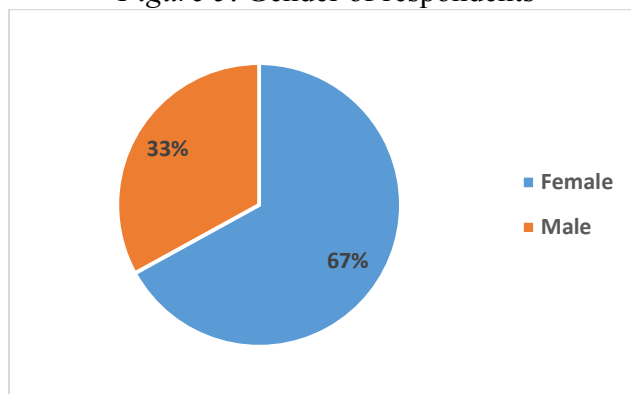
Figure 5 shows that of the 92 survey respondents, 67% of them are female and 33% male.

Part II. CALA's Mission/Vision/Goals (survey questions #6-9)

6. Awareness of CALA 2015 strategic plan

Table 6. Awareness of CALA 2015 strategic plan

Awareness		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	38.0	38.0	38.0
	No	57	62.0	62.0	100.0
	Total	92	100.0	100.0	

Figure 6. Awareness of CALA 2015 strategic plan

Figure 6 shows that while fifty-seven respondents (61.96%) reported that they were not aware of the 2015 strategic plan released in 2011, more than one-third of respondents (35; 38.04%) were aware of the plan. As it stands now, the CALA Board has started working on the 2020 CALA Strategic Plan, and it is at the stage of completion.

7. Members' satisfaction level with the 2015 strategic plan
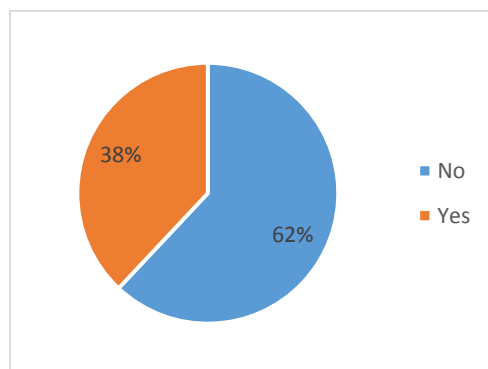
The purpose of survey question 7 is to find out CALA members' satisfaction level with the content and the implementation of the 2011 Strategic Plan. The question has two parts.

7a. Members' satisfaction level with the content of the plan

Table 7a. Members' satisfaction level with the content of the plan

Rating		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	8	8.7	26.7	26.7
	4	11	12.0	36.7	63.3
	3	9	9.8	30.0	93.3
	2	1	1.1	3.3	96.7
	1	1	1.1	3.3	100.0
	Total	30	32.6	100.0	
Missing	System	62	67.4		
Total		**92**	**100.0**		
Mean		3.80			

(5 most satisfied; 1 least satisfied)

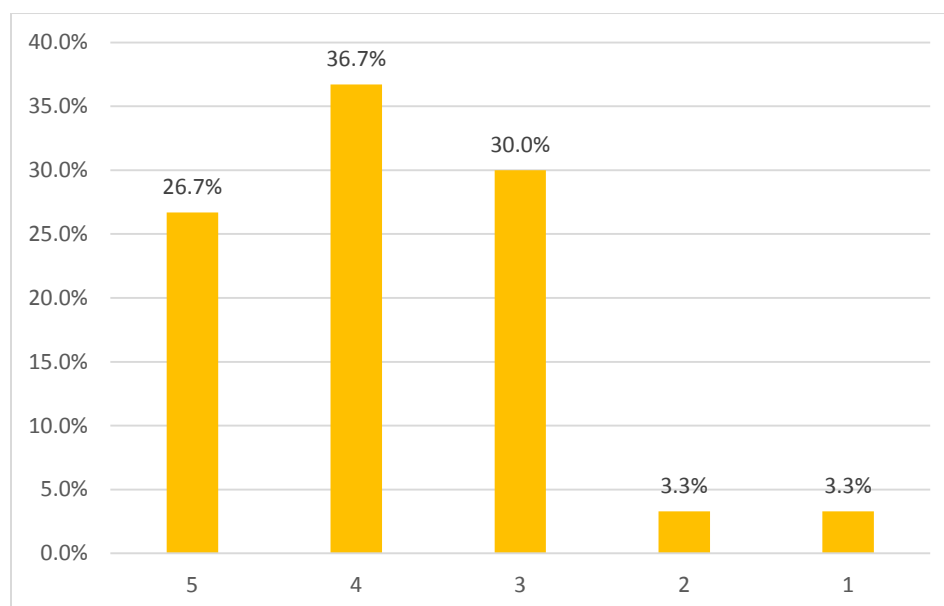*Figure 7a*. Members' satisfaction level with the content of the plan

Figure 7a shows that the majority of the respondents (93.34%) were satisfied with the content of the plan as reflected by 5 (26.7%), 4 (36.7%), and 3 (30%). The mean of CALA members' satisfaction level with the content of the Strategic Plan is 3.8.

7b. Members' satisfaction level with the implementation of the plan

Table 7b1. 2011-2012 Members' satisfaction level with the implementation of the plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	3	3.3	8.6	8.6
	4	13	14.1	37.1	45.7
	3	7	7.6	20.0	65.7
	2	1	1.1	2.9	68.6
	1	6	6.5	17.1	85.7
	0	5	5.4	14.3	100.0
	Total	**35**	**38.0**	**100.0**	
Missing System		57	62.0		
Total		**92**	**100.0**		
Mean		2.74			

(5 most satisfied; 1 least satisfied; 0 not sure)

Table 7b2. 2012-2013 Members' satisfaction level with the implementation of the plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	5	5.4	14.3	14.3
	4	11	12.0	31.4	45.7
	3	8	8.7	22.9	68.6
	2	1	1.1	2.9	71.4
	1	5	5.4	14.3	85.7
	0	5	5.4	14.3	100.0
	Total	**35**	**38.0**	**100.0**	
Missing System		57	62.0		
Total		**92**	**100.0**		
Mean		2.86			

(5 most satisfied; 1 least satisfied; 0 not sure)

Table 7b3. 2013-2014 Members' satisfaction level with the implementation of the plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	7	7.6	20.0	20.0
	4	11	12.0	31.4	51.4
	3	7	7.6	20.0	71.4
	2	1	1.1	2.9	74.3
	1	4	4.3	11.4	85.7
	0	5	5.4	14.3	100.0
	Total	**35**	**38.0**	**100.0**	
Missing	System	57	62.0		
Total		**92**	**100.0**		
Mean		3.03			

(5 most satisfied; 1 least satisfied; 0 not sure)

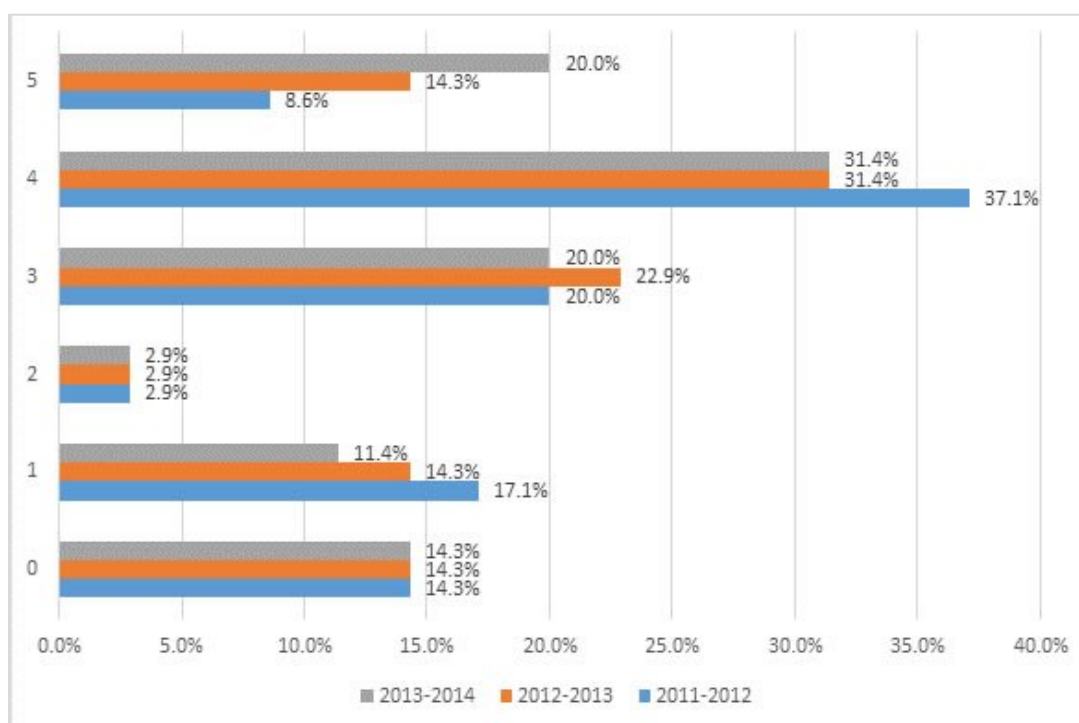*Figure 7b*. Members' satisfaction level with the implementation of the plan

Compared to the result shown in Table 7a, Tables 7b1 [2011-2012], 7b2 [2012-2013], and 7b3 [2013-2014] show that interestingly, 5 more respondents answered the question. Only 65.7% of these 35 respondents rated the implementation of the plan during 2011-2012 in the following order: 5 (8.6%), 4 (37.1%), and 3 (20%). 68.6% of these 35 respondents rated the implementation of the plan during 2012-2013 in the following order: 5 (14.3%), 4 (31.4%), and 3 (22.9%). 71.4% of these 35 respondents rated the implementation of the plan during 2013-2014 in the following order: 5 (20%), 4 (31.4%), and 3 (20%).

As to the satisfaction level with the implementation of the plan during 2011-2012, 2012-2013 and 2013-2014, as shown in the Table Mean Report Q7b, the means of the levels are 2.74, 2.86, and 3.03 respectively. Both the means and the combined percentages for satisfaction rates of 3-5 received each year from 2011-2014 (65.7%, 68.6%, and 71.4% respectively) show an increase with the satisfaction level of the implementation of the Strategic Plan each year. At the same time, the percentages of the respondents who were dissatisfied (rating of 1) are gradually decreasing each year from 17.1% in 2011-2012 to 11.4% in 2013-2014. Not surprisingly, the percentage of the highest satisfaction (rating of 5) has been increasing from 8.6% in 2011-2012 to 20% in 2013-2014.

The comparison of the mean results shown in the table of Mean Report Q7a and the table of Mean Report Q7b also tells that the respondents are more satisfied with the content of the strategic plan than its implementation.

Those who were not sure about their answers to 7b (i.e., the implementation of the Strategic Plan) provided their comments, such as:

- Not aware of the achievements report, if any.
- Have not compared the achievements with the plan.
- Not sure how many goals have been accomplished.
- Don't have any opinion about the plan and the implementation.

8. Members' awareness of CALA's yearly goals between 2009 and 2014

45 respondents (49%) indicated that they were not aware of CALA's yearly goals. Only 9 respondents (10%) said they were aware of those. 35 respondents (38%) did not provide an answer. 3 respondents (3%) did not choose either yes or no but contributed their comments instead:

- Not aware of the yearly goals each President set up for his/her term. Therefore not aware of the content of the goals.
- Might have missed the information. Suggest the information be posted twice or make a catchier headline when posting in the future.
- Need to read the strategic plan before answering.
- Suggest the yearly goals be shared at each chapter's programs in order to emphasize the national goals. Local program themes should reflect those goals.

9. Additional comments from members on CALA's mission, vision, goals, and strategic plans

- How should the CALA President and the Board work with members on developing a new strategic plan?
- Do CALA members agree with the current CALA mission, vision and goals?
- How should the strategic plan be implemented at the national and chapter levels?
- How to measure CALA's progress and developments within the framework of the strategic plan?
- CALA needs to explain the connection between its mission and vision statements with

those of ALA. CALA needs to change direction from a Sino-US cooperation model primarily based on academic/research libraries to a comprehensive model that encompasses both academic and public libraries in both countries. There is a neglect of public libraries, including children's libraries and this is a strategic direction that CALA should consider moving in.

- CALA needs to make its plans and decisions more transparent to its members. Often things are conducted at Executive Committee or Board level so that many members are not aware of their decisions.
- A focus group or a portion of the Board meeting each Midwinter and Annual devoted to strategic plan updates.
- What is the core mission for CALA? What are the goals for the next 5 years? What actions are needed to accomplish these goals?

Part III. CALA's Leadership (survey questions #10-17)

10. CALA's leadership in accomplishing CALA's mission and vision

Table 10. CALA's leadership in accomplishing CALA's mission and vision

Rating	Frequency	Percent	Cumulative Percent
5	8	8.7%	8.7%
4	33	35.9%	44.6%
3	29	31.5%	76.1%
2	6	6.5%	82.6%
1	1	1.1%	83.7%
0	15	16.3%	100.0%
Total	**92**	**100.0%**	-
Mean	**2.96**		
Median	**3**		

(5=most satisfied; 1=least satisfied; 0=don't know)

Figure 10a. CALA's leadership in accomplishing CALA's mission and vision by frequency
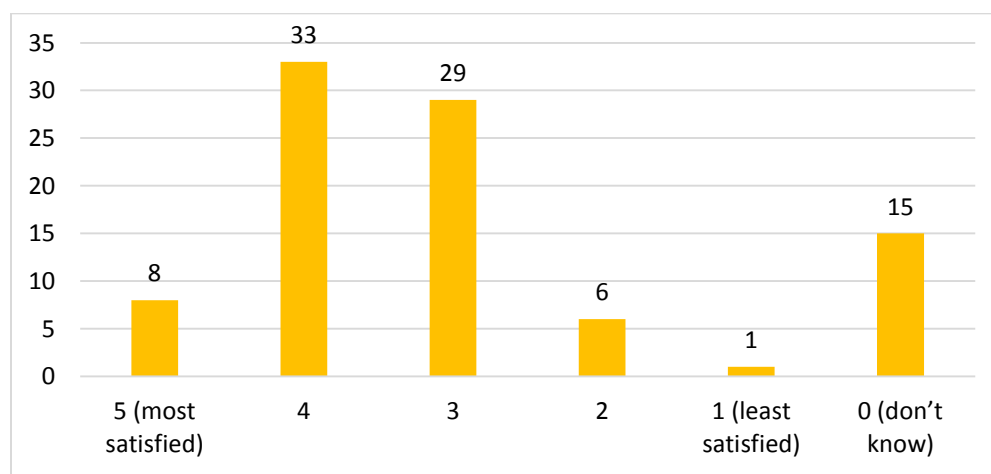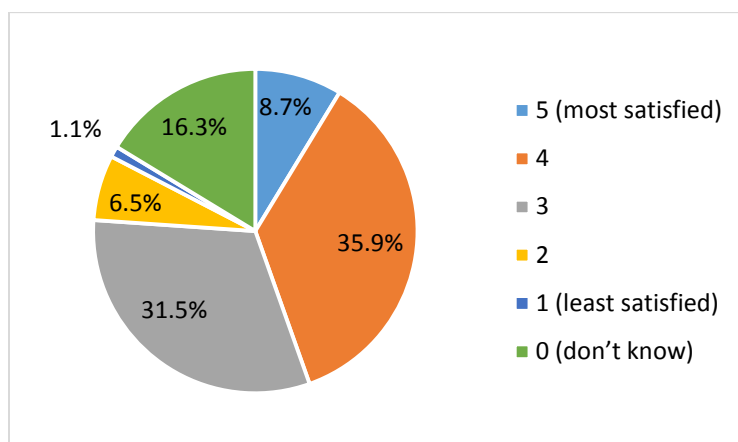
Figure 10b. CALA's leadership in accomplishing CALA's mission and vision by percentage

Table 10 shows that the majority of the respondents (76.1%) rated the performance of CALA's leadership in accomplishing CALA's mission and vision as 3 or above. Among them, 8 respondents (8.7%) rated the work of CALA's leadership in this category as 5 (most satisfied), 33 (35.9%) as 4 (satisfied), and 29 (31.5%) as 3 (somewhat satisfied). However, 7 respondents (7.6%) rated the performance of CALA leadership as 2 or 1. Besides, 15 respondents (16.3%) were not aware of CALA's leadership effort in this area. The mean is 2.96. The findings indicate that the work of the CALA leadership team is being recognized. On the other hand, there is room for improvement.

11. CALA's effort to review and improve its leadership

Table 11. CALA's effort to review and improve its leadership

Rating	Frequency	Percent	Cumulative Percent
5	13	14.1%	14.1%
4	33	35.9%	50.0%
3	28	30.4%	80.4%
2	6	6.5%	87.0%
1	1	1.1%	88.0%
0	11	12.0%	100.0%
Total	**92**	**100.0%**	-
Mean	**3.20**		
Median	**3.50**		

(5=most satisfied; 1=least satisfied; 0=don't know)

Figure 11a. CALA's effort to review and improve its leadership by frequency
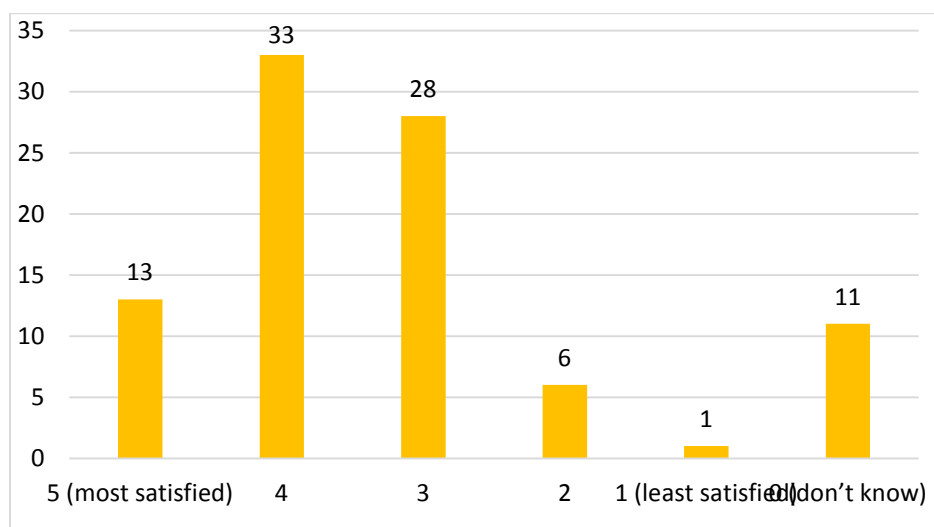
Figure 11b. CALA's effort to review and improve its leadership by percentage
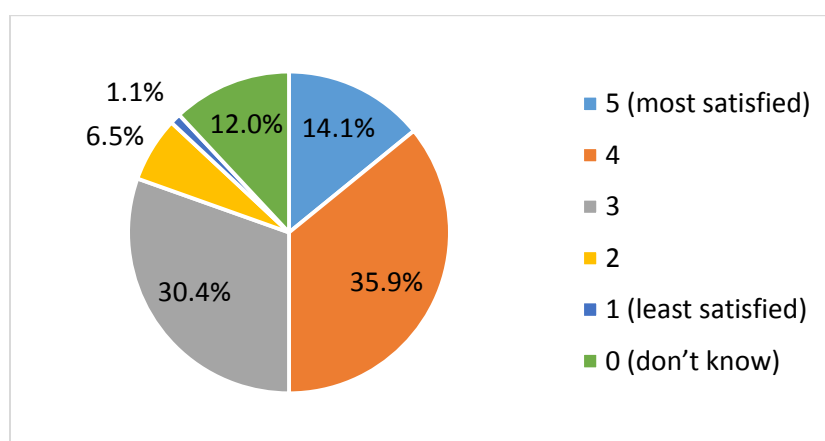
Table 11 shows that 46 respondents (50%) indicated approval (4=satisfied and 5=most satisfied) of CALA's effort to review and improve its leadership. On the other hand, 7 respondents (7.6%) rated 1 and 2 (less satisfied and least satisfied) in response to this question. Besides, 11 respondents (12%) reported that they didn't know about CALA's work in this area. The findings here are similar to that of the previous one. In both cases, about 30% of the respondents gave "somewhat satisfied" rating to CALA's effort in improving its leadership with a total approval rate about 50%. The mean is 3.2.

12. CALA's social and environmental consciousness

Table 12. CALA's social and environmental consciousness

Rating	Frequency	Percent	Cumulative Percent
5	9	9.8%	9.8%
4	38	41.3%	51.1%
3	22	23.9%	75.0%
2	6	6.5%	81.5%
1	2	2.2%	83.7%
0	15	16.3%	100.0%
Total	**92**	**100.0%**	-
Mean	**3.01**		
Median	**4**		

(5=most satisfied; 1=least satisfied; 0=don't know)

Table 12 shows that 69 respondents (75%) rated 3 and above for CALA's social and environmental consciousness. On the other hand, 8 respondents (8.7%) rated 2 and 1. Besides, 15 respondents (16.3%) reported that they did not know about it. The mean is 3.01.

13. Knowledgeable about the functions of CALA's Board

Table 13. Knowledge about the functions of CALA's Board

Rating	Frequency	Percent	Cumulative Percent
Very good	20	21.7%	21.7%
Somewhat good	46	50.0%	71.7%
Not very good	19	20.7%	92.4%
Not aware of it	7	7.6%	100.0%
Total	**92**	**100.0%**	-
Mean	**1.86**		
Median	**2**		

Figure 13a. Knowledge about the functions of CALA's Board by frequency
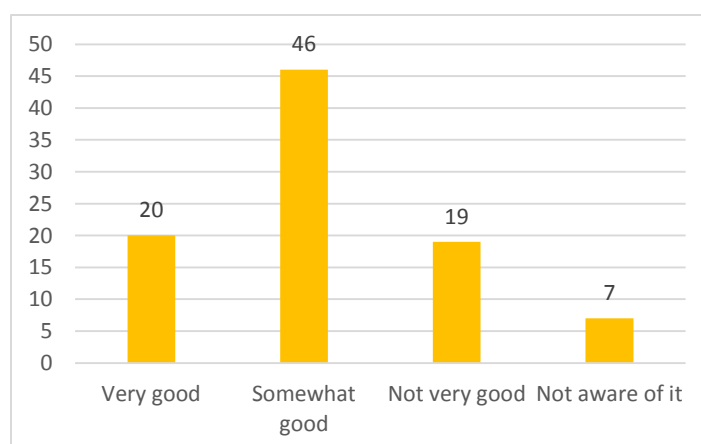
Figure 13b. Knowledge about the functions of CALA's Board by percentage
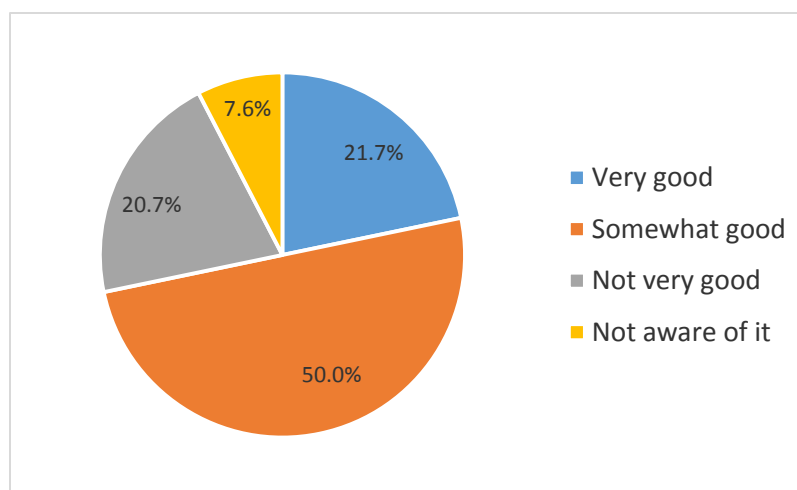
Table 13 shows that 66 respondents (71.7%) had "somewhat good" or "very good" knowledge about the functions of CALA's Board. At the same time, 26 respondents (28.3%) reported that either their knowledge of CALA's Board was not very good (19; 20.7%) or they did not have any knowledge about it (7; 7.6%). The mean is 1.86, which falls under "not very good knowledge".

14. CALA Board's performance in 2009-2014

Table 14. CALA Board's performance in 2009-2014

Rating	Frequency	Percent	Cumulative Percent
4 (very good)	15	16.3%	16.3%
3 (good)	10	10.9%	27.2%
2 (somewhat good)	23	25.0%	52.2%
1 (poor)	36	39.1%	91.3%
0 (don't know)	8	8.7%	100.0%
Total	**92**	**100.0%**	-
Mean	**2.15**		
Median	**2**		

Figure 14a. CALA Board's performance in 2009-2014 by frequency
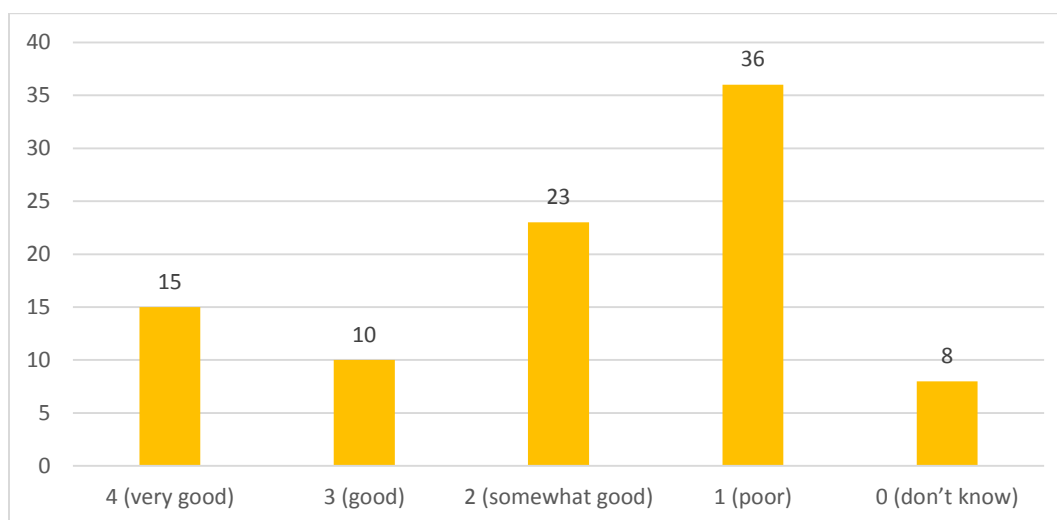
Figure 14b. CALA Board's performance in 2009-2014 by percentage
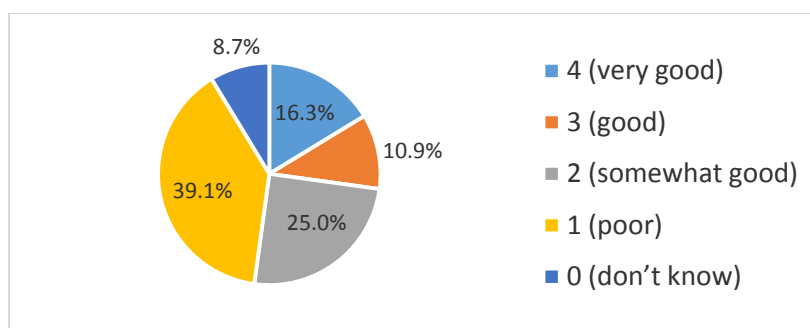
Table 14 shows that 36 respondents (39.1%) gave a rating of "poor" to the overall rating of the CALA's Board's performance. In addition, 8 respondents (8.7%) did not know the existence of the Board. On the other hand, 25 respondents (27.2%) rated the overall performance of the CALA Board as "good" (10.9%) and "very good" (16.3%).

Here are the comments received:

- CALA, although established for American Chinese librarians, has become an association for Chinese librarians worldwide. Your focus should be not only on the United States but also European and Asian countries. In order to expand your membership, you might make a survey of how many Chinese librarians work at Chinese collections in such countries as France, Germany. Russia. etc.
- It is getting better than years ago, but still a long way to go.
- I do think we need to be wary of endorsements in a political sense - voting endorsements, etc. or a caveat that the opinions expressed are personal only and not an endorsement as an official organization.
- Very disappointed with a CALA President and a CALA Executive Director's open response to a CALA Board member's complaint in March 2012. Happy with current

leadership's work on improving communications.
- My impression of the Board is generally good. But, a couple of years ago, we had a President and a Board with closed meetings, etc. and I was ashamed of being a CALA member. The president behaved like a dictator, not a president of an association, and the Board even supported her.
- I am not sure about it after 2012.
- Perception purely based on my limited knowledge.
- Strong leadership, well planned and organized.

15. CALA leadership's communication of goals with committees and task forces

Table 15. CALA leadership's communication of goals

Rating	Frequency	Percent	Cumulative Percent
5	9	9.8%	9.8%
4	29	31.5%	41.3%
3	29	31.5%	72.8%
2	8	8.7%	81.5%
1	5	5.4%	87.0%
0	12	13.0%	100.0%
Total	**92**	**100.0%**	-
Mean	**2.92**		
Median	**3**		

(5=(most satisfied; 1=least satisfied; 0=don't know)

Figure 15a. CALA leadership's communication of goals by frequency
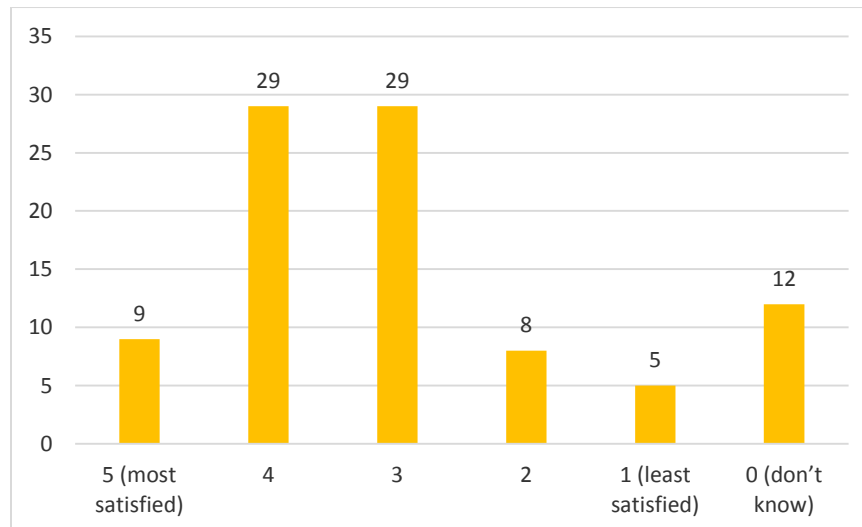
Figure 15b. CALA leadership's communication of goals by percentage
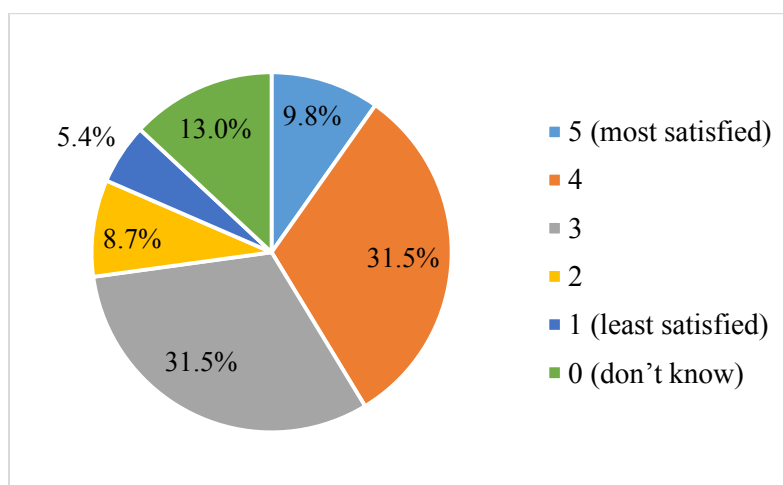
Table 15 shows that 67 respondents (72.8%) rated the effectiveness of CALA leadership's communication of CALA goals in working with CALA committees and taskforces as 3 (somewhat satisfied) or above. On the other hand, 13 respondents (14.1%) gave CALA's leadership ratings of 2 (8.7%) and 1 (5.4%) for effective communication. Besides, 12 responses (13%) rated it as 0 (i.e., don't know). The mean is 2.92.

16. CALA leadership's knowledge of the needs, expectations, and satisfaction/dissatisfaction levels of CALA members

Table 16. CALA leadership's knowledge of members' needs and expectations

Rating	Frequency	Percent	Cumulative Percent
5	6	6.5%	6.5%
4	29	31.5%	38.0%
3	28	30.4%	68.5%
2	9	9.8%	78.3%
1	6	6.5%	84.8%
0	14	15.2%	100.0%
Total	**92**	**100.0%**	-
Mean	**2.76**		
Median	**3**		

(5=most satisfied; 1=least satisfied; 0=don't know)

Figure 16a. CALA leadership's knowledge of members' needs and expectations by frequency
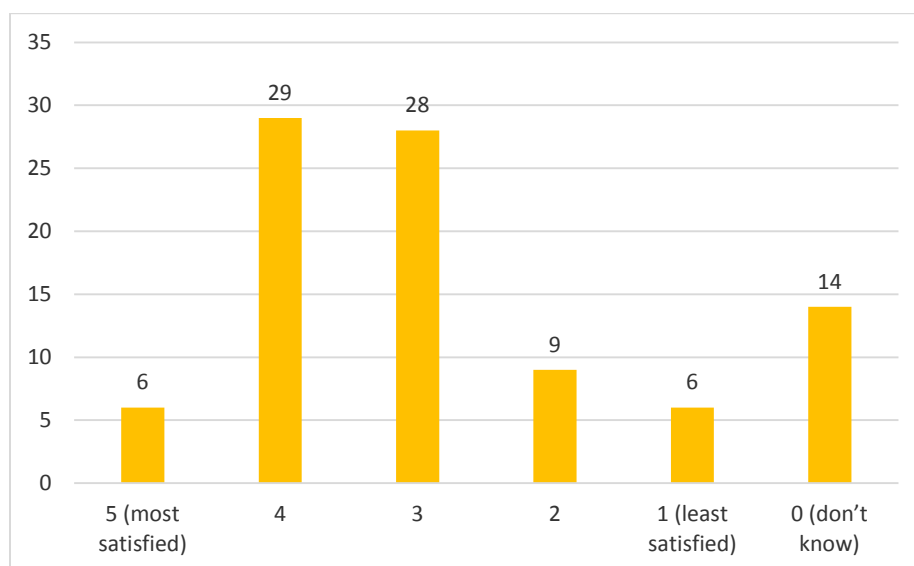
Figure 16b. CALA leadership's knowledge of members' needs and expectations by percentage
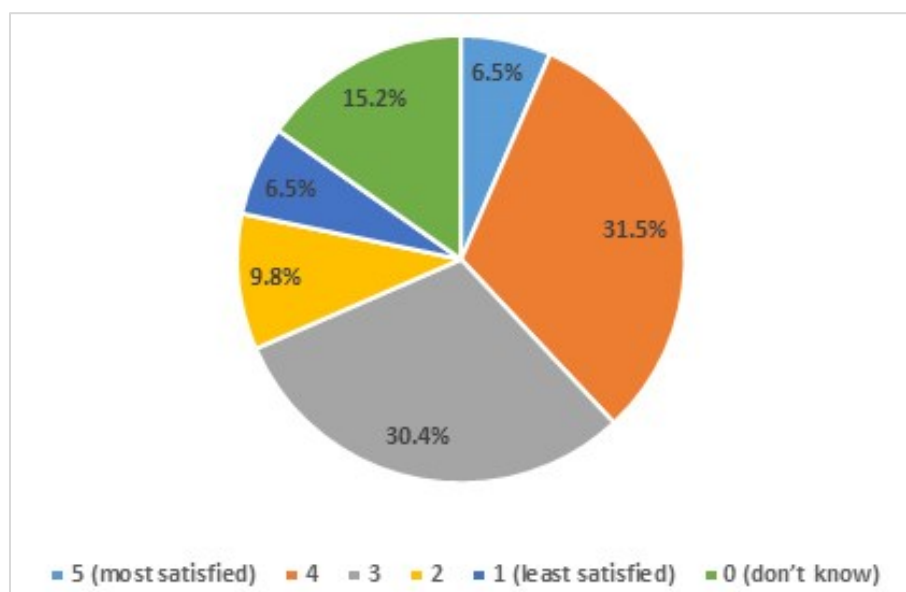
Table 16 shows that more than two-thirds of the respondents (63; 68.4%) rated the knowledge of CALA's leadership of the needs and expectations of the membership as 3 or above. On the other hand, 15 respondents rated it as 1 (least satisfied, 6.5%) and 2 (less satisfied, 9.8%). Besides, 14 respondents (15.2%) indicated that they did not know how to answer the question. The mean is 2.76.

17. Members' additional questions and comments on CALA's leadership

Here are the questions, comments and recommendations received in members' responses:

- Has the CALA leadership changed the CALA culture for the better?
- Has the CALA leadership cultivated and ensured a trusting, open-minded and collaborative environment in which to lead?
- Has the CALA leadership promoted mentorship and been supportive of new and young leaders?
- Avoid unnecessary arguments over issues. Be quick and direct in making decisions. Don't drag things on and on.
- Be inclusive and work with all segments and dimensions of libraries. Be a positive influence for the Chinese library communities. For instance, in a female dominant profession, the Chinese library community is run almost exclusively by men. It is time for CALA to share its concerns and model best leadership in the gender balance area. Reach out to library communities in addition to the Chinese library communities.
- I have no comments because I chose not to be on the CALA listserv.
- Orientation and bringing up new leadership liaisons with other partners.
- Take the survey opportunity to ask members' expectations of CALA leadership against which you can assess the gap between current practice and what is expected. Unless you believe you already know what members expect you to accomplish on their behalf.
- The effectiveness of raising CALA's visibility and possibly prominence in the U.S. and internationally.

Part IV. Opportunities to Serve (survey questions #18-23)

18. Opportunities to participate in CALA programs and activities

Table 18a. Opportunities to participate in CALA programs and activities at chapter level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	69	75.0	75.0	75.0
Other	3	3.3	3.3	78.3
No	20	21.7	21.7	100.0
Total	**92**	**100.0**	**100.0**	

Table 18b. Opportunities to participate in CALA programs and activities at national level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	66	71.7	71.7	71.7
Other	1	1.1	1.1	72.8
No	25	27.2	27.2	100.0
Total	**92**	**100.0**	**100.0**	

Table 18c. Opportunities to participate in CALA programs and activities at international level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	53	57.6	57.6	57.6
	Other	4	4.3	4.3	62.0
	No	35	38.0	38.0	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 18. Opportunities to participate in CALA programs and activities
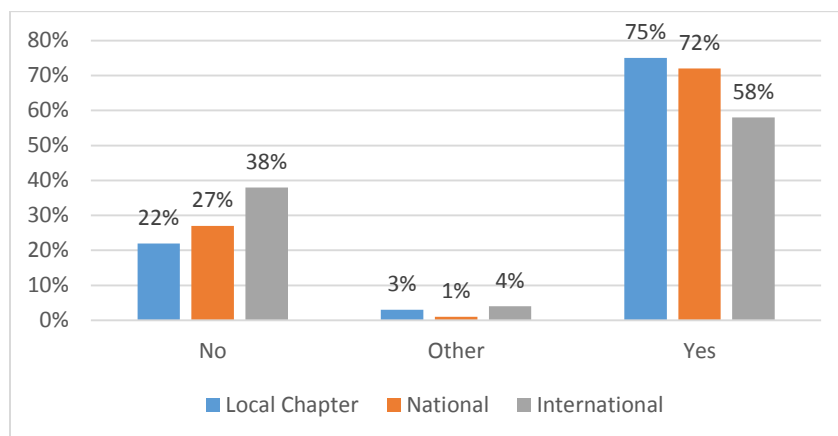
Figure 18 is a comparison of the opportunities given to CALA members to participate in CALA programs and activities at chapter, national, and international level, based on the survey results as shown in Tables 19a through 19c. It shows that 69 respondents (75%) were given opportunities to participate in CALA's programs at the local chapter level, 66 (71.7%) participated in CALA's programs at the national level, and 53 (57.6%) in CALA's programs at the international level. However, 20 respondents (21.7%) reported that they were not given opportunities to participate in CALA programs at the local chapter level, 25 (27.2%) not at the national level, and 35 (38%) not at the international level.

19. Participation in CALA programs

Table 19a. Participation in CALA programs at chapter level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	61	66.3	66.3	66.3
	Other	4	4.3	4.3	70.7
	No	27	29.3	29.3	100.0
	Total	**92**	**100.0**	**100.0**	

Table 19b. Participation in CALA programs at national level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	65.2	65.2	65.2
	Other	1	1.1	1.1	66.3
	No	31	33.7	33.7	100.0
	Total	**92**	**100.0**	**100.0**	

Table 19c. Participation in CALA programs at international level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	40.2	40.2	40.2
	Other	4	4.3	4.3	44.6
	No	51	55.4	55.4	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 19. Participation in CALA programs
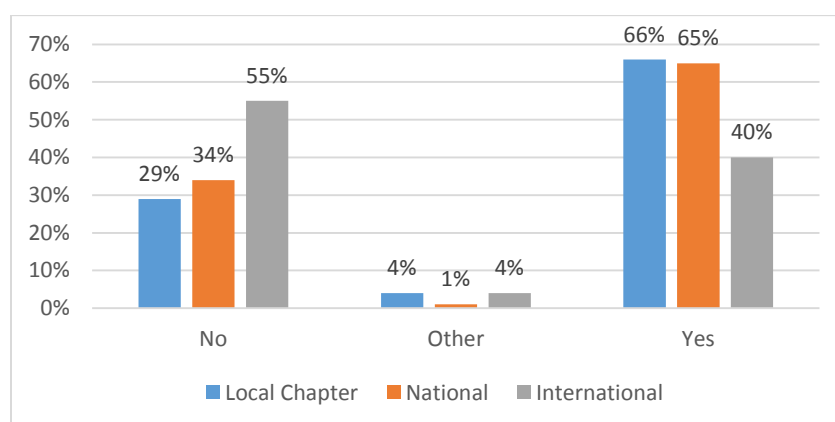
Figure 19 is a comparison of CALA members' participation in CALA programs and activities at chapter, national, and international level, based on the survey results as shown in Tables 19a through 19c. It shows that 61 respondents (66.3%) participated in CALA programs and activities at the local chapter, 60 (65.2%) at the national level, and 37 (40.2%) at the international level. On the other hand, more than half of the respondents (51; 55.4%) reported that they have never participated in any international programs sponsored by CALA.

20. Opportunities to serve on CALA committees or hold offices

CALA has traditionally strived to provide opportunities and platforms for its members to contribute their time and expertise to serve others.

Table 20a. Opportunities to serve on CALA committees or hold offices at chapter level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	69.6	69.6	69.6
	Other, specify	5	5.4	5.4	75.0
	No	23	25.0	25.0	100.0
	Total	**92**	**100.0**	**100.0**	

Table 20b. Opportunities to serve on CALA committees or hold offices at national level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	65	70.7	70.7	70.7
	Other, specify	5	5.4	5.4	76.1
	No	22	23.9	23.9	100.0
	Total	**92**	**100.0**	**100.0**	

Table 20c. Opportunities to serve on CALA committees or hold offices at international level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	32	34.8	34.8	34.8
	Other, specify	6	6.5	6.5	41.3
	No	54	58.7	58.7	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 20. Opportunities to serve on CALA committees or hold offices
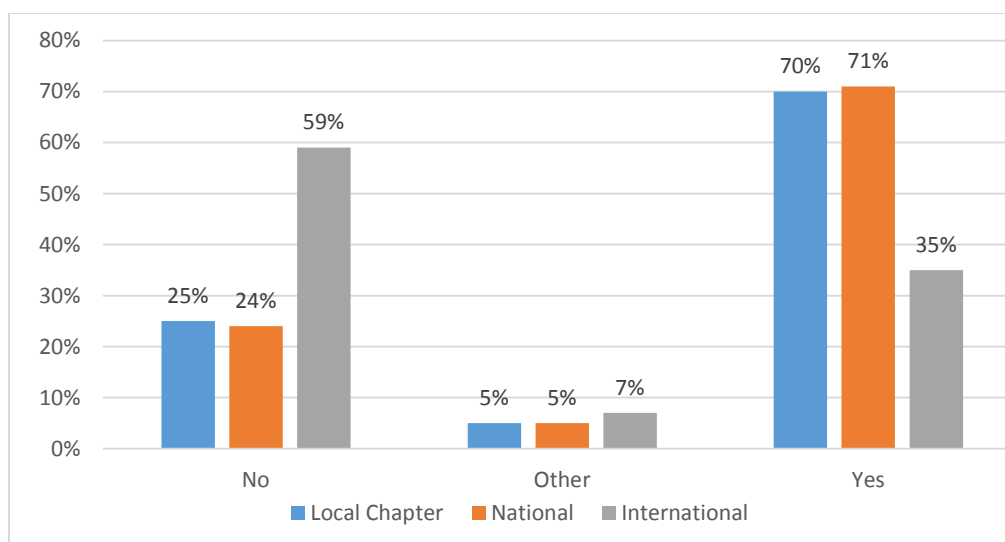
Figure 20 is a comparison of the opportunities given to CALA members to serve on committees or hold office at chapter, national, and international level, based on the survey results as shown in Tables 20a through 20c. It shows that the majority of the respondents have been given opportunities to serve on committees and hold offices (70% at the national level and 71% at the

international level). Again, the opportunities to serve at the international level (35%) are relatively lower.

21. Volunteering or self-nomination for CALA offices

Table 21. Volunteering or self-nomination for CALA offices

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No (Go to #22)	29	31.5	31.5	31.5
Sometimes (Go to #22)	17	18.5	18.5	50.0
Yes (Go to #23)	46	50.0	50.0	100.0
Total	**92**	**100.0**	**100.0**	

Table 21 shows that 46 respondents (50%) have considered either volunteering or nominating themselves to serve as CALA offices. 17 (18.5%) sometimes thought to do so. On the other hand, 29 respondents (31.5%) never considered volunteering or nominating themselves.

22. Reasons for not volunteering or self-nominating for CALA offices

According to the survey results, some of the reasons for not volunteering or self-nominating for CALA offices include being too busy with work, financial constraints, and lack of experience and travel support. One thing of note is that the respondents did not think that the three-year term length on the CALA Board was too much of a concern for not committing themselves to serve.

Table 22a. Too busy to volunteer

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	73	79.3	79.3	79.3
Yes	19	20.7	20.7	100.0
Total	**92**	**100.0**	**100.0**	

Table 22b. Not able to travel

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	84	91.3	91.3	91.3
Yes	8	8.7	8.7	100.0
Total	**92**	**100.0**	**100.0**	

Table 22c. 3-year term on the Board being too long a commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	92	100.0	100.0	100.0

Table 22d. Not enough experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	80	87.0	87.0	87.0
	Yes	12	13.0	13.0	100.0
	Total	**92**	**100.0**	**100.0**	

Table 22e. Unable to attend conference due to financial constraints or
lack of institutional support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	74	80.4	80.4	80.4
	Yes	18	19.6	19.6	100.0
	Total	**92**	**100.0**	**100.0**	

Table 22f. Already committed in other committees (such as ALA)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	87	94.6	94.6	94.6
	Yes	5	5.4	5.4	100.0
	Total	**92**	**100.0**	**100.0**	

Table 22g. Already served on ALA committees,
preferred to promote more junior members to serve CALA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	86	93.5	93.5	93.5
	Yes	6	6.5	6.5	100.0
	Total	**92**	**100.0**	**100.0**	

Table 22h. Do not feel like serving

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	88	95.7	95.7	95.7
	Yes	4	4.3	4.3	100.0
	Total	**92**	**100.0**	**100.0**	

23. Things to consider in future self-assessment

When asked about other aspects to be considered in future self-assessment surveys, some respondents provided the following ideas:

- Communication assessment between the Board and the committees, between national level and local level

- Conduct members' needs assessment to ascertain the direction of CALA and set measurable objectives and goals accordingly
- Opportunities for new members to serve
- Provide a list of committees and give people opportunity to choose to serve

Part V. CALA's Membership Services (survey questions #24-31)

24. Members' satisfaction level with the following member services provided by CALA

Table 24a. Print membership directory

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	33	35.9	35.9	35.9
4	26	28.3	28.3	64.1
3	14	15.2	15.2	79.3
2	8	8.7	8.7	88.0
1	4	4.3	4.3	92.4
0	7	7.6	7.6	100.0
Total	**92**	**100.0**	**100.0**	

(5=strongest; 1=weakest; 0=not aware)

Figure 24a. Print membership directory
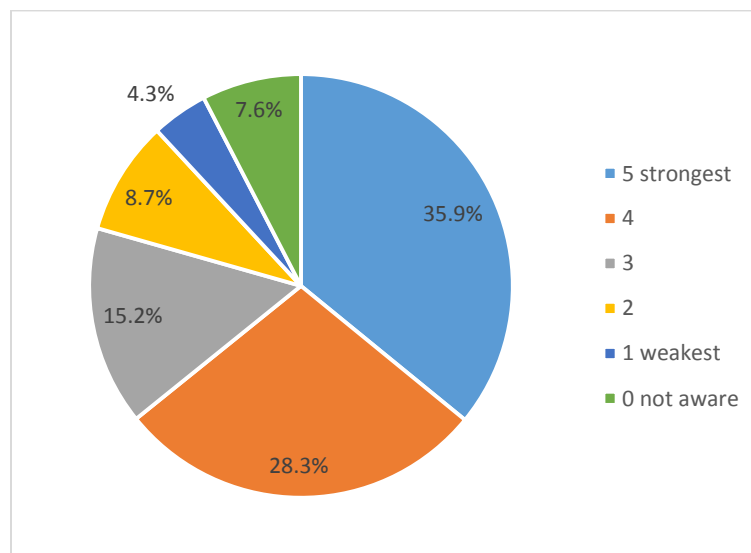
Table 24b. Program registration and banquet discounts

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	19	20.7	20.7	20.7
4	33	35.9	35.9	56.5
3	26	28.3	28.3	84.8
2	5	5.4	5.4	90.2
1	2	2.2	2.2	92.4
0	7	7.6	7.6	100.0
Total	92	100.0	100.0	

(5=strongest; 1=weakest; 0=not aware)

Figure 24b. Program registration and banquet discounts
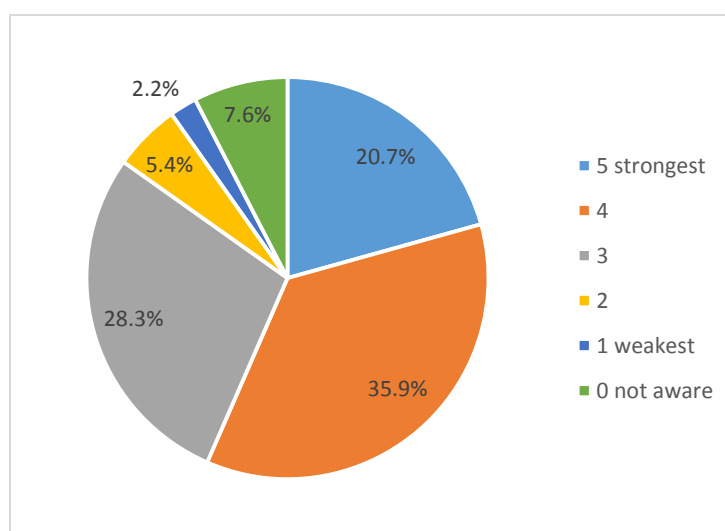
Table 24c. Scholarship and grants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	16	17.4	17.4	17.4
4	40	43.5	43.5	60.9
3	26	28.3	28.3	89.1
2	1	1.1	1.1	90.2
1	4	4.3	4.3	94.6
0	5	5.4	5.4	100.0
Total	**92**	**100.0**	**100.0**	

(5=strongest; 1=weakest; 0=not aware)

Figure 24c. Scholarship and grants
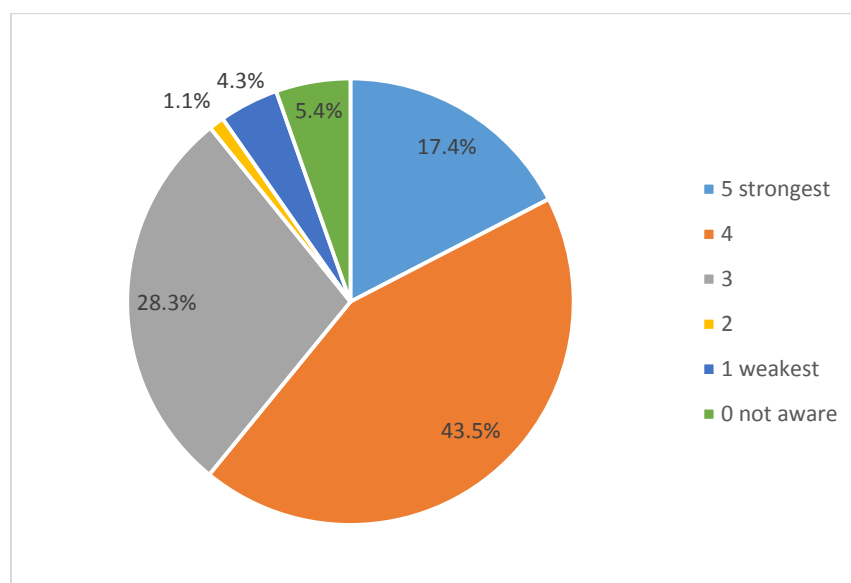
Table 24d. Mentoring services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	10	10.9	10.9	10.9
	4	29	31.5	31.5	42.4
	3	28	30.4	30.4	72.8
	2	7	7.6	7.6	80.4
	1	2	2.2	2.2	82.6
	0	16	17.4	17.4	100.0
	Total	**92**	**100.0**	**100.0**	

(5=strongest; 1=weakest; 0=not aware)

Figure 24d. Mentoring services
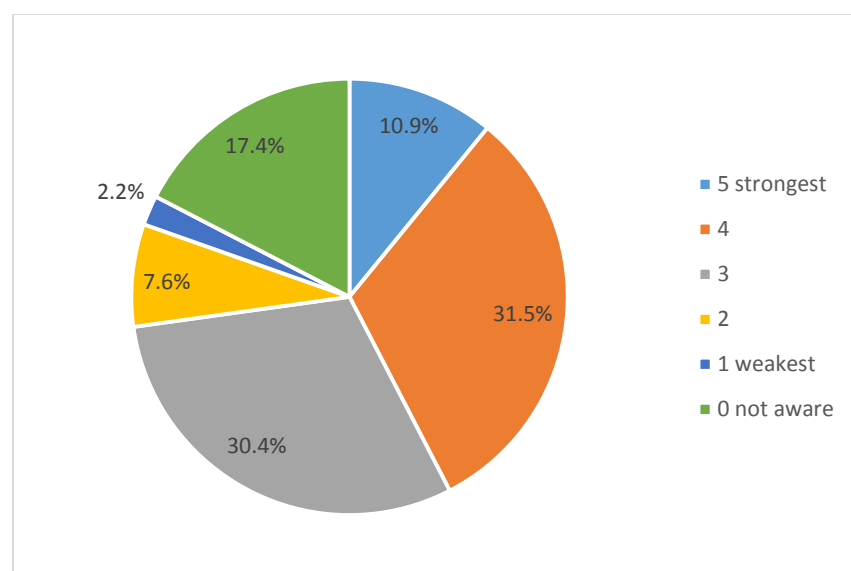
Table 24e. Online job announcement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	34	37.0	37.0	37.0
	4	25	27.2	27.2	64.1
	3	19	20.7	20.7	84.8
	2	3	3.3	3.3	88.0
	1	3	3.3	3.3	91.3
	0	8	8.7	8.7	100.0
	Total	**92**	**100.0**	**100.0**	

(5=strongest; 1=weakest; 0=not aware)

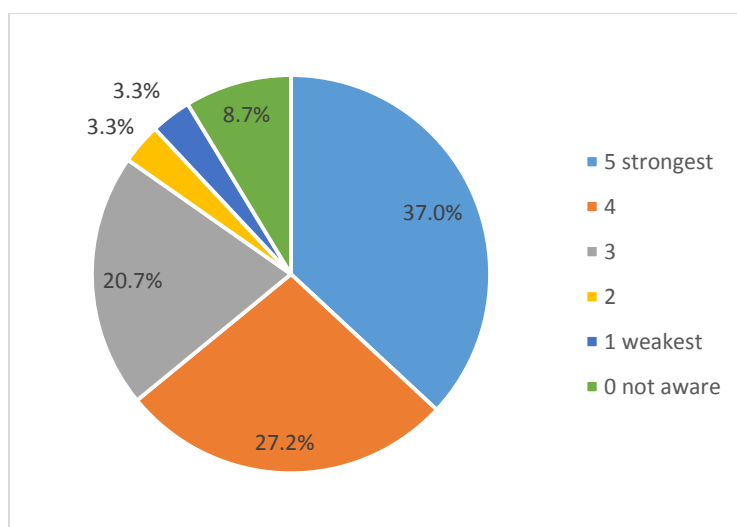*Figure 24e.* Online job announcement

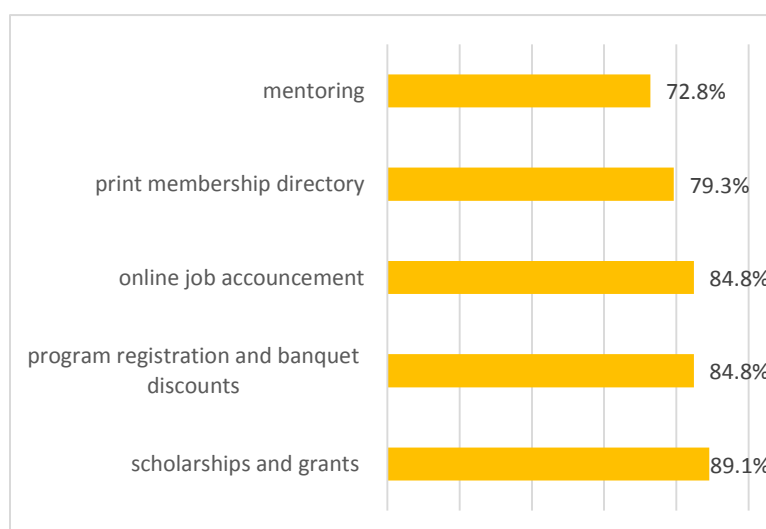*Figure 24f.* Rate 3-5 = satisfied with services

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Figure 24f presents CALA members' satisfactory level with CALA member services in a glance. It shows that the majority of the respondents felt satisfied with the services provided by CALA. Scholarships and grants received the highest combined satisfaction percentage (89.1%, N=92), followed closely by program registration and banquet discounts (both 84.8%) and online job announcement (84.8%), print membership directory (79.3%), and mentoring service (72.8%).

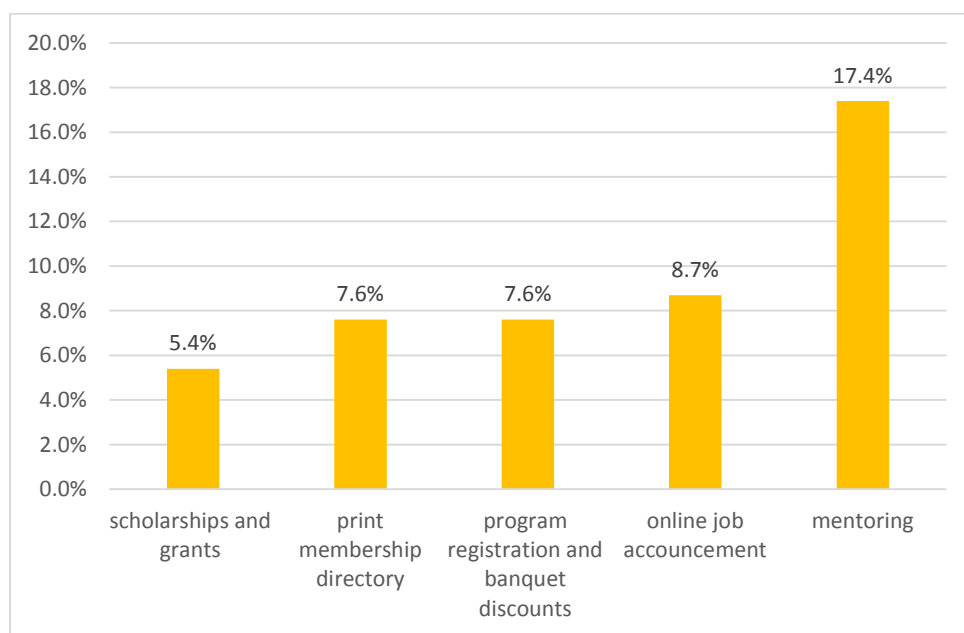*Figure 24g.* Rate 0 = not aware of services

Figure 24g shows that 17.4% of the respondents were not aware of the mentoring service, followed by 8.7% for online job announcement, 7.6% for program registration and banquet discounts, 7.7% for print membership directory, and 5.4% for scholarships and grants.

25. Comments on CALA member services

Here is a list of the comments received from the respondents who rated 1 or 2, indicating they are not satisfied with the member services:

- Print membership directory
  - The directory is not needed. It is not really useful.
  - Why go through the hassles of postage/shipping complaints? Perhaps installing or adopting a more robust database management system for the membership directory is a better solution.
  - If a printed directory is absolutely necessary, maybe the committee can provide specific printing services or assistance on a request/on-demand basis.
  - If it is continued, it should only contain the contact information for current members, not old or inaccurate information for members who haven't renewed in years.
  - Much of the information is outdated, since it lists people who joined for one year in the 80s or 90s and then never renewed. It seems like once you're listed in the

Directory, you're in there forever - like the Mafia.
o If you want to list all the names of every person who has ever been a CALA member that should be in a separate historical section.
o The information is not accurate and complete.
o Online is fine. It would be better to have an online directory posted on the CALA website which is kept up-to-date. It should be password protected. Only CALA members could access and download the membership directory with active membership ID.
o I only received once a copy in 2008 and did not receive a copy in other years.
o I never got the print membership directory.

- Mentor program
  o Only aware of the mentor program but don't know about the qualification of the mentors.
  o I think we have formal mentoring for individuals but I'd love some scaffolding, with mentoring for chairs/committee members and folks considering board and leadership positions.
  o I applied to the mentor program one week ago, but have not got any reply yet.

- Program registration and banquet discounts
  o I hope there could be some discounts given to librarians who bring kids to the banquet. Even restaurants usually give kids discounts.

- Online job announcements
  o I don't read online job announcements.

Additional comments were received, showing some members' concerns about emails and the usage of CALA listserv:

- Too many emails. A digest service is appreciated.
- Public announcements are not well published.
- I see non-CALA members using CALA listserv to post announcements or for various other purposes. CALA listserv should be limited for CALA member use only. Those who are not paying CALA membership fees should be charged a fee for using the CALA listserv. Otherwise it's not fair to the paying CALA members.

26. Participation in professional events/activities hosted by CALA in 2009-2014

Table 26a. Training opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	57	62.0	62.0	62.0
	Write-in	5	5.4	5.4	67.4
	Yes	30	32.6	32.6	100.0
	Total	**92**	**100.0**	**100.0**	

Table 26a shows that 57 respondents (62%) have not attended or been involved with any training opportunities hosted by CALA**.** A few comments received include not aware of it, not contacted yet, retired, and too little training.

Table 26b1. Conference and workshop attendance at chapter level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	53	57.6	57.6	57.6
	Other, specify	4	4.3	4.3	62.0
	No	35	38.0	38.0	100.0
	Total	**92**	**100.0**	**100.0**	

Table 26b2. Conference and workshop attendance at national level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	51	55.4	55.4	55.4
	Other, specify	3	3.3	3.3	58.7
	No	38	41.3	41.3	100.0
	Total	**92**	**100.0**	**100.0**	

Table 26b2. Conference and workshop attendance at international level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	38.0	38.0	38.0
	Other, specify	3	3.3	3.3	41.3
	No	54	58.7	58.7	100.0
	Total	**92**	**100.0**	**100.0**	

Tables 26b1-3 show that 53 respondents (57.6%) attended or were involved in conferences and workshops at the chapter level, followed by 51 (55.4%) at the national level, and 35 (38.0%) at the international level. On the other hand, 35 respondents (38.0%) did not attend or were involved in conferences and workshops at the chapter level, followed by 38 (41.3%) at the national level, and 54 (58.7%) at the international level. The comments received include not aware of the event, not able to travel, program geared toward academic librarians, and not a friendly group to get involved with.

Table 26c. Support from CALA for members to run for ALA or state-level election

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	68	73.9	73.9	73.9
	Write-in	8	8.7	8.7	82.6
	Yes	16	17.4	17.4	100.0
	Total	**92**	**100.0**	**100.0**	

Table 26c shows that only 16 respondents (17.4%) have been supported by CALA to run for ALA or state-level election. On the other hand, 68 (73.9%) indicated that they have not been supported by CALA to run for ALA or state-level election. The comments received include such reasons as "CALA does not formally support anyone to run for election", "CALA should not do it officially", "have never run for any election at ALA or State level", "not contacted yet", and "retired".

27. Research and publishing opportunities provided by CALA

Table 27a. CALA Occasional Paper series

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	7	7.6	7.6	7.6
4	25	27.2	27.2	34.8
3	28	30.4	30.4	65.2
2	6	6.5	6.5	71.7
1	4	4.3	4.3	76.1
0	22	23.9	23.9	100.0
Total	**92**	**100.0**	**100.0**	

(5=strongest; 1=weakest; 0=not aware of)

Figure 27a. CALA Occasional Paper series
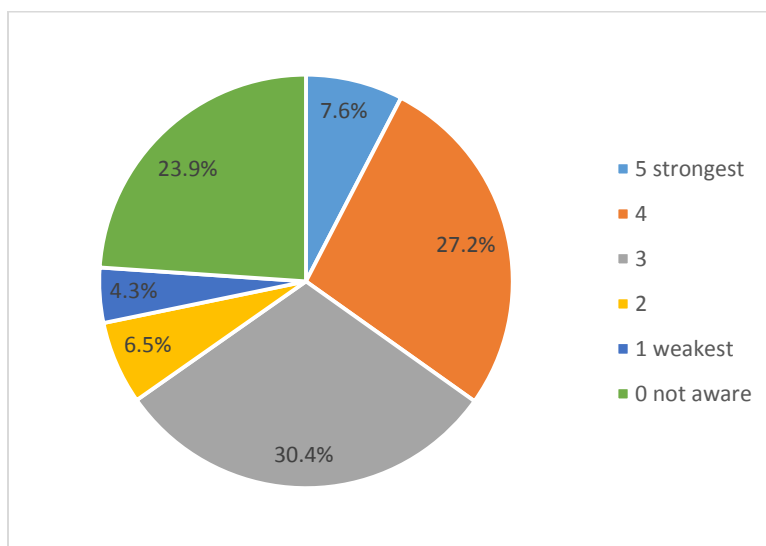
Table 27b. CALA Newsletter

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	15	16.3	16.3	16.3
4	31	33.7	33.7	50.0
3	24	26.1	26.1	76.1
2	10	10.9	10.9	87.0
1	4	4.3	4.3	91.3
0	8	8.7	8.7	100.0
Total	**92**	**100.0**	**100.0**	

Figure 27b. CALA Newsletter
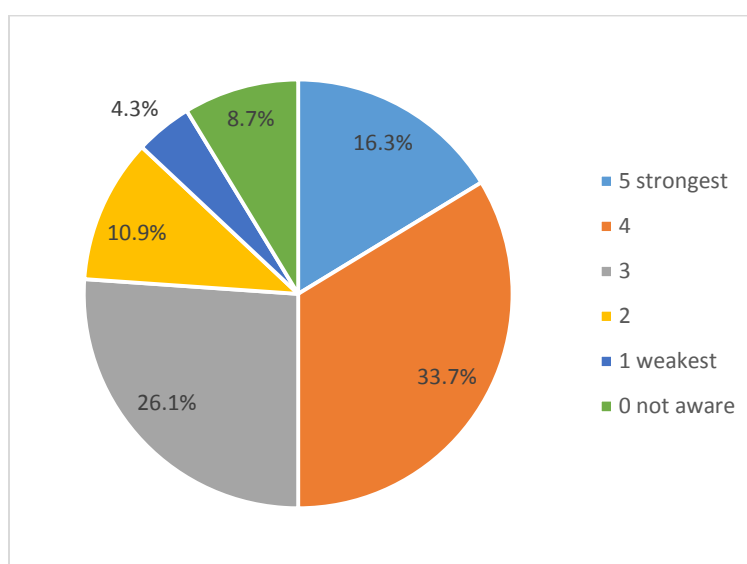
Table 27c. Journal of Library and Information Science

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	9	9.8	9.8	9.8
4	27	29.3	29.3	39.1
3	25	27.2	27.2	66.3
2	4	4.3	4.3	70.7
1	5	5.4	5.4	76.1
0	22	23.9	23.9	100.0
Total	**92**	**100.0**	**100.0**	

Figure 27c. Journal of Library and Information Science
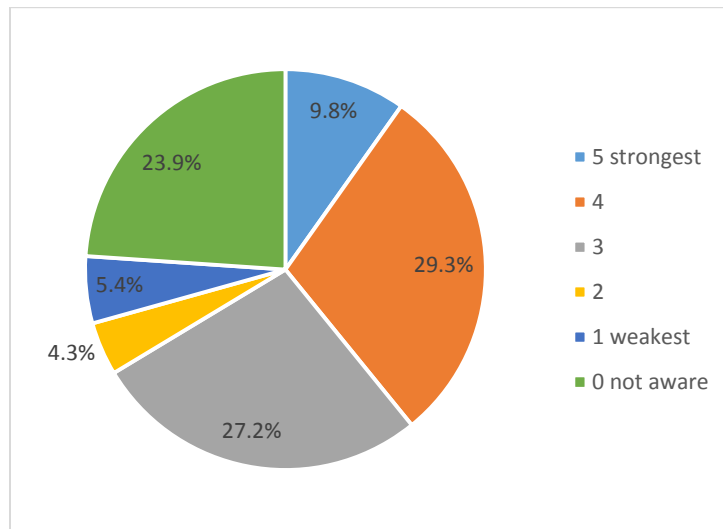
Table 27d-1. Presentations/posters at local chapter level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	24	26.1	26.1	26.1
1	2	2.2	2.2	28.3
2	3	3.3	3.3	31.5
3	16	17.4	17.4	48.9
4	33	35.9	35.9	84.8
5	14	15.2	15.2	100.0
Total	**92**	**100.0**	**100.0**	

Figure 27d-1. Presentations/posters at local chapter level
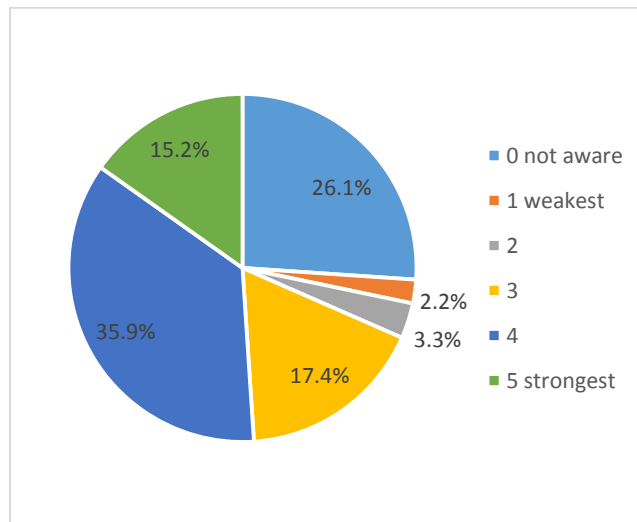
Table 27d-2. Presentations/posters at national level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	21	22.8	22.8	22.8
	1	2	2.2	2.2	25.0
	2	4	4.3	4.3	29.3
	3	22	23.9	23.9	53.3
	4	31	33.7	33.7	87.0
	5	12	13.0	13.0	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 27d-2. Presentations/posters at national level
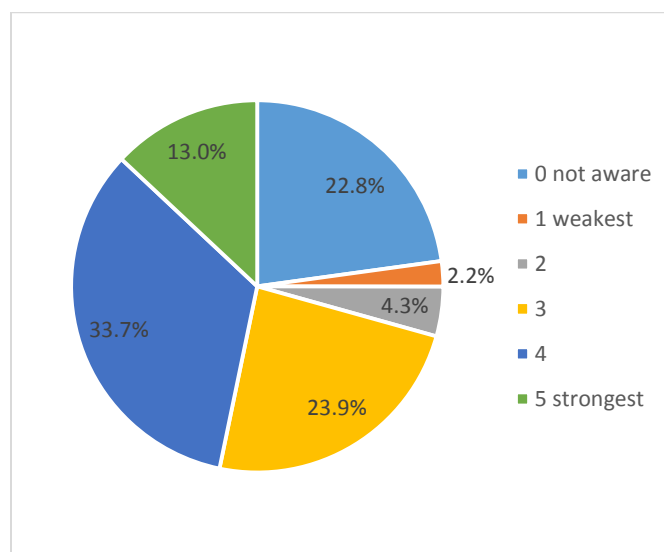
Table 27d-3. Presentations/posters at international level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	34	37.0	37.0	37.0
	1	3	3.3	3.3	40.2
	2	7	7.6	7.6	47.8
	3	15	16.3	16.3	64.1
	4	22	23.9	23.9	88.0
	5	11	12.0	12.0	100.0
	Total	**92**	**100.0**	**100.0**	

Figure 27d-3. Presentations/posters at international level
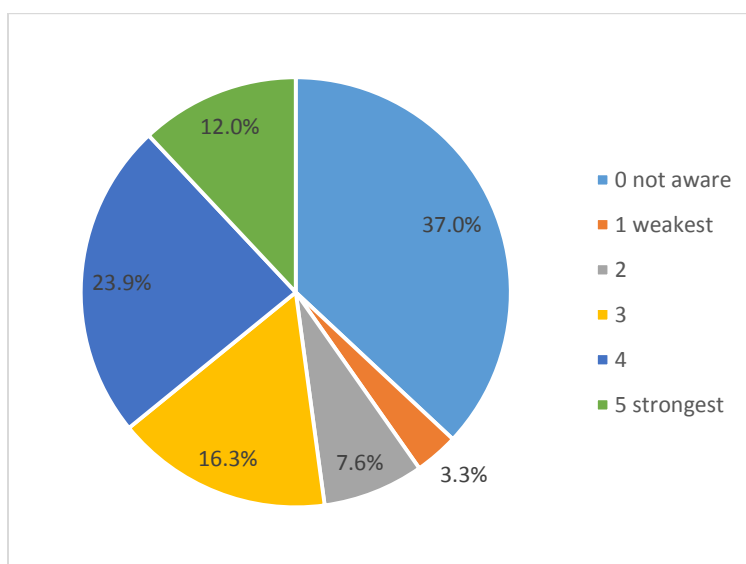
Tables 27d1-3 show members' satisfaction of opportunities for presentations/posters in CALA events at different levels. The members' awareness of such opportunities is highest at the national level (65; 70.7%) as compared to that at the chapter level (63; 68.5%) and the international level (48; 52.2%). On the other hand, 21 respondents (22.8%) reported that they were not aware of such opportunities at the national level, 24 (26.1%) at the chapter level, and 34 (37%) at the international level. Not surprisingly, the opportunities at the international level were the least known to the members.
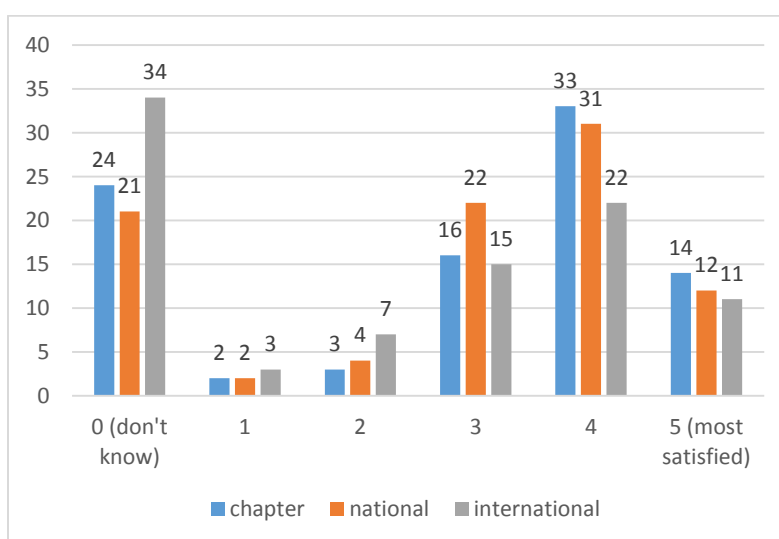
Figure 27d-4. Presentations/posters at all levels

Figure 27d4 compares the satisfactory rate at the three different levels. The majority of the members were satisfied with all levels. The satisfactory rate at the national level was the highest

(65; 70.7%), followed closely by the local chapter level (63; 68.5%). The satisfactory rates at the national and the chapter levels were higher than that at the international level (48; 52.2%).

28. Advantages of being a CALA member

Table 28. Advantages of being a CALA member

	Frequency (multiple answers possible)	Percent
Professional development opportunities	61	66.3%
Opportunities to network with others	77	83.7%
Being part of a "professional" association	66	71.7%

*Figure 28*. Advantages of being a CALA member
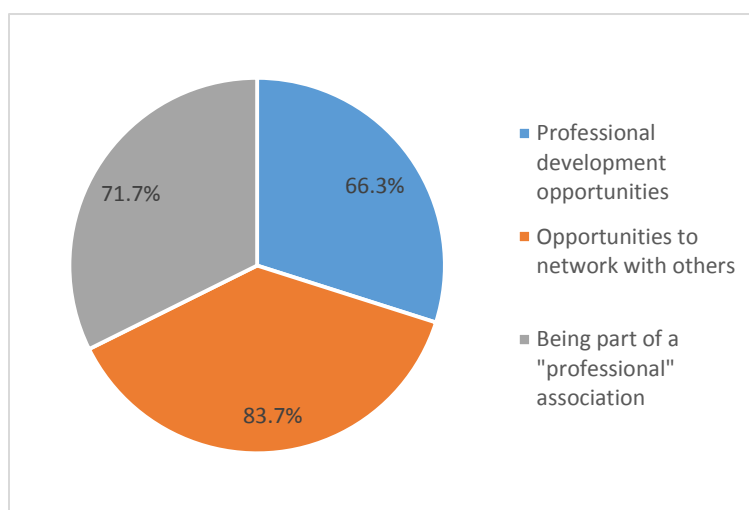
29. Institutional support to participate in CALA's programs and activities

Table 29. Institutional support to participate in CALA's programs and activities

Institutional support	Frequency (multiple answers possible)	Percent
Time	58	63.0%
Travel fund	26	28.3%
Permission only	45	48.9%

Figure 29. Institutional support to participate in CALA's programs and activities
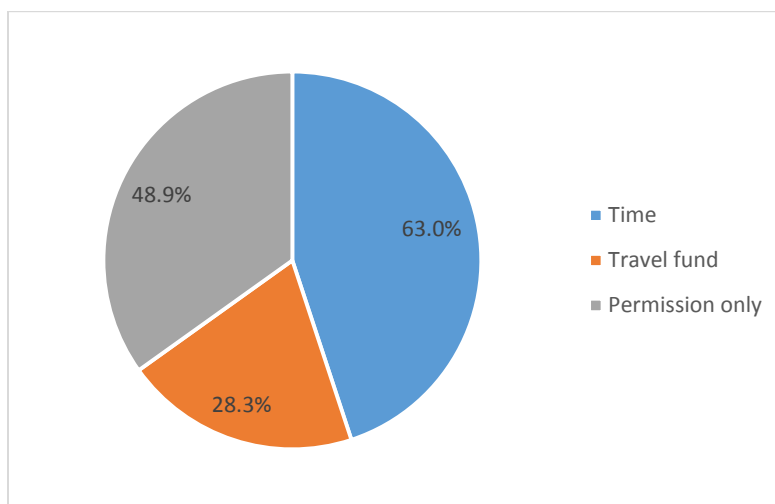
30. Suggestions for and comments on member services

Here are the suggestions and comments received:

- You did very good job for member service.
- Do more things for Chinese Americans.
- Vision, goals, governance, Board make-up, member participation opportunities, Local chapter functions (satisfaction, involvement, etc.)
- Communication, professional development opportunities.
- Analysis of how many Chinese American leaders will be needed over time.
- Effectiveness/results.
- Outcome measurement of participation.
- Awareness of CALA as a professional organization among your non-CALA member colleagues.
- Anniversary of membership acknowledgement.
- The memberships to participate in CALA professional activities, such as, "how many times or which year's CALA or CALA chapters' professional activities/programs have you participated", etc.
- Positive aspects, e.g., opportunity CALA has presented.
- More interesting programs for local members. More opportunities for international projects other than just with China.

31. Members' overall satisfactory level with CALA

Table 31a. Members' overall satisfaction at chapter level

Satisfaction	Membership Type								
	Regular	Student	Non-salaried	Overseas	Life	Honorary	Institutional	Affiliated	Blank
5	22.6%	25.0%	0.0%	23.1%	25.0%	0.0%	0.0%	N/A	N/A
4	54.8%	0.0%	50.0%	23.1%	27.5%	100.0%	0.0%	N/A	N/A
3	19.4%	25.0%	0.0%	15.4%	30.0%	0.0%	0.0%	N/A	N/A
2	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	N/A	0.0%
1	3.2%	50.0%	0.0%	0.0%	7.5%	0.0%	0.0%	N/A	N/A
0	0.0%	0.0%	50.0%	38.5%	7.5%	0.0%	100.0%	N/A	N/A
Blank	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**0%**	**0%**

Table 31a shows that a large majority of the regular members (96.8%) rated their overall satisfaction of CALA's member services at the chapter level as 3 or above (from somewhat satisfied to most satisfied), followed by life members (82.5%), overseas members (61.6%), students (50%), and non-salaried (50%). The honorary members were 100% satisfied. On the other hand, 50% of student members rated it as 2 and 1 (less satisfied and not satisfied), followed by 10% of life members, and 3.2% of regular members. Besides, 50% of non-salaried members were not aware of such services, followed by 38.5% of overseas members, and 7.5% of life members.

Table 31b. Members' overall satisfaction at national level

Satisfaction	Membership Type								
	Regular	Student	Non-salaried	Overseas	Life	Honorary	Institutional	Affiliated	Blank
5	6.5%	25.0%	0.0%	23.1%	17.5%	0.0%	0.0%	N/A	N/A
4	61.3%	0.0%	50.0%	38.5%	32.5%	100.0%	0.0%	N/A	N/A
3	29.0%	50.0%	50.0%	15.4%	32.5%	0.0%	0.0%	N/A	N/A
2	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	N/A	0.0%
1	0.0%	25.0%	0.0%	0.0%	5.0%	0.0%	0.0%	N/A	N/A
0	3.2%	0.0%	0.0%	23.1%	2.5%	0.0%	100.0%	N/A	N/A
Blank	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**0%**	**0%**

Table 31b shows that 100% of non-salaried members rated their overall satisfaction of CALA's member services at the national level as 3 or above, followed by regular members (96.8%), life members (82.5%), overseas members (77%), and student members (75%). The honorary members were 100% satisfied. 3.2% of the regular members reported that they did not know about member services at the national level.

Table 31c. Members' overall satisfaction at international level

Satisfaction	Membership Type								
	Regular	Student	Non-salaried	Overseas	Life	Honorary	Institutional	Affiliated	Blank
5	9.7%	25.0%	0.0%	23.1%	15.0%	0.0%	0.0%	N/A	N/A
4	25.8%	0.0%	50.0%	61.5%	17.5%	100.0%	100.0%	N/A	N/A
3	22.6%	25.0%	50.0%	15.4%	30.0%	0.0%	0.0%	N/A	N/A
2	12.9%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	N/A	0.0%
1	9.7%	25.0%	0.0%	0.0%	7.5%	0.0%	0.0%	N/A	N/A
0	19.4%	25.0%	0.0%	0.0%	17.5%	0.0%	0.0%	N/A	N/A
Blank	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**0%**	**0%**

Table 31c shows that 100% of the overseas members, the non-salaried, and the honorary members rated their overall satisfaction of CALA's member services at the international level as satisfactory, followed by life members (62.5%), regular members (58.1%), and students (50%). On the other hand, 25% of the student members rated less or not satisfactory of CALA's member services at the international level, followed by regular members (22.6%), and life members (18%). In addition, 25% of the student members reported that they did not know such services at the international level, followed by regular members (19.4%), and life members (17.5%).

Part VI. Additional Comments and Suggestions (survey questions #32-35)

32. Regular self-assessment

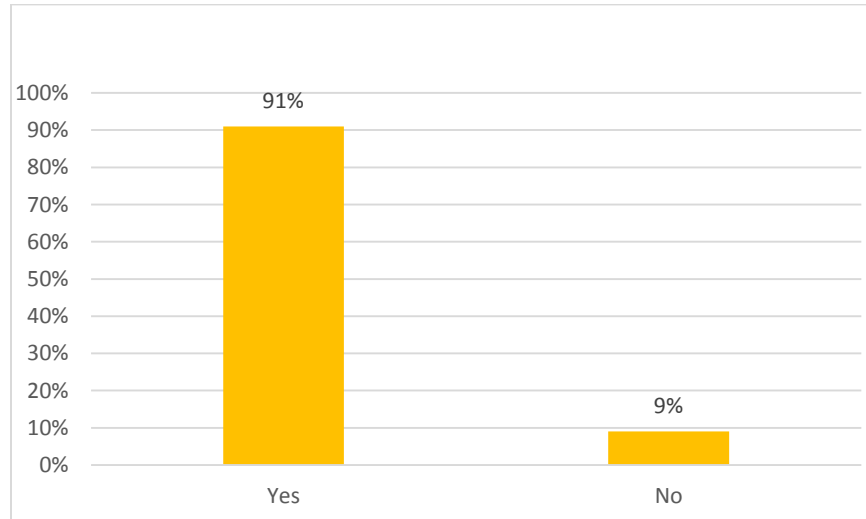*Figure 32*. Regular self-assessment

Figure 32 shows that the majority of the respondents (91%) reported that CALA should do an organizational self-assessment regularly while 9% were against it.

33. Frequently of self-assessment

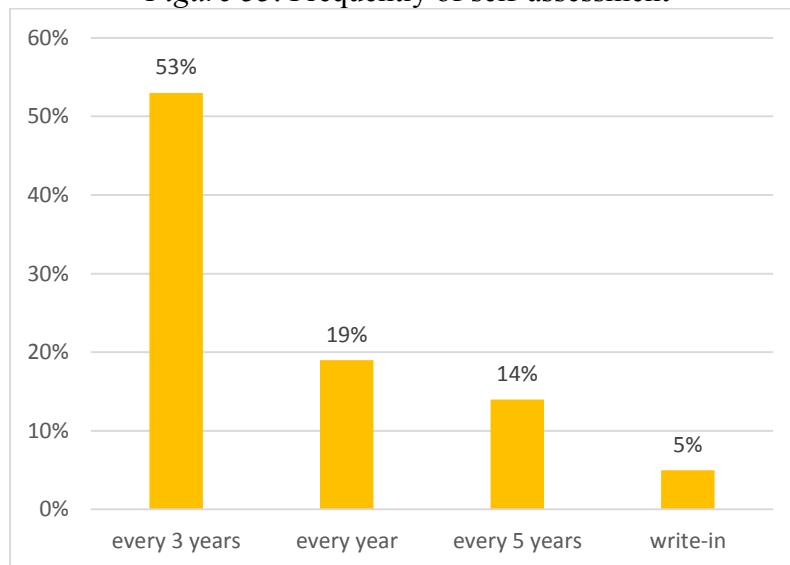*Figure 33*. Frequently of self-assessment

Figure 33 shows that 53% of the respondents preferred to have an organizational self-assessment every 3 years, 19% preferred to do it every year, and 14% preferred every 5 years.

Additional comments on the frequency of conducting an organizational self-assessment are:

- Annually - cursory – in-depth 3 years
- At succession of each new Executive Director
- Every other year
- Flexible, as needed

34. Areas to assess beyond CALA's mission/vision/goals, leadership, opportunities to serve, and membership services

Here is a list of suggestions received regarding additional categories in future self-assessment:

- Benefits of membership on members' career
- Communication
- Cooperation or collaboration with other library professional organizations and CALA officers/members who have won any prizes or honors
- Effectiveness of the governing Board at National and local/chapter levels, opportunities for members to get involved with CALA programs, nominations for officers, and election processes. Duties and competency of the Board members. CALA's knowledge (at the Board level) about other Associations (ALA, IFLA, APALA, REFORMA, AILA, BCALA) and their activities and interactions (whether or not they are acquainted with one another's work.)
- Feedback or survey
- CALA may set up a committee of International Relations to promote CALA's mission and membership
- Membership needs, concerns, and leadership competency and accountability
- Needs and interests of members
- Opportunities for leadership at the local, national and international levels; mentoring to ensure leadership opportunities--impact measurement
- Partnerships and collaborations with other professional Associations; engagement with ethnic affiliates; programmatic goals; families for literacy, literary awards, scholarship and awards, mentor programs; ranking based on awareness, commitment and the engagement of the membership in order to build up sound financial support (leadership within the organization that doesn't involve Board or committee participation); encouragement and recognition
- Research, publication, and outreach (locally, nationally and internationally)
- Round tables for professional development
- Technology skills and training
- Activities such as JCLC, IFLA, what people really think of

35. Additional suggestions and comments

Here is a list of additional suggestions and comments:

- Assessment is very important, so this is a very good first step. There will need to be an Action Plan to address the results of the survey.
- Excellent Self-Assessment. Look forward to seeing future ones (every 3 years or so).
- This is a very good and timely survey.
- Survey should be short and specific to ensure useful answers that will help CALA to improve.
- I appreciate the opportunity given to participate in the survey, and hope CALA can conduct the survey once a year.
- CALA has been served by a very dedicated leadership. I appreciate everyone's hard work.
- Instead of print version, put CALA membership directory online.
- Website!!! Please update CALA website regularly. Make the website the primary resource for CALA information and the main platform for communication.
- Post CALA annual financial report on the website regularly.
- Let members know the information related to the distributions of different CALA funds.
- CALA needs leadership training at national, local chapter and community levels.
- Communication, free online training, conference sharing
- Use CALA mailing list more effectively, reduce general greeting or congratulatory type of emails.
- With volume of emails it is hard to filter official news from leadership. Please consider editorial oversight for communications. Great to see you are getting feedback via this survey! Look forward to future developments.
- I can see CALA is making changes through this year's Board and I am glad we are moving forward in allowing new people to serve on the Board as well as offering many other opportunities to serve. However, CALA still has a long way to go to make this a more democratic and member-driven Association. We need new blood in leadership roles and we should start building leadership-training opportunities for our future leaders in the Association. We need to keep up with the new and get rid of old practices that are no longer relevant (while still maintaining our heritage of being Chinese Americans, not just Mainland Chinese). We are not just members from China, but should be a membership of Chinese American Librarians (let's make sure Chinese American is part of the formula). How many 2nd generation, 3rd generation Chinese Americans are we recruiting each year? What have we done to help recruit them in library and information science programs and engage them in our activities and events?
- National level committee members and Board members have served on too many positions during the same year. They should open opportunities to other members who are willing to participate in the program services!
- Try to achieve the goals of the strategic plan. Don't waste time in debating issues. Do things which will be of practical benefit to members. Always think of the welfare of members.
- Would you invite others to join CALA? If "No", why? Is there a gap between your expectations of CALA and what is currently being delivered? If "Yes", why? Has CALA

represented you well? If "Yes", what exactly did CALA do that made you feel this way?

III. Conclusion

The key to any organization is membership, participation, and communication. For an organization to succeed, its organizational structure and policies, its services, the extent of participation, and the level of satisfaction of the members with regards to the organization's leadership are all significant factors. CALA is no exception. These aspects are the objectives of CALA 2014 survey.

Although only 19.16% of the active members participated in the survey, the responses and feedback regarding these objectives were very helpful to understand how active members view the current state of CALA and see what improvement need to be made to the organization. A general consensus from the survey was that it is very important to stay in touch with the members and to get as much feedback as possible regarding some of pressing issues, as members can provide insight into the problems at hand as well as potential solutions to these challenges. Along with reviewing all the survey responses and documenting the responses and feedback, the Task Force also shared the survey findings with the Board of Directors and, subsequently, the 2020 Strategic Task Force[5].

Some essential findings from the survey include:

- The growth of overseas membership as a demographic trend
  - According to the CALA membership data available at the time of the 2014 Self-Assessment survey, the top three demographic distributions of the 480 active CALA members were: 48.1% life members, 23.8% overseas members, and 21.3% regular members. CALA should recognize the potential impacts from the consistent increase of overseas membership and adjust as necessary to accommodate the change in demographics.
  - According to the 2014 survey, the top three groups of survey respondents (n=92) were: life members (40; 43.5%), regular members (31; 33.7%), and overseas members (13; 14.1%). They comprise 91.3% of the total survey respondents.
- Recruitment of student members:
  - The student membership remained at around 4.2-4.3% in both the demographic trend and survey respondents.
- A high percentage of CALA members did not know about *CALA's Mission/Vision/Goal.*
  - Findings from Question 6 show that 57 respondents (61.96%) reported that they were not aware of the 2015 strategic plan, which was posted in 2011. For the question on CALA's yearly goals between 2009 and 2014, 38% of the respondents left the answer blank, and 49% were not aware of CALA's yearly goals. Only 10% of the respondents said they were aware of it.

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[5] The CALA 2020 Strategic Task Force was created in August 2014 with eleven members (Lian Ruan and Shali Zhang as co-chairs). Five online town hall meetings were held between September 2014 and January 2015 with the goal to gather constructive ideas from the general membership. A completed plan was under review at its final stage.

- Conflicting data from Part III (CALA's leadership)
  - Surprisingly, Table 10 shows that the majority of the respondents (76%, N=92) rated the performance of CALA's leadership in accomplishing CALA's mission and vision at 3 or above (from somewhat satisfied to most satisfied), even though in answering the succeeding questions, a considerable percentage of the respondents also indicated that they did not know about the work of the CALA Board.
  - Table 13 shows that 26 respondents (28.3%) reported that either their knowledge about the functions of CALA's Board was not very good (19; 20.7%) or that they had no knowledge of it at all (7; 7.6%).
  - Table 14 shows that 36 respondents (39.1%) gave a disapproving rating of "poor" to the overall rating of the CALA's Board's work, and another 8 respondents (8.7%) reported that they did not know about it.
- Nevertheless, the survey findings indicate a strong support for CALA as a representative organization of Chinese American librarians in North America.
  - In Part V, the survey responses clearly show a high satisfactory level toward CALA-sponsored activities and events at local, national, and international levels.
  - Meanwhile, the survey findings show that there are still quite a few members who were not aware of various services, opportunities, events, and activities provided by CALA, and therefore, they were not able to take full advantage of them. See Appendix-I *CALA Members' Unawareness*. CALA can make more efforts to increase the awareness of each of these services among the members and have even more members involved.
- With regards to the survey responses, approximately 10-30% of the respondents gave a rating of 2 or lower on eleven out of twelve rating questions (2 = least satisfied, 1 = dissatisfied, 0 = I don't know). See Appendix-II *CALA Members' Non-satisfaction Rates*. Through improvements to the organization and general communication as well as promotion, we hope that these low responses will decrease to less than 5-10% by the next survey.
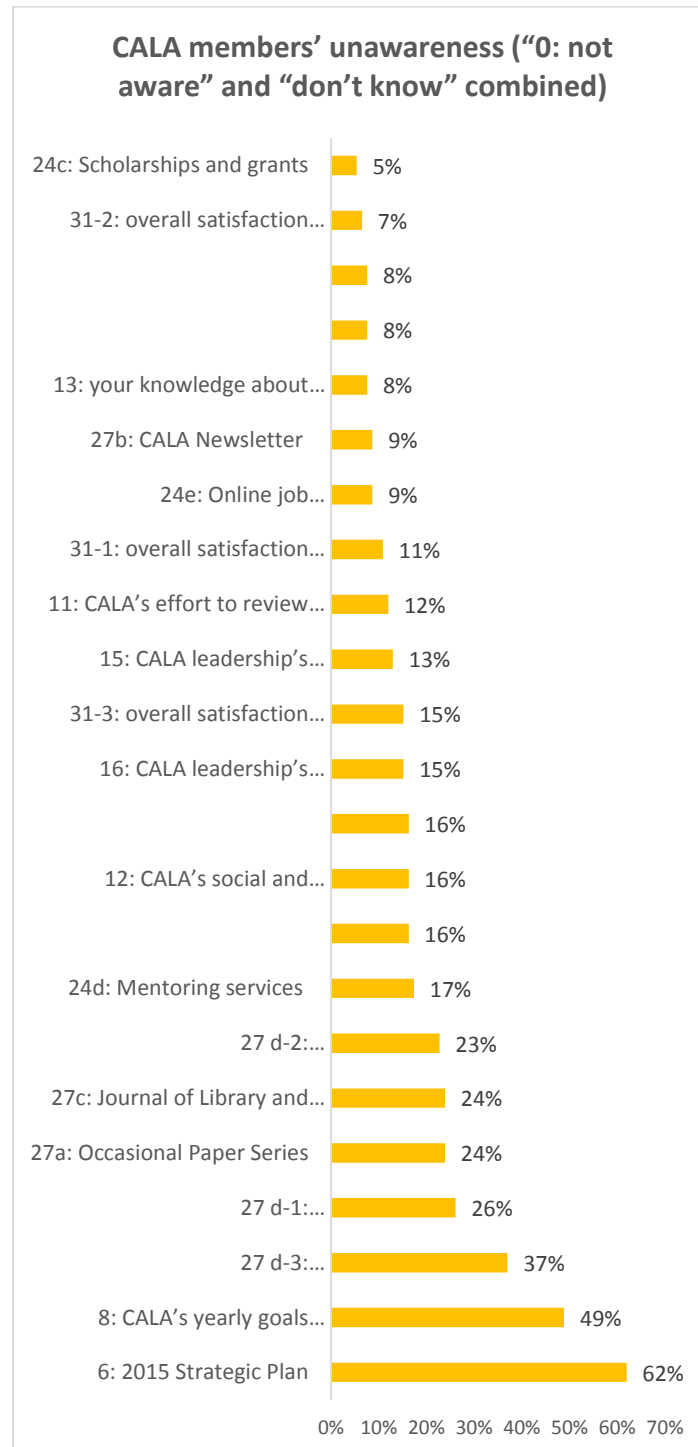
Acknowledgement

APPENDICES

APPENDIX-I: CALA Members' Unawareness

The figure below is a cross analysis comparing the answers on all the questions in the entire survey which asked the respondents to choose "0: not aware" or "don't know" whenever appropriate.

CALA members' unawareness ("0: not aware" and "don't know" combined)

Question	Percentage
24c: Scholarships and grants	5%
31-2: overall satisfaction…	7%
	8%
	8%
13: your knowledge about…	8%
27b: CALA Newsletter	9%
24e: Online job…	9%
31-1: overall satisfaction…	11%
11: CALA's effort to review…	12%
15: CALA leadership's…	13%
31-3: overall satisfaction…	15%
16: CALA leadership's…	15%
	16%
12: CALA's social and…	16%
	16%
24d: Mentoring services	17%
27 d-2:…	23%
27c: Journal of Library and…	24%
27a: Occasional Paper Series	24%
27 d-1:…	26%
27 d-3:…	37%
8: CALA's yearly goals…	49%
6: 2015 Strategic Plan	62%

0% 10% 20% 30% 40% 50% 60% 70%

67

APPENDIX-II: CALA Members' Non-satisfaction Rates

The figure below is a cross analysis comparing the answers on all the twelve questions in the whole survey which asked the respondents to give a satisfaction rate.

Non-satisfaction Rates (0-2 Ratings Combined)

Question	Rate
7a: content of the plan	2.2%
7b-3: implementation of the plan 2013-14	10.8%
7b-2: implementation of the plan 2012-13	11.9%
7b-1: implementation of the plan 2011-12	13.0%
31-2: overall satisfaction level with CALA at national level	14.1%
31-1: overall satisfaction level with CALA at chapter level	18.5%
11: CALA's effort to review and improve its leadership	19.6%
10: CALA's leadership in accomplishing CALA's mission and vision	23.9%
12: CALA's social and environmental consciousness	25.0%
15: CALA leadership's effective communication of CALA goals in working with CALA committees and task forces	27.1%
16: CALA leadership's knowledge of the needs, expectations, and satisfaction/dissatisfaction levels of CALA members	31.5%
31-3: overall satisfaction level with CALA at international level	32.6%

APPENDIX-III: 2014 CALA Self-Assessment Survey Questions

2014 CALA Self-Assessment Survey

This survey is designed to evaluate membership satisfaction issues among members of the Chinese American Librarians Association (CALA) (2009-2014). It consists of the following six parts: *I. Demographics Information, II. CALA's Mission/Vision/Goals, III. CALA's Leadership, IV. Opportunities to Serve, V. Membership Services, VI. More Comments and Suggestions.*

The survey is voluntary and anonymous. It will take about 15-20 minutes. Your participation is important to CALA. Your feedback is highly appreciated! 2013-2014 CALA Self-Assessment Taskforce: Jian Anna Xiong (Co-Chair, axiong@lib.siu.edu), Jiun Kuo (Co-Chair, kuo@rice.edu), and Wen-Ling Liu (wliu@indiana.edu).

I. Demographics Information

1. Please choose your type of membership:

    a) Regular membership
    b) Student membership
    c) Non-salaried membership
    d) Overseas membership
    e) Life membership
    f) Honorary membership
    g) Institutional membership
    h) Affiliated membership

2. How long have you been a CALA member? (Please choose only one)

    a) 6 years or more
    b) 4-5 years
    c) 1-3 years
    d) Less than one year

3. Please choose the CALA chapter/group that you currently belong to:

    a) Greater Mid-Atlantic
    b) Midwest
    c) Northeast
    d) Northern California
    e) Southern California
    f) Southeast
    g) Southwest
    h) All Other U.S. States
    i) Non-U.S. Areas

4. Please choose the type of library you are working for:

   a) Academic
   b) Public
   c) School
   d) Special
   e) Other

5. What is your gender?

   a) Female
   b) Male

II. CALA's Mission/Vision/Goals

6. CALA posted its 2015 Strategic Plan in 2011, are you aware of it?

   Yes [Select and then go to #7.]

   No [Select and then go to #8]

7a. If you answered yes to question 6, please rate your satisfaction level with the content of the plan: (5 most satisfied, 1 least satisfied)

   1   2   3   4   5

7b. If you answered yes to question 6, please rate your satisfaction level with the implementation of the plan: (5 most satisfied, 1 least satisfied, 0 not sure)

   2011-12:   0   1   2   3   4   5

   2012-13:   0   1   2   3   4   5

   2013-14:   0   1   2   3   4   5

7c. If you chose 0 to #7b, please specify:

8. Are you aware of CALA's yearly goals between 2009 and 2014?

   a) Yes, I am aware of CALA's yearly goals.
   b) No, I am not aware that CALA has yearly goals.
   c) None of the above answers, please specify:

9. Besides the questions asked above, if you think any other questions should be included in the future to assess CALA's mission, vision, goals and strategic plans, please write them here. If not, please move to the next Section: III CALA's Leadership.

III. CALA's Leadership

10. Please rate CALA's leadership in accomplishing CALA's mission and vision (5 most satisfied, 1 least satisfied, 0 don't know)

      0   1   2   3   4   5

11. Please rate CALA's effort to review and improve its leadership: (5 most satisfied, 1 least satisfied, 0 don't know)

      0   1   2   3   4   5

12. Please rate CALA's social and environmental consciousness: (5 most satisfied, 1 least satisfied, 0 don't know)

      0   1   2   3   4   5

13. How knowledgeable do you think you are about the functions of CALA's Board?

    a) Very good knowledge
    b) Somewhat knowledge
    c) Not very knowledgeable
    d) Not aware of it at all or just know the name
    e) Other, please specify:

14. My overall rating of the CALA Board's work in 2009-2014 is:

    a) Very good
    b) Good
    c) Somewhat good
    d) Poor
    e) Don't know the Board's work 2009-2014
    f) Other, specify:

15. Please rate the CALA leadership's effective communication of CALA goals in working with CALA committees and task forces (5 most satisfied, 1 least satisfied, 0 don't know)

      0   1   2   3   4   5

16. Please rate the CALA leadership's knowledge of the needs, expectations, and satisfaction/dissatisfaction levels of CALA members: (5 most satisfied, 1 least satisfied, 0 I don't know)

      0   1   2   3   4   5

17. Besides the questions asked above, what other questions do you think should be included in the future to assess CALA's leadership?

IV. Opportunities to Serve

18: Are you given the opportunities by CALA to participate in CALA programs and activities? Please choose the appropriate response for each item:
At local chapter level

   a) Yes
   b) No
   c) Other, specify:

At national level:

   a) Yes
   b) No
   c) Other, specify:

At international level:

   a) Yes
   b) No
   c) Other, specify:

19. Have you ever participated in a CALA program?

At local chapter level

   a) yes
   b) no
   c) Other, specify:

At national level

   a) yes
   b) no
   c) Other, specify:

At international level

   a) yes
   b) no
   c) Other, specify:

20. Are you given opportunities to serve on committees or to hold office? Please choose the appropriate response for each item:

At chapter level

   a) Yes
   b) No
   c) Other, specify:

At national level:

    a) Yes
    b) No
    c) Other, specify:

At international level:

    a) Yes
    b) No
    c) Other, specify:

21. Have you ever considered either volunteering or nominating yourself?

    a) Yes [Go to #23.]
    b) No [Go to #22]
    c) Sometimes [Go to #22]

22. If you have not taken these opportunities please choose all the reasons that apply:

    a) Too busy
    b) Cannot travel
    c) Being a board director for 3-year term is a long commitment
    d) Not enough experience
    e) Unable to attend conference due to financial constraints or lack of institutional support
    f) Already committed in other committees, such as ALA
    g) Already served on ALA committees, preferred to promote more junior members to serve
    h) Do not feel like serving
    i) Others, please specify:

23. In any future self-assessments, besides the visibility, participation rate, and satisfaction level rated above, what other perspectives do you think should be considered for assessment and what can be used in the survey to measure the success of those assessments on CALA's service opportunities?

V. Membership Services
Please rate your satisfaction level with the following member services provided by CALA:

(5 strongest, 1 weakest, 0 not aware of this service)

24a. Print Membership Directory

    0   1   2   3   4   5

24b. Program registration and banquet discounts (amount of discounts amount, length of time that are valid, etc.)

    0   1   2   3   4   5

24c. Scholarships and grants (amount, types, etc.)

    0   1   2   3   4   5

24d. Mentoring services (number of mentors, qualification of the mentors, mentors in different job types)

        0   1   2   3   4   5

24e. Online job announcements:

        0   1   2   3   4   5

25. If you rated 1 or 2 to any of the items under #24, please briefly explain why:

26: Which of the following professional events/activities hosted by CALA at any level have you attended or been involved with in the past 5 years (2009-2014)?

26a. Training opportunities:

a) Yes
b) No
c) Other, please specify:

26b. National and international conference and workshop attendance:

At chapter level

a) a) Yes
b) No
c) Other, please specify:

At national level:

a) a) Yes
b) No
c) Other, please specify:

At international level:

a) a) Yes
b) No
c) Other, please specify:

26c. Have you been supported by CALA for you to run for ALA or State level election?

a) a) Yes
b) No
c) Other, please specify:

27: Please rate your satisfaction level with the following research and publishing opportunities CALA provided: (5 strongest, 1 weakest, 0 not aware of this opportunity)

27a. CALA Occasional Paper Series:

        0   1   2   3   4   5

27b. CALA Newsletter (format, content, frequency, etc.)

     0   1   2   3   4   5

27c. Journal of Library and Information Science:

     0   1   2   3   4   5

27d. Presentations/posters at CALA conferences and workshops:

At chapter level

     0   1   2   3   4   5

At national level:

     0   1   2   3   4   5

At international level:

     0   1   2   3   4   5

28: What are the advantages to being a CALA member? Please choose all that apply:

    a) Professional development opportunities
    b) Opportunities to network with members
    c) Being part of a "professional" association
    d) Other, please specify:

29. My Institution gave me the following support to participate in CALA's programs and activities: (Select all that apply)

    a) Time
    b) Travel fund
    c) Permission only
    d) Other, please specify:

30. In any future self-assessments of CALA's member services, besides the visibility, participation rate, and satisfaction level rated above, what other perspectives do you think should be considered?

31: Please rate your overall satisfaction level with CALA at different levels considering all the aspects mentioned above: (5 most satisfied, 1 least satisfied, 0 no experience at all)

At chapter level

     0   1   2   3   4   5

At national level:

     0   1   2   3   4   5

At international level:

    0   1   2   3   4   5

VI. More Comments and Suggestions

32. Should CALA do the self-assessment regularly?

   a) Yes
   b) No

33. If you answered yes to 32, how frequently should CALA do the regular self-assessment?

   a) every 5 years
   b) every 3 years
   c) every year
   d) other, please specify:

34. In any future self-assessments, besides *CALA's Mission/Vision/Goals, Leadership, Opportunities to Serve, and Membership Services,* what other categories do you think should be included and what indicators may be used to assess them?

35. Please provide here any suggestions and comments on this CALA self-assessment, on CALA's strategic plan, leadership, opportunities to serve, membership services, or in general which you had no opportunity to provide above:

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