**EBD #2.3**

**2017-2018**

**MINUTES
ALA Executive Board**
**2018 Spring Meeting**

**April 21-22, 2018
Chicago, IL
American Library Association**

**Volume 35**

**AMERICAN LIBRARY ASSOCIATION**

**Executive Board Meeting Minutes**

**2087 Spring Meeting**

**Chicago, IL**

The ALA Executive Board met in the Carnegie Room of the ALA Headquarters building in Chicago, Illinois on April 21 and 22, 2018.

*Session I*

PRESENT: President, James G. Neal; President-elect, Loida Garcia-Febo; Treasurer, Susan Hildreth; Immediate Past President, Julie Todaro, Executive Director, Mary W. Ghikas; Director of the ALA Governance Office, JoAnne Kempf; Executive Board members: Diane R. Chen, Trevor Dawes, Karen Downing, Julius C. Jefferson, Jr., Mike L. Marlin, Andrew K. Pace, and Lessa Kanani’opua Pelayo-Lozada. Patricia “Patty” M. Wong was excused.

The agenda (2017-2018 EBD #9.2rev,) is attached as Exhibit 1.

President Neal called the meeting to order at 8:30 a.m. on Saturday, April 21. He introduced the newly-elected president-elect Wanda K. Brown, as well as newly-elected Executive Board members Ed Garcia and Maria McCauley. He noted that newly-elected Executive Board member Tamika Barnes was unable to attend this meeting.

***Agenda Approval***

**By consent**, the Executive Board approved the agenda for the 2018 ALA Spring Executive Board Meeting (2017-2018 EBD #9.2rev., Exhibit 1).

***Procedural/Consent Items***

The Executive Board approved the following items:

**By consent**, accepted the following reports: President’s Report, (EBD #7.4, Exhibit 2), President-Elect’s Report (EBD #7.5, Exhibit 3), Executive Director’s Report (EBD #12.30, Exhibit 4), Development Office Report, (EBD #6.4, Exhibit 5).

**By consent,** approved the 2018 ALA Executive Board Midwinter Meeting Minutes and the corresponding Vote Tally (EBD #2.2 and EBD #1.5, Exhibits 6 & 7).

**By consent**, approved the Confirmation of Conference Call Vote taken on February 21, 2018 during which the Board voted to approve Tampa, Fla., as the official location for the AASL 2023 National Conference and Exhibition on the dates October 16-22, 2023. (EBD #1.6, Exhibit 8),

***Report out of Executive Session***

Jim Neal reported on the executive session that took place on February 13 during the 2018 Midwinter Meeting. During that session, the Board

* Approved the ALA and joint standing committee appointments
* Approved the appointments to the Federal Depository Library Council
* Approved an appointment to the San Jose State University IMLS project
* Approved appointments to the New Business Development Working Group
* Discussed the Washington Office score card

***Finance and Audit Committee Report*** – EBD #4.15, Exhibit 9

ALA Treasurer Susan Hildreth reported on the F&A committee meeting that took place on April 19, 2018. During that meeting, F&A

* Reviewed the six-month financial results through February 2018. We’re basically on target, but are watching revenues and expenses very carefully. Year-end projections for FY18 indicate that we will be very close and possibly up to $130,000 over. The Midwinter Meeting in Denver was about $250,000 below projections and the Annual Conference in New Orleans is being watched very carefully. The promising year-end outcome is the result of adjustments that were made to the Publishing budget during the 2017 fall meeting. Anticipated publishing revenues were reduced to a more attainable goal and they are tracking well. Membership numbers are holding steady and doing slightly better this year. Hildreth noted that the Finance Department staff are now able to predict revenues and expenses more accurately than in the past.
* The five-year strategic plan was reviewed and updated. Conference revenue continues to be relatively unpredictable and is somewhat dependent on location.
* F&A heard reports from the Development Office, ITTS, and the Washington Office, as well as from the Endowment Trustees.
* The topic of the presidential initiative budgets was explored and it is recommended that ALA staff work closely with the presidents-elect to assure that their initiatives and priorities are in alignment with and support the activities taking place throughout the association.

***FY2019 Proposed Budget*** - EBD #14.9, Exhibit 10

Executive Director Mary Ghikas and Chief Financial Officer Mark Leon discussed the FY2019 proposed budget. Ghikas began by reviewing the discussions that took place during the 2017 Fall Board meeting during which it was noted that for the past 10 years ALA was operating on a relatively break-even basis – a position that is not sustainable in the long term. Since the beginning of the 2008 recession approximately 35 positions have been cut from ALA staff. Further reorganization is now necessary. Three areas have been identified as “high investment areas” – IT, Development, and Advocacy. At the fall meeting, the Board was asked to commit to an investment cycle that would be at least three years – possibly as much as five years – in duration. The total investment budget is in the range of $6 - $8 million. This will require some substantial investments that are outside the norm of the way ALA’s budgets have been traditionally approached.

In the fall, the Board was asked for authorization to begin discussions around various kinds of loans, including possible commercial loans. The Board was also asked for permission to begin an exploration of potentially monetizing a major asset of the association - namely the 40 East and 50 East Huron buildings – by hiring a commercial real estate firm. Both of these requests were granted.

The FY19 budget is being referred to as an “investment budget.” Two positions are being added to ITTS and 2.5 positions are being added to Development. To achieve this, significant shifts in personnel within the association are being made: The ALA library and the Office for Research and Statistics have been combined which reduced the number of staff from five to three. Governance Office staff has been reduced from 4.5 to three. Those positions have been moved into Development and ITTS.

The FY19 budget is $1.7 million larger than projected FY19 revenues. Net assets will be spent in order to achieve this. There is no staff salary increase allocated in this budget, but there is an assumption that healthcare costs will increase by approximately 10 percent, and that increase is included in the proposed FY19 budget.

Mark Leon noted that this budget is part of a larger three-to-five-year plan to offset some of the challenges that existed historically. Beginning with the 2008 recession, the solution was to cut expenses where possible, focusing primarily on discretionary expenses which tended to be travel, professional development, marketing, sales, and IT. This practice cannot continue indefinitely. FY16 and FY17 both experienced very large unanticipated operating deficits as a result of non-strategic planning.

We are now looking at approximately $8.8 million in investments over the course of three years. The past practice of having only a balanced budget in the general fund has limited the degree to which we can invest in things that may pay off in the future. We could only afford to put money into things that immediately paid off.

Leon then walked the Board through ALA’s five-year plan, EBD #14.9a (Exhibit 11). This document captures 10 years of financial information – five years back and five years forward. He also discussed ALA’s balance sheet, which is something that had not effectively been referred to previously. Despite our operating deficit, ALA has a very positive balance sheet, which enables investment.

A commercial real estate firm has been hired and they are in the process of conducting a workplace assessment to determine our needs. By the 2018 Annual Conference, they will prepare a report which will provide options with regard to our workspace needs. These options will be reviewed by senior management and recommendations will be presented to the Board at the Annual Conference.

Leon pointed out that ALA’s liabilities relative to assets are fairly low. With that information, he has met with banks and asked them to conduct a debt capacity analysis. Based on our strong balance sheet, banks would be willing to lend us between $6 and $8 million for various projects. These types of loans cannot be used for non-tangible items such as salaries and travel, but can be used for capital projects such as the necessary IT upgrades. By the Annual Conference we will know approximately what the real estate assets are worth.

At the conclusion of Leon’s report, the Board

**Voted**, on the recommendation of F&A, to approve the proposed FY19 preliminary budget (EBD #14.9) with referral to the ALA Budget Analysis and Review Committee for further discussion, and to come back to the Executive Board for discussion and preliminary approval, including any changes, at the 2018 ALA Annual Conference meeting of the Executive Board.

***Publishing Report*** – EBD #12.34, Exhibit 12

Mary Mackay, Associate Executive Director of Publishing reported on progress made in ALA Publishing during the first six months of FY18. She began by acknowledging that the decision to reduce the revenue projections for Publishing was extremely important for several reasons. One is that it allows ALA to plan better because they are tracking closer to the projections. Another is that the morale of the staff in the Publishing Department has greatly improved because they can see that they are accomplishing the goals that have been set for them. Overall, Publishing is projecting to end the year ahead of revenue. This is primarily the result of the success of the National School Library Standards put out by AASL.

Mackay noted that this has been a year of transition in Publishing with a new director and work being done to streamline operations and the implementation of their FY18-FY20 strategic plan. There are clear plans for every unit within Publishing and they are staying focused on them. She discussed each of the units within Publishing and progress being made toward meeting their goals. She explained that a significant shortfall will be realized in e-learning registration. To try to close the gap, they are planning to have more new events because they are finding that repeat events aren’t selling as well as they had in the past. They are focusing on trying to put bundles together to get people interested in taking an array of workshops rather than just one. Publishing has formed a partnership with RUSA to deliver and market their e-learning programs.

A new program is being launched called ALA Essentials which is aimed at new library staff who may not have a library background to get them more familiar with various topics such as intellectual freedom, book challenges, making the library inviting, etc.

Mackay described the relationship building that is taking place within Publishing and other parts of the association as well as outside of the association. They are working more individually with authors and presenters as well as sponsors as vendors. They are also working more closely with the Publishing Committee in terms of leaning on their expertise. There have been collaborations formed with other areas of ALA including the Public Programs Office, ACRL, RUSA, and the Office for Intellectual Freedom. They are also working with the Library of Congress, OCLC, and COSLA; and they are working with a trade publisher to license some of our content for a trade imprint that would incur no cost to ALA but would provide a royalty to ALA on anything they publish.

Mackay has been working on several projects in response to the New Business Development program. These include:

* Patron-facing materials. They will be working with the Public Programs Office to determine what kinds of items libraries might be interested in buying at a price point they can afford as giveaways to patrons. Examples might be pamphlets on various topics or parts of a book that would make sense for patrons.
* The New Business Development Group has been asked for some money to hire some expertise in licensing and making sure that we learn how to protect our content and maximize it.
* Another ask is for funds to help take one or two core books that have internationally applicable content and bring the English down a level or two so that it is easy for people for whom English is not their native language but who know some English.
* Booklist is trying to implement a live sponsored event but we don’t have the resources for planning and travel. A pilot event took place in FY17, and this year NoveList has sponsored five live events. We want to see if this is an area that could grow without too much investment.

 ***Endowment Trustees Report*** – EBD #13.2, Exhibit 13

Senior Endowment Trustee Rod Hersberger joined the meeting via conference call to provide an overview of the activity in ALA’s investment portfolio since Midwinter. Despite some volatility, there has been no lasting impact on the endowment.

Hersberger noted that the trustees are planning a strategic review. They are planning to hire a consultant to do this work.

In response to a request from an ALA member during the Membership Meeting at the 2018 Midwinter Meeting, Finance staff have been working with the trustees to compile a list of all the holdings of individual stocks.

Hersberger commented on the reprised New Business Development Group that was put together over the winter. The group consists of: Rod Hersberger as chair, Jon Cawthorne from Wayne State University in Detroit, Toby Greenwalt with the Carnegie Library in Pittsburgh, ALA Treasurer Susan Hildreth, and ALA staff members, Mary Ghikas, Mark Leon, Mary Mackay, Barbara Macikas from PLA, and Mary Ellen Davis from ACRL. The NBDG has asked the trustees to approve a low-interest loan of $500,000 to ALA strictly for new business development proposals such as the ones described by Mary Mackay in her Publishing report.

Susan Hildreth introduced a motion and the Board

**Voted**, on the recommendation of F&A and the Endowment Trustees, to approve a $500,000 loan from the ALA Endowment Fund (Future Fund) to cover the investments of the New Business Development Advisory Group,

Hersberger explained that Mary Ghikas will have the authority to invest in projects up to $25,000 for any given project. Above that, projects will be reviewed by the trustees.

***Business Updates/Directions***

The Board heard a series of reports as follows:

*Membership* - EBD #12.31, Exhibit 14

Cathleen Bourdon, Associate Executive Director, Advocacy and Member Relations, reported that over a 10-year period membership was trending downward, but for FY18 the numbers are trending upward and it is expected that FY18 will close fairly close to budget. The dues increase that was approved in the spring election will also help to move things forward. It will bring small incremental income over the next five years.

Bourdon also noted that investments in technology will help improve membership because the improvements in e-commerce will support the dues module and will reduce friction in the online purchase and renewal of membership.

Lorelle Swader, Associate Executive Director, Offices and Member Relations, reported on the communications and membership studies that are currently taking place. ALA has hired Avenue M as the consultant to carry out these studies. A report exploring the fiscal impact of possibly transitioning to a new membership base model will be brought to the Board in the fall.

Swader also reported that a new community engagement manager will be hired to work with membership development. The goal is to have this person on board prior to the Annual Conference.

*Conference* – EBD #12.37, Exhibit 15

Paul Graller, Conference Services contractor with Hall Erickson, Inc., reported that the conference redesign which was rolled out for the 2018 Annual Conference in New Orleans seems to be working well. The last time the conference was in New Orleans we were in 11 different hotels plus the convention center. This year we are in four hotels plus the convention center. We are tracking fairly close to budget. Promotion has been increased and Conference Services is working with the local libraries and trying to get more promotion through them.

Graller noted that they have been studying Midwinter intensely over the past year. Exhibit sales are down and a meeting with the Conference Committee at the upcoming Annual Conference will hopefully provide some direction. Research was conducted at the 2018 Midwinter Meeting with approximately 35 exhibitors and the general feedback was that only publishers, and mainly children-related publishers, are finding a need for Midwinter since the Youth Media Awards brings a focus for them. Other exhibitors – technology and furniture – are not seeing a return at Midwinter.

Mary Ghikas noted that the possibility of eliminating Midwinter has been discussed; however, existing policy requires a meeting of Council six months prior to Annual Conference. Not having Midwinter, but having a separate Council meeting, would incur uncovered expenses. Virtual Council meetings bring other challenges. The ALA Conference Committee will discuss options at its meeting during the 2018 Annual Conference.

*Public Programs –* EBD #12.35, Exhibit 16

Deb Robertson, Director, Public Programs Office, reviewed the function of the office which is to promote programming as an essential part of library services in all types of libraries. They provide libraries with grants and resources as well as professional development and networking opportunities so that the libraries can create and produce excellent public programs and strengthen their role as cultural centers in their communities. When PPO was formed 25 years ago, programming was mainly storytelling and other children’s programming, but it is now a recognized, respected category of expertise in librarianship, and the offerings are diverse across the country.

PPO has more than a dozen grant-funded projects in progress at any time. There are currently 16, with at least three more to be added in the coming months. They anticipate about $1.8 million in grant expenditures in FY19.

Since so much of the public programming is grant based, PPO continues to develop and grow relationships with funders and is getting more ideas in front of individual foundations. There has also been a surprising level of support from the Institute of Museum and Library Services (IMLS), the National Endowment for the Humanities (NEH), and the National Endowment for the Arts (NEA) and other federal funders who have served us in the past.

Robertson also noted that they are trying to push for more eligibility of school libraries and they are working to promote more of the opportunities they have to school librarians.

*Development* – EBD #6.5, Exhibit 17

Sheila O’Donnell, Director, Development Office, reported that in the first six months of FY18, more money has been raised from individuals than in all of FY17. There have been larger restrictive requests, but they are on track to raise substantially more money in unrestricted funds. She explained that a large part of the increase in fundraising from individuals had to do with a $100,000 match that was received for gifts made by an individual to any ALA unit up to $1,000 between November 1 and December 31, 2018. The matching funds were distributed to more than 20 ALA units.

O’Donnell noted that the number of donors nearly doubled in FY17 from about 1,300 to 2,600. In the first six months of FY18, there have been nearly 2,400 individual donors. The Development Office is focusing on building more unrestricted funds in order to have money for investments and resources and to be more responsive to changing activities. She acknowledged that the new online donation system contributed to this increase in donors, but noted the need for better real-time donor tracking.

Based on the development audit that took place during FY17, the Development Office has been putting forward a proposal to add staffing, specifically in annual fund and major gifts, as well as gift processing and analytics. The plan is for staff to grow from 3.5 to six by the end of FY19,

The discussion turned to the new tax law and what impact it may have on fundraising. O’Donnell indicated that we won’t know the impact for at least a year or two. Many of our donors are giving smaller gifts of $100 or less and may not itemize their taxes so it would likely have little or no impact on their giving. This is something that will have to be monitored.

*Finance*

Mark Leon reported that cyber liability coverage has been purchased. This will protect the association in the unlikely event there would be a cyber security issues. However, the provider also gives a fair amount of education and training materials to staff about how to be safe. He also noted that Finance staff are investigating putting together a dashboard as a way of reporting to the Board at a glance key things with regard to finance and important initiatives for the association.

Leon reported that United for Libraries has made the decision to move to a virtual remote office rather than leasing another physical space. This will save some money, but will also be a good way to continue to retain key staff members. He also noted that plans are in place to move towards an Internet-based, cloud-based expense reimbursement process that will eliminated spreadsheets and the need for physical copies of receipts.

He then referred to the real estate study being conducted by the consulting firm of Cushman & Wakefield. They are currently performing a workplace study to determine our physical needs based on our mission-based work. Based on the results of the study, we will have a better sense of how much space is needed, and how that space can be configured. The study will provide four scenarios:

1. Stay and do nothing
2. Stay but renovate
3. Sell the current property and purchase elsewhere
4. Sell the current property and lease space elsewhere.

He explained that the two sell options are very important because it would free up cash, potentially, and depending on whether we purchase or lease, we may be able to retain our property tax exemption which amounts to $400,000 - $500,000.

A recommendation will be brought to the Board at the Annual Conference.

In response to questions from the Board, Leon explained that we would only look for space in Chicago in order to have minimal impact and disruption of employee commutes.

***The Board then adjourned as the ALA Executive Board to convene a meeting of the ALA-APA Board of Directors (see separate minutes).***

***The ALA Executive Board reconvened following the ALA-APA Board of Directors meeting.***

***Washington Office Report*** – EBD #12.32, Exhibit 18

Kathi Kromer, Associate Executive Director, Washington Office, reported on activities that have taken place since her written report:

The “Dear Appropriator” letter campaign wrapped up at the end of National Library Week. There was a lot of support from the ALA chapters this year. 75 members of Congress received letters from 20 chapters. The Washington Office also worked with COSLA as well as the Association of Tribal Archives, Libraries and Museums, and the American Indian Library Association. Shawnda Hines from the Washington Office worked with key advocates in four states and two of the states were able to publish letters to the editor thanking members of Congress for their leadership.

Kromer noted that 475 individuals have registered for National Library Legislative Day. This is down from last year, but that is because registration had to be limited due to the size of the room being used. Every state and the District of Columbia are represented this year. With a generous donation from Overdrive, four additional attendees are able to attend this year, and that helped ensure that every state is represented. Additionally, over 500 people have signed up to participate virtually. The goal is to have over 1,000 virtual participants. The event will also be live streamed so everyone can hear the issue updates. Special effort has been made to reach out to MLIS students as well as librarians in key districts. At last count, almost half of the state librarians will be attending in person. Thanks to a partnership with the Development Office who reached out to sponsors for Leg Day, a first-time donor from last year nearly doubled their donation this year.

The key ask this year will be for federal funding, but attendees will be asked to encourage their legislators to visit a library in their district to see the facilities to see what’s going on and understand the issues.

Kromer noted that they are working with the [Corporate Committee for Library Investment (CCLI)](https://www.fundlibraries.com/)with Gale leading that. They are working on 10-12 meetings to show the relationship between libraries and businesses.

The Washington Office is working with the Census Bureau and putting together a working group that will have members from ACRL, OITP, and PLA to begin to lay out a plan. They want to do a lot of communications to inform library staff about the census. Some representatives from the Census Bureau are interested in setting up a booth at the 2018 Annual Conference. The Washington Office is part of a larger coalition that is following the census issue. They signed on to a coalition letter of over 300 civil rights, faith, and labor organizations calling on the census to hold an oversight hearing talking about the citizenship question.

Kromer talked about a $497,000 grant from IMLS that was the result of the Washington Office working with Google when the Ready to Code program was created. YALSA was brought in, and YALSA partnered with COSLA to work on this.

***ALA Organizational Review*** – EBD #12.36, Exhibit 19

Following the discussions that took place with Council and other groups at the 2018 Midwinter Meeting, the two members of the Executive Board working group – Andrew Pace and Lessa Pelayo-Lozada – reviewed the worksheets produced from the discussions and transcribed them all into a database. The reports were reviewed by the entire working group to identify the threads that are outlined on pages 3 and 4 of EBD #12.36.

A timeline was established, beginning with continued discussions at the 2018 Annual Conference and concluding with membership vote during the 2020 spring election. The Board agreed that this was a reasonable timeline.

The Board also agreed that a consultant must be brought in to help facilitate this process. This will be an outside individual who may or may not have library expertise, but definitely association expertise. Mary Ghikas will develop an RFP that will go out in early May.

The Board agreed on the composition of a steering committee that will work with the consultant on this project:

* Two executive board members, one of whom will chair
* Two councilors
* Two divisions
* One round table
* Two chapters
* One ethnic affiliate
* One emerging leader
* One at-large member
* One ALA staff member

Once the specific individuals have been identified, the list will be presented to the Board before the individuals are contacted. Alternate individuals will be identified in the event someone cannot or choose not to serve. The Board working group will outline the charge for the steering committee.

A portion of EBD #12.36 will be shared with Council well in advance of the Annual Conference. Board members will also share it with their various liaison groups so that it is distributed as widely as possible. There will be discussion during one of the Council meetings at Annual Conference, similar to what was done at Midwinter. These will also be open to all members.

Mary Ghikas noted that she has reserved meeting space throughout the conference that will hold approximately 60 people for group discussions.

***Board Effectiveness***

Immediate Past President Julie Todaro has created a form for the use of the Board Effectiveness Committee – Julius Jefferson, Andrew Pace, and herself - to more formalize the process of reviewing the Board’s performance during meetings. The three members of the committee then evaluated the Board’s work at this meeting with input from the other Board members.

The Board adjourned to move into Executive Session.

*Session 2*

PRESENT: President, James G. Neal; President-elect, Loida Garcia-Febo; Treasurer, Susan Hildreth; Immediate Past President, Julie Todaro, Executive Director, Mary W. Ghikas; Director of the ALA Governance Office, JoAnne Kempf; Executive Board members: Diane R. Chen, Trevor Dawes, Karen Downing, Julius C. Jefferson, Jr., Mike L. Marlin, and Lessa Kanani’opua Pelayo-Lozada. Patricia “Patty” M. Wong and, Andrew K. Pace participated by conference call.

The agenda (2017-2018 EBD #9.2rev,) is attached as Exhibit 1.

The meeting began at 8:30 a.m. on Sunday, April 22, in Executive Session.

***Report out of Executive Sessions***

Jim Neal reported on the executive sessions that took place on April 21 and 22.During that session, the Board

* Debriefed on the Board’s participation in the Kellogg Foundation sponsored Racial Healing Circle that took place on the afternoon of Friday, April 20.
* Carried out the Executive Director evaluation
* Endorsed the Senior Endowment Trustee for the next two cycles
* Discussed the Annual Conference speakers for New Orleans
* Carried out the review of legal counsel
* Received a legal update from Paula Goedert
* Met with Associate Executive Director, Human Resources, Dan Hoppe to discuss a report on staff diversity
* Discussed the process and timeline for the executive director search.

***ITTS Report*** – EBD #12.33, Exhibit 19

Sherri Vanyek, Director of ITTS, reviewed the investment plan that was presented to the Board at the 2018 Midwinter Meeting. The plan focuses on core systems, IT infrastructure, staff productivity, software and single purpose systems. Also included was personnel software, and hardware. The report being discussed now presents updates for both current and proposed projects. The budget being requested represents a significant investment to get ALA core systems, product and tech support upgrades and support.

ITTS is asking for a total of $447,249 in operating expenses for technology investment. Vanyek explained that an ALA Connect document versioning module has been purchased and there has been an increase in the email marketing automation software. Approximately 55 million email messages are sent through this product each year. This is also a data dashboard which allows us to bring together iMIS data, Connect data, and financial data so that staff can easily see what marketing campaigns are working, how to retain members, etc.

The capital budget represents $643,298 and consists of seven projects:

* Laptop and monitor rollout. In order to allow staff to be more mobile, we are no longer rolling out desktop workstations
* Replacing server platform virtualization hardware, which is at end of life
* Outsourcing server management
* E-commerce improvements
* Security audit remediation to ensure compliance and protect from hackers
* Advocacy customer relation management system (CRM) which will help track legislative advocates

ITTS is also asking for two new positions which are being covered by retirements, or not filling other open positions:

* Project Manager
* Drupal Developer

Vanyek explained that there are currently 11.5 staff members in ITTS. She has hired a temporary quality assurance person this year. Additionally, there is a complement of consultants and vendor contractors who provide needed support.

She reiterated the three top priorities for this year:

* Roll out the new ALA Connect, scheduled for April 25
* E-learning, e-commerce system, scheduled for July
* iMIS membership system upgrade, scheduled sometime this summer

There is a need to consolidate various applications. For example, throughout the association there are five different webinar platforms being used. Divisions are using different registration systems.

***Board Effectiveness***

Julie Todaro, along with Julius Jefferson and Andrew Pace, spoke on the Board’s performance at this meeting.