

AMERICAN LIBRARY ASSOCIATION  
Executive Board Meeting Minutes  
50 EAST HURON STREET  
CHICAGO, ILLINOIS

The ALA Executive Board met in the Carnegie Room at ALA Headquarters in Chicago, IL from October 25-27, 2019.

Thursday, October 24, 2019 @ 9:00-12:00 p.m.

The ALA Executive Board were in closed session.

Session I: Friday, October 25, 2019 @ 8:30-4:30 p.m.

The ALA Executive Board were in closed session.

Session II: Saturday, October 26, 2019 8:30-4:00 p.m.

The Board convened on Saturday October 26, 2019 at 8:30am with President Wanda Brown presiding.

**Agenda Approval**

Maggie Farrell requested to update the Fall Board Agenda *EBD #9.2.4* for a Midwinter Update.

**Consent Items**

The consent agenda items were approved, and the following reports were referenced for specific comment:

- Annual Conference 2019 Board Meeting Minutes, *EBD #2.0.1*  
Mr. Garcia called to attention the added details of the conversation between the Board and Conference Services regarding the protest at the CIA booth. He requested an update regarding policy from conference services at next board call.
- Center for the Future of Libraries Report, *EBD #12.7*  
Ms. Garcia-Febo recognized all the incredible work by the Center. She recommended continued consideration of the Center for Midwinter and regional meetings.
- Office for Diversity, Literacy and Outreach Services (ODLOS) Report *EBD #12.10*  
The ODLOS Chair continues conversations with the ODLOS community about establishing the EDI fellow. For various reasons, the committee chose to continue the work at a later date.

**Board Executive Session: Friday, October 25, 2019 Report**

- **Voted, on the recommendation of ALA staff, to authorize** Management to sell the Association's real estate assets per the terms of the revised Purchase and Sale Agreement. Any material change in terms will require additional consideration and action by the ALA Executive Board. *CBD #13.0*
- **Voted, on the recommendation of ALA staff, to authorize** Management to execute a loan agreement in the amount up to \$2,900,000 to be used for expenses associated with

new headquarters equipment. Any material change in amount or term will require additional Board action. *CBD #14.0*

- **Voted, on the recommendation of the ALA President-elect, to approve** the proposed roster for the Nominating Committee for the 2021 ALA Election. *CBD #10.0*
- **Voted, no board recommendation** for honorary membership in the American Library Association.
- **Voted to support** Association for Library Service to Children Board of Director's continued work in reviewing ALSC's awards program portfolio. *CBD #9.0*
- **Voted to approve** the Washington office to support Crosby Kemper as the IMLS director.

**Development Office Report, EBD #6.0, CBD #7, CBD #8**

Sheila O'Donnell, Director of the Development Office, reported the following:

- Highlighted the \$2 million gift from Google to support entrepreneurs from diverse communities and the continuous relationship with the tech company.
- Beloved ALA members have passed away, notably ACRL President Bill Miller and ALA staff member Peggy Barber.
- PLA received another grant extension from IMLS (estimated \$300,000) to fund its Inclusive Internship Initiative, now in its 4<sup>th</sup> year.
- Former Assistant Director of Development Office Ryan LaFollette has departed ALA. He helped lay the groundwork for the major gifts program. The hiring process to fill that role has begun.
- The Salesforce project continues, and all donations data has been integrated into the system.
  - Metrics from BARC were outlined and will align as closely as possible with the reports from Salesforce.
  - Weekly meetings with IT are held in order to learn more.
  - Moving data to salesforces has helped the Development Office understand issues that have hindered progress in iMIS.
- Library Champions
  - Maintaining approximately 25 champions.
  - Assistant Director of Corporation and Foundation Relations Anne Manly is working with Membership to secure more corporate members and survey the current ones to identify more characteristics for cultivation.

Lenore England, Chair of the Philanthropy Advising Group (PAG), reported:

- Philanthropy Advisory Group met at Annual 2019, virtually in September 2019, and will meet in spring 2020 and Annual 2020.
- Meet and Greet at Midwinter 2020 will take place.
- PAG retreat is set for November 2020, and the agenda is finalized, which will include the discussion on state of philanthropy.
- Working Groups
  - 1876 Club Group: PAG determines annual strategy, serves as ambassadors at functions.

- Annual Fund: works to increase the culture of philanthropy among members and staff; help create campaign and fundraising strategy for the general fund.
- Communication: this will include publicity efforts; Development office working on launching donor newsletter.
- Legacy Society: helps determine annual strategy; serve as brand ambassadors at functions.
- Stewardship: identify and create thoughtful donor stewardship; establish annual calendar of stewardship activities.
- Nominating Committee: critical to ensuring diversity and successful planning with the group. PAG will evolve over time, and this will be a standing committee to recruit.

**IT Strategy Investment Update, EBD #12.11**

Jim Gibson, Chief Information Officer, reported the following:

- Budget has not changed, but IT strives to save where it can. Biggest cost savings items include reevaluating the managed service provider that manages our network and desktop support. IT hopes that this evaluation will be moved up to January.
- IT Advisory Group has been revitalized
  - Meetings are more frequent
  - Working to prioritize IT projects and getting buy-in on priorities with the entire group
  - Group will not affect the budget but may affect timeline
  - Salesforce pilot for advocacy is complete and went very well.
- IT ticket tracking system has been upgraded which allows for more metrics. The goal is to respond to the customer within an hour. IT is hoping to work with Finance team to add Finance into the ticket tracking system since staff frequently request services from finance.
- Air Table: project management software
  - This is in a pilot phase now; about 60 users across ALA units are working on this
  - Once bugs have been worked out, it can be rolled out at a more enterprise level
- E-commerce and store
  - Big upgrade was just finished featuring several process improvements and enhancements
  - Stakeholders conducted tests
  - Looking to IT advisory group as to next steps
- User Experience Manager has been hired to work on connections
- Email marketing pieces and forms will be evaluated next

Discussion/Questions:

- Mr. Dawes asked about savings if ALA used an external firm to manage network and desktop support. Mr. Gibson said possible savings could be \$70,000-\$100,000/yr.
- Ms. Schneider asked about the cloud forklift approach. Mr. Gibson said moving everything all at once would be difficult and expensive.

- Ms. Garcia-Febo asked about the move to the new location and if staff can access system remotely. Mr. Gibson said that is in process.
- Mr. Dawes asked what services or operations are moving to the cloud. Mr. Gibson said the phone system and the infrastructure, essentially everything that is backed up on the servers in the current building, will be transitioned to the cloud.

**Endowment Trustees Report, EBD #13.0**

Pat Wand, Senior Endowment Trustee, reported the following:

- Acknowledged the work of the ALA Finance staff, particularly CFO, Mark Leon, as he leaves ALA.
- Status update:
  - ALA endowment is in the mid-range when compared to the world market, which is good
  - Clearbridge BSB Large PAG fund is \$10 million, \$600,000, or 22.8% of our total investment
  - ALA has a diverse group of funds such as real estate, ESGs, short durations, long durations, and this represents 41.7 % of our portfolio
  - Healthy endowment returns are performing well and compare favorably to ALA's range of investors.
- Ms. Garcia-Febo asked about diversifying Trustees, and Ms. Wand said that this is paramount on Trustees' minds. They would like to attract a wider, more diverse group.
- Welcomed three new trustees: Jim Neal, Janet Welburn, and Maggie Farrell.
- Electronic policy and procedure manual will be added to the website.
- \$1.44 million dollar investment in the AQ short equity fund was sold because it was not performing well.
- A plan is in place for implementation of a \$50,000 threshold for small endowed accounts; funds will either merge with a larger account or the fund will grow to achieve the \$50,000 level.
- Ms. Wand attended Common Fund Investment Stewardship Academy at Yale, which provided a good opportunity to learn from peers about investing. There was discussion on ESG funds, and the major takeaway is to invest and diversify on future trends and where we think we will have strong returns.

**Budget Analysis Review Committee (BARC)/Finance and Audit (F&A) Committee Report – EBD #3.7, EBD 3.0, EBD #3.2, EBD #3.2a, EBD #3.3, EBD #3.4, EBD #3.4a, EBD #3.5, EBD #3.6**

Maggie Farrell, ALA Treasurer and ALA CFO, Mark Leon, & ALA Executive Director Mary Ghikas reported the following:

- John Lehner and Rodney Lippard are the two new members of BARC.
- We are now using terminology of planned deficit and unplanned deficit.
- ALA exceeded revenues by 3%, but expenses were higher than expected at 3.4%.
- IT is the greatest percentage of planned deficit; unplanned stems from mostly high AV costs at conference.
- Final budget has an annual estimated income of \$89,466,241.

- Overages were mostly in legal and consulting; for FY2020 and FY2021, there will be an effort from finance to ensure new managers and directors are educated on the budget.
- Three big revenue sources include conferences, memberships, and publishing.

**Voted to accept** the 403 B audit as issued by Mueller and company, LLP, presented in *EBD #3.0*.

**Voted, on the recommendation of BARC/F&A Committee, to approve** the FY2020 Budget as presented in *EBD #3.4*.

- 5 Year Plan, *EBD #3.2a*
  - Allows BARC and F&A to take a very long-term view of the budget.
  - Plan will be updated to reflect the previous day's actions and discussions.
- Midwinter
  - \$125,000 was spent on AV for ALA Council in Seattle.
  - Working with a new contractor in Philadelphia MW 2020.
  - Fewer mics and outlets at MW 2020 for ALA Council.
  - Strong commitment to providing accessibility at conferences, which is a major but necessary expense.
  - More control on the number of staff at MW.
  - No Cognotes at MW as it creates significant paper waste and *American Libraries* already provides extensive coverage.
  - Staff trunks will be phased out.
  - The hope is MW 2022 will be a revamped and more focused event
  - MW Revenue: 50% registration, 40% exhibitors; 10% advertising.
  - Members concerned with all the streams of change, which could be impacting registration numbers.
  - Discussed pursuing a sponsor to pay for power strips so council members can charge devices.

**E-book Work Group Update – EBD #12.16**

Mary Ghikas, Executive Director, and Alan Inouye, Senior Director, Public Policy & Government Relations reported the following:

**Voted to approve** the charge of the Joint Working Group on eBooks and Digital Content in Libraries as presented in document, *EBD #12.16*

- Macmillian e-book Issue
  - September 11 press conference launched “E-book for All” campaign
  - Petition was launched and as of this day there were 152,000 signatures.
  - Library directors from across the country wrote an Op-Ed piece published in early October. The following Wednesday the signatures were delivered to Macmillian offices on Wall Street in NYC.
  - Congress has been contacted on this issue and ALA is working to determine how to move forward.

- US House Judiciary Committee invited ALA to submit comments on major digital companies. Comments were provided about Macmillan and Amazon Publishing.
- ALA needs to be open to negotiating with Macmillian.
- Ms. Farrell asked about protests against publishers exhibiting at Midwinter. Ms. Ghikas noted that Conference Services is working on plans. She also noted that educational events at MW provide opportunity for publishers and librarians to understand each other better.

**Public Policy and Advocacy Office Report, EBD #12.8 and Public Policy and Advocacy Office Q4 Dashboard and Scorecard CBD #4.0**

Kathi Kromer, Associate Executive Director, Washington Office reported the following:

- Regarding the Chicago teachers strike, ALA and AASL have been sharing information with Chicago Public Schools on how to rebuild their libraries and staff, as well as partnering with university library programs. ALA has not taken an official stance on the strike.
- Committee on Legislation (COL) held a retreat in DC:
  - Agreed to include sustainability as part of their infrastructure.
  - COL agrees with outcome of IMLS task force regarding LSTA funding levels and timeliness.
  - Project to encourage ALA executive and division board members to be library advocates was discussed.
  - COL wants to continue to meet with boards at MW and Annual.
  - Plans to write a review after reading the SCOE report.
- Considering a refresher course on what an association can and cannot do, especially during onboarding process.
- Appropriations
  - CR will run out by November 21 so another CR will be needed.
  - 50/50 chance for a CR that will go a whole year.
  - Impeachment issue has been taking over DC.
- Legislation
  - On October 22, the House passed by the Case Act by a vote of 410 to 6
  - The Great Act is moving on the floor; this will help deliver transparency for grant making agencies and the public. It will allow grantees to automate their reporting processes and reduce compliance costs.
- National Network
  - Advisory committee has been established which includes ALA President Elect Jefferson.
  - Piloting work has begun in Florida, New York, and Alabama to recruit advocates. Contacts are expected to be in place in November and December, so that in January they can hit the ground running.
- Google wants ALA to help promote CS education week; we will receive \$125,000 to distribute \$300 grants to libraries.
- \$225,000 is secured to promote census work
- Presidential Primary Group

- Pilot for New Hampshire as the library is across from debate location.
- Just New Hampshire this year. Maybe the next year, hit all the primary states

**Membership Report EBD #12.14 and Membership Report Presentation EBD #12.20**

Melissa Walling, Director, Membership Development and Customer Service reported the following:

- Projected \$195,391.8 in membership revenue, but actual was under by \$84,000 due to an issue with e-commerce platform and lower recruitment was down due to staffing issues.
- Ended FY19 with more than 56,000 members, and since September, up to 56,444.
- Moderate decline in organizational corporate members through the last few years.
- 35% of members do not belong in a division or round table, 15% are in both, and the remaining 50% are in one or the other.
- Great growth in the Graphic Novels and Comics Round Table and Sustainability Round table.
- Onboarding for new members is improving through daily welcome email.
- Avenue M
  - Big take away is that we have a lot of work to do around re-enforcing the value of ALA membership messaging and marketing.
  - Data shows roughly half of members are satisfied with their ALA membership, with few, 8% extremely satisfied.
  - Our net promoter score is 13. The average in the Avenue M database is over 25. This relates to promoting ALA through word of mouth, and we'd like the score to be higher.
- Two Potential Membership Models:
  - Current Enhanced Model: it keeps many of the current demographic buckets and condenses them.
  - "Netflix model": Members can purchase a basic package or an enhanced package, with standardized pricing. We streamline everything down to just this one category.
  - What exactly goes in the different membership packages still needs to be determined.
  - Next step is to meet with membership committee.
  - Avenue M will begin market testing some items.

Meeting Adjourned

[Session III: Sunday, October 27, 2019 8:30-11:45 a.m.](#)

The Board convened on Sunday, October 27, 2019 at 8:30 a.m. with President Wanda Brown presiding.

The board was in closed session from at 8:30 for a legal update from Paula Goedert, ALA Legal Counsel, reconvening at 9:30 am.

**Steering Committee on Organizational Effectiveness Update (SCOE), EBD #10.1**

Lessa Pelayo-Lozada, Executive Board Member and SCOE Chair, reported the following:

- The official name of the SCOE Proposal is “Forward Together”
- The Executive Board reviewed and discussed the following recommendations:
  - Board of Directors
    - Executive Board will be known as “Board of Directors” to reset expectations and represent accountability of the board to members.
    - 17 volunteer members, 1 staff, and 1 ex-officio staff member.
    - 5 members will be appointed by the Board, and the rest elected.
    - Several Board members expressed concern regarding the 5 appointed members and that the entire board should be elected by membership.
  - Standing Committees
    - Six committees: Finance & Audit, Nominating, Leadership Development, Association Policy, Public Policy and Advocacy, and Social Justice.
    - 15 members per committee: 10 elected by members and 5 appointed by Board.
    - One of the 5 appointed Board Members will act as liaison.
    - Two-year staggered term limits, serving up to 2 nonconsecutive terms in throughout an individual’s lifetime.
  - Leadership Assemblies
    - Four proposed assemblies: Chapters, Round Tables, Divisions and Affiliates.
    - These will be led by co-conveners and formally appointed by the Board of Directors upon receipt of recommended appointment.
    - Strong area for engagement as this allows for wider participation.
  - Member Engagement Opportunities
    - Current opportunities: standing committees of the association, standing committees of council, task forces, and working groups appointed for special projects.
    - Future:
      - Communities of Interest: All meetings will be virtual. Members can create conversations around areas of interest, possibly identify new trends.
      - Working Groups: Timed project-based groups which result in an end product.
      - Advisory Groups: nominated by nominating committee and appointed by board to advise the board and standing committees on timely issues. Members can serve two consecutive two-year terms.
  - Divisions
    - Review of the operating agreement in relationship to the recommendations.
    - Align dues and structures across all divisions.

- Sections may remain, but it is recommended that they review their charges and determine whether it should be reconstituted as a community of interest, a working group, and advisory group
- Empowers ALA staff to look at best practices for elections.
- Round Tables
  - Create a shared policies and procedures document.
  - Align dues and structures.
  - Increasing the minimum number of dues paying members needed to create a round table to 1% of ALA's membership, unless identified as a strategic priority by the board.
- Changes represent a large cultural shift and mindset from “Me” to “Us.”
- ALA needs to move toward intentional inclusivity and away from diversity for appearances sake.
- Mr. Jefferson expressed concern over debate in smaller circles and echoed that this is a cultural shift that requires stronger trust.
- Membership meetings will continue with the plan to have more, as participation is great in virtual membership meetings.
- Forward Together provides multiple avenues for a member to bring forth a resolution without having to wait for meetings at Annual or Midwinter.
- Member orientation for new and existing members, so they may understand the new processes.
- Fiscal Analysis Working Group determined there would not be any large negative fiscal impact; more focus on member value rather than cutting costs.
- Three paths proposed to move forward:
  - First path is to keep the original timeline with the first vote in January 2020.
  - Second path is to extend SCOE appointment and timeline to continue gathering feedback and make adjustments.
  - Third path is to let SCOE end its work and have an implementation testing team to start piloting certain parts of Forward Together with have fresh eyes and a fresh approach for the next phase.
  - Board members agreed that third path is the best approach
- Committee on Organizations and Constitution and Bylaws Committee to conduct their own analysis; at the same time there should be another group continuing the discussion and review on piloting/testing.

**Voted to extend** the Steering Committee on Organizational Effectiveness appointments through June 2020.

**Voted to refer** the SCOE recommendations to Committee on Organization (COO) and the Constitution & Bylaws as outlined in *EBD #10.1*

**Committee on Accreditation, EBD #12.19**

Loretta Parham, Chair, Committee on Accreditation (COA) reported the following:

- The overall objectives for the committee are:
  - To respond to SCOE recommendations regarding COA and its structural position within/around the Association, keeping within timelines established for implementation of recommendations in the SCOE report for Association approval.
  - To improve awareness of the membership about the work of the Office on Accreditation (OA) and the Committee on Accreditation (COA).
  - To improve, without compromise, the transparency of operations and leadership of OA in its support of COA.
  - To respect and adhere to the CHEA (Council of Higher Education Accreditation) required independence of accreditation decisions about programs of library and information studies.
  - Must maintain the schedule for accrediting activities that addresses the continuous review of programs. This workload makes it nearly impossible to engage with other groups in the meaningful way that is required for this kind of review of structure and processes associated with accreditation decision making. The CoA therefore requests a working group of up to 7 members to be nominated and presented to the ALA Executive Board for approval at the 2020 Midwinter meeting. Suggested representation on the working group:
    - An independent consultant/analyst in the field
    - An active member of the pool of external reviews
    - A current COA member
    - A former member of COA
    - Program faculty
    - Program Director/Dean
    - SCOE member recommendation taking EDI recommendations in mind

**Voted to approve** the creation of a Committee on Accreditation (COA) and Steering Committee on Organizational Effectiveness (SCOE) Working Group as outlined in *EBD #12.19*

**Communications and Marketing Office, EBD #12.13**

Stephanie Hlywak, Director, Communications and Marketing Office reported the following:

- Library Card Sign-Up Month was just completed.
- New reading program called “Libraries Transform Book Pick” was launched. The program is an extension of the Libraries Transform public awareness campaign.
- “I Love My Librarian” nominations process is nearing completion, with the most nominations in eight years.
- A motion to extend Libraries Transform campaign will eventually be proposed in order to ensure a campaign is still in place while the next awareness campaign is prepared.
- Small tweaks were made to CMO job description to better serve the association, its programs, and its units.
- CMO office to send out monthly highlights of media placements to the board.

- Ms. Hlywak proposed yearly media trainings and messaging reviews to ensure all offices are on the same page.

Board convened a closed session for a Board Effectiveness discussion.

Meeting adjourned after the closed session.