**EBD #2.2**

**2017-2018**

**MINUTES  
ALA Executive Board**   
**2018 Midwinter Meeting**

**February 9 – 13, 2018  
Denver, CO  
American Library Association**

**Volume 34**

AMERICAN LIBRARY ASSOCIATION

Executive Board Meeting MINUTES

2018 Midwinter Meeting

Denver, CO

The ALA Executive Board met in the Granite Room of the Hyatt Regency Denver at the Denver Convention Center on February 9, 12, and 13, 2018.

*Session One*

The Board convened in at 8:30 am on Friday, February 9, 2018 with President Jim Neal presiding.

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

The agenda (2017-2018 EBD #9.1.2) is attached as Exhibit 1.

***Agenda Approval***

**By consent**, the Executive Board approved the agenda for the 2018 ALA Midwinter Executive Board Meeting (2017-2018 EBD #9.1.2, Exhibit 1). *Consent agenda*

***Procedural/Consent Items***

The Executive Board approved the following items:

**By consent**, accepted the following reports: President’s Report, (EBD #7.2, Exhibit 2), President-Elect’s Report (EBD #7.3, Exhibit 3), Executive Director’s Report (EBD #12.19, Exhibit 4), Center for the Future of Libraries Report (EBD #12.17, Exhibit 5), Update on the Equity, Diversity and Inclusion Recommendations (EBD #5.1, Exhibit 7). *Consent*

A request was made to remove the Committee on Accreditation Responses (EBD #5.3, Exhibit 6) from the consent agenda so it could be discussed more fully. This item was moved to the February 13 agenda to be discussed along the report on Library Education.

**By consent,** approved the 2017 ALA Executive Board Fall Meeting Minutes and the corresponding Vote Tally (EBD #2.1 and EBD #1.3, Exhibits 8 & 9). *Consent*

**By consent**, confirmed the January 31, 2018 conference call vote, during which the Board approved the list of “socially responsible” companies which ALA units can use to prospect for corporate partners, sponsors and donors (EBD #1.4, Exhibit 10), *Consent*

***Report out of Executive Committee Meeting***

Jim Neal reported that the Executive Committee met on Thursday afternoon, February 8. During that meeting, the committee discussed:

* A resolution coming to Council from the Social Responsibility Round Table.
* The federal budget situation and Congress’s overnight consideration of the approval of a two-year budget.
* The need to establish a formal liaison to the San Jose IMLS project which is looking at the applications for libraries on blockchain.
* Pleas coming from the National Library Endowment for financial support. Neal will draft a note to David Rothman at the NLE explaining that our focus is on raising money for ALA and on assuring federal funding for libraries.
* A set of best practices and guidelines around sexual harassment of patrons and employees being developed by Lorelle Swader, Director, Office for Human Resource Development and Recruitment (HRDR), and her advisory committee.
* The need to add two members to the Business Development Working Group – one from a public library, and one from an academic. This, along with the liaison to the San Jose project, will be discussed in closed session on Tuesday, February 13.
* Mary Ghikas and Dan Hoppe will be developing a detailed analysis of diversity within the ALA staff. This will be presented at the Spring Executive Board Meeting.
* The importance of the 2020 Census and concerns about the funding, staffing, and parameters of that census, given the critical importance it is to libraries that use it as a research tool with their users.
* The work on Title 44, the rewrite of the Government Printing Office.
* Fundraising for the Lois Ann Gregory-Wood Fellows Program.
* Analysis of the new tax code as it relates to not-for-profit organizations like ALA. This will be presented at the Spring Executive Board meeting.
* The strategy for the Library Disaster Relief Initiative.

***Endowment Trustees Report – EBD #13.1 (Exhibit 11)***

Rod Hersberger, Senior Trustee, reported on the most recent position of ALA’s portfolio, its managers and their performance. He also led a discussion on new business development plans as well as the resolution coming to Council from the Social Responsibility Round Table (SRRT).

Hersberger explained that ALA’s portfolio is well diversified, which makes us able to recover quickly from a stock market fall such as occurred earlier in February. He discussed the way the endowment advisors move managers in order to maintain a portfolio with socially responsible investments while continuing growth. SRRT is proposing a resolution that calling for the increase of our socially responsible investing in a practical manner over the foreseeable future while making sure that within those investments there are no fossil fuel items.

Hersberger explained that there is a limit as to what we can put into ESG investments (Environment, Social, Governance) without compromising the ability to make good returns. And the world is still heavily reliant on fossil fuels for heat, transportation, etc. The trustees are committed to ESG investing to the extent reasonable, but it is difficult to put a hard figure on what is reasonable. The proposed resolution has not yet gone to Council; it will likely be debated by the SRRT Action Council on Saturday.

The Endowment Trustees are going to have a strategic review session later this year. A firm will be selected to conduct this review.

Discussion turned to the New Business Development Group. This group was initially developed in 2008 and led to the acquisition of Neal-Schuman. In the fall of 2017 discussions began with CFO Mark Leon, Jim Neal and Hersberger to putting together a similar group that would also include some senior ALA staff and entrepreneurial non-staff members. The group met in January and came up with some good financing opportunities. Hersberger will provide further information at the spring meeting.

***ALA Task Force on Sustainability – EBD #5.2 (Exhibit 12)***

Rebekkah Smith Aldrich, co-chair of the task force provided an interim report on the task force’s work thus far.

In 2017 the ALA Executive Board chartered a Special Task Force on Sustainability, charged to develop a white paper that describes areas of focus and recommendations for the ALA Executive Board to increase the adoption and implementation of sustainable practices by the Association, the profession, libraries and the communities they serve. Aldrich explained that the task force began its work in October 2017 by determining a common definition of sustainability. They adopted the “triple bottom line” framework of sustainability to guide their work: To be truly sustainable, an organization or community must embody practices that are environmentally sound AND economically feasible AND socially equitable.

Through their work, the task force has discovered that the library profession has done excellent work in the area of social equity and economic feasibility, but not so well in the area of environmental stewardship. This will be the primary focus of the task force’s work. Aldrich acknowledged the work of the New York Library Association in this area and the task force is building on this.

The task force is interested in doing a perceptions survey to determine where members’ perceptions of sustainability lie. Aldrich and Rene Tanner, co-chair of the task force will be meeting with the Sustain Round Table (SustainRT) at this Midwinter Meeting to discuss the role of that round table in disseminating information coming out of the task force. Outreach is also taking place with the state chapters to help them play a leadership role.

The task force will be bringing their final paper at the 2018 Annual Conference.

***Washington Office Update – EBD #23.28 (Exhibit 13)***

Kathi Kromer, Associate Executive Director of the Washington Office, provided the following updates:

* ***Title 44*** -- ALA has been advocating for improvements in the Federal Deposit Library Program (FDLP) to better serve libraries and improve public access to government information. The House Committee on Administration is developing a bill which is expected to be introduced in the coming weeks. The Washington Office has been receiving feedback from interested ALA members, including the Government Information Subcommittee, GODORT, and other library associations such as ARL and AALL. It is hopeful that this will be a rare opportunity in Congress to advance some long-overdue improvements in the program. This will modernize the authorities of GPO and the rules for government printing. For libraries, it will remove many of the outdated provisions from the statute and it will create a new all-digital platform that any library would be eligible for. It also authorizes grants to depository libraries, although there are no specific amounts for these grants, nor is there money appropriated for them.
* ***2020 Census*** – ALA has been enlisted as an official partner of the census. Through conversations with some librarians across the country, in the past libraries have allowed the Census people to use their community rooms to train individuals who would be going out into the field. The 2020 Census will be the first one that will be conducted only online. Washington Office staff has reached out to the Census and had a call with the Deputy Chief of Enterprise Partnerships and offered to work closely with them. The Washington Office has joined the Leadership Conference on Civil and Human Rights, and has been coordinating with other state-level organizations. They have signed a coalition letter urging the Secretary of Commerce to reject a request from the Department of Justice to add new citizenship questions to the 2020 Census. They have also encouraged the Census Bureau to consider exhibiting at PLA’s conference as well as the ALA Annual Conference in New Orleans, and they have connected Census Bureau staff with Rhode Island librarians. The Census Bureau is going to do a pilot in Rhode Island, and Senator Reed has been contacted to make sure that Rhode Island librarians will be involved in the process so we can learn from their pilot and make sure we have a voice and help shape how this will roll out nationwide. The Montana State Librarian has held a Census 101 webinar that was shared with the COSLA members.
* ***Net Neutrality*** – This is moving forward; some bills are being introduced in Congress, and there has been a lot of activity at the state level. This will likely be settled in the courts.
* ***Appropriations*** – Kromer distributed a card containing an infographic that explains the appropriations process and indicating where ALA members can get involved in the process along the way. On February 8, the Senate moved ahead with their budget proposal, but the government shut down for a few hours overnight and members came in and voted early in the morning hours and sent it to the President for signature. This will carry through until March 23 at FY17 levels. Between now and March 23 the Appropriations Committee will work on creating an omnibus bill, so now is when we need to put the pressure on the Appropriations Committee members to make sure that funding for libraries is included. It is anticipated that the President will drop his FY19 budget proposal on February 12 and that IMLS funding will be eliminated again. The Fight for Libraries webpage has been modified and enhanced. As soon as the budget is dropped, an action alert will be sent to ALA members encouraging them to reach out and email their members of Congress. The website will be updated with real-time information so people will have the same information as the Washington Office. The website is available 24/7 and will show when members of Congress have signed on and their patterns over the last three years.
* ***National Library Legislative Day*** – There will be opportunities for participants to receive better training this year and more opportunities to network with other advocates as well as giving state delegations more time to practice and be ready to handle a meeting. The Congressional Management Foundation will be presenting. They work directly with members of Congress and have a lot of good data to help empower our advocates.

***ALA and Affiliates – EBD #12.24 (Exhibit 14)***YALSA President Sandra Hughes-Hassell and YALSA Executive Director Beth Yoke presented a report describing YALSA’s attempts to work with ALA’s ethnic affiliates. They explained that YALSA’s 2016 - 2018 Organizational Plan has a goal of diversifying the membership by 20% over three years.  YALSA staff put together a strategy for working toward the goal which included outreach to ALA Affiliates.  Initial outreach led YALSA to discover a few barriers:

* ALA does not have access to membership information of Affiliates
* Ethnic Affiliates are not willing to rent their member lists to a unit of ALA (based on a request made to them by YALSA)
* Affiliates are often volunteer-led with no staff, and the regular turnover of member leaders creates a challenge to building strong relationships between ALA and Affiliates
* The responsibility for maintaining relationships and providing support to Affiliates seems to be dispersed across multiple ALA units, and the responsibility for engaging with Affiliates does not appear to be assigned to any one position on a full-time basis

YALSA sees these barriers as a lost opportunity of working together with closer collaboration, and although this has hindered YALSA’s diversifying membership goal, strengthening relationships with all affiliates would be beneficial across the Association.

One of the recommendations in the YALSA report is to create a memorandum of understanding between ALA and the affiliates that highlights what their responsibilities are. Mary Ghikas noted that there is currently no formalized statement of responsibilities. She noted that conversations began in early 2017 regarding inclusion of ethnic affiliate programming in the Annual Conference. There have also been conversations about inclusion in the Youth Media Awards and potential joint membership arrangements. Looking at all of the affiliates, there are organizations that have deep interests in areas where ALA’s interest may be marginal. Ghikas suggested that it might be beneficial to think about how we use the affiliate structure to broaden our impact in various areas.

Jim Neal proposed three strategies for moving forward:

1. *Long-term* – Include the affiliate relationship as part of the organizational review process, which has always been the intention.
2. *Midterm* – At an early conference call, the Board will look at whether there are some midterm strategies that can be developed in advance that would address some of the questions and recommendations raised in the document.
3. *Short-term* – At the same conference call, discuss with the liaisons to the ethnic affiliates and see if there are some short-term things that can be accomplished to address some of the needs YALSA has brought up.

Yoke suggested YALSA revisit some of the wording in the report and bring back a revised document to the ALA Executive Board. The Board agreed to this.

***AASL Presentation – EBD #12.26 (Exhibit 15)***

AASL President Steven Yates formally thanked ALA Publishing for partnering with AASL to publish the new National School Library Standards. He noted that it was a multi-year research based approach to develop the Standards that would not have been possible without the support of ALA Publishing. They are hoping to be working with the Standard for the next eight to ten years and are looking for ways to strengthen understanding across all types of libraries. The Standards hold applications across all types of libraries and service groups.

A concern was raised about the pricing of the Standards but it was explained that this involved intensive work and collaboration to produce and there is a cost for intellectual property. AASL Executive Director Sylvia Norton noted that educators and other librarians are saying that these revised Standards have raised the bar for the profession. She also noted that AASL members receive a special price. As of the end of January, 5,500 copies have been sold, which exceeded the original budget for FY18. In addition, for any professor who adopts this as a textbook, their students can purchase the Standards at the member price, and they also get a complimentary ALA/AASL membership for a year. So far, 350 students have taken advantage of this.

***Council Discussion – EBD #12.27 (Exhibit 16)***

The Board reviewed the discussion that will take place during Council II on Monday, February 12 regarding organizational effectiveness. A board working-group which included Patty Wong, Andrew Pace and Lessa Pelayo-Lozada, developed a feedback tool. Each individual will be asked to complete the form and everyone in the room will be included, regardless of their membership on Council. Loida Garcia-Febo noted that this will also be part of the PBA meeting on Sunday. A group on ALA Connect has been created for member discussion as well. Board members are encouraged to share the document with their liaisons, particularly the affiliates.

The meeting adjourned at 11:33 am.

*Session Two*

The Board convened at 2:00 pm on Monday, February 12, 2018 with President Jim Neal presiding.

PRESENT: President, James G. Neal; President-elect, Loida Garcia-Febo; Treasurer, Susan Hildreth; Immediate Past President, Julie Todaro; Executive Director, Mary W. Ghikas; Executive Board members: Karen Downing, Julius C. Jefferson, Jr., Mike L. Marlin, Andrew K. Pace, Lessa Kanani’opua Pelayo-Lozada, Gina Persichini, and Patricia “Patty” M. Wong; and Director of the Office of ALA Governance, JoAnne Kempf. Board member Trevor Dawes had to leave the Midwinter Meeting early due to a family emergency.

The agenda (2017-2018 EBD #9.1.2) is attached as Exhibit 1.

***FY2017 Audit Report – EBD #4.10, 4.11 and 4.12 (Exhibits 17, 18 and 19)***

ALA Treasurer Susan Hildreth and ALA Chief Financial Officer Mark Leon introduced John Fedus and Tim Cole, auditors with the firm Mueller & Co. Fedus and Cole walked the Board through two documents: the year-end financial statements for fiscal year 17, which is shared with external users of our financial reports, such as banks, the government, etc.; and the single audit report which is something that organizations that expend in excess of $750,000 must go through. In addition to the financial reports, it evaluates compliance with governmental rules.

Fedus explained the various fluctuations that occurred throughout the year. He noted that in the opinion of Mueller & Co., the consolidated financial statements present fairly in all material respects the financial position of the American Library Association as of August 31, 2017 and 2016, and in conformity with accounting principles accepted in the United States of America. It is a clean, unmodified opinion, which is the highest level of assurance that can be given.

Fedus explained that in FY2017, ALA created two pools for its post-retirement employee benefits which helped to reduce liability this year from $22million to $12million. Mark Leon noted that we were able to retain roughly the same level of benefits for our retirees, but do it in a way that is much more financially sustainable for the Association. Mary Ghikas added that there were unpredictable fluctuations in overhead rates, and by having the two pools we have a bit more stability; more predictability in looking at overhead.

*On the recommendation of the Finance & Audit Committee, the Executive Board VOTED to approve the FY2017 Audit Report.*

***Reports of the Budget Analysis & Review Committee (BARC) and Finance & Audit Committee (F&A) – EBD # 4.14 (Exhibit 20)***

ALA Treasurer Susan Hildreth reviewed the combined BARC and F&A meeting that took place on February 9:

* ***Publishing Report*** – Mary Mackay, Associate Executive Director, Publishing, Chris Murphy, Publisher, ALA Editions, and Sandy Hirsch, Chair of the Publishing Committee, described the strategic areas they are working on. The revenue budget for Publishing was reduced in October 2017 to make it more realistic, and they are optimistic that the goal can be met.
* ***Proposed FY19 ALA Presidential Initiative Budget (EBD #14.03, Exhibit 21)*** – President-elect Loida Garcia-Febo presented her initiatives and plans for her presidential year.

*On the recommendation of BARC and F&A, the Board VOTED to approve the proposed 2018-19 Presidential Initiative budget of President-Elect Loida Garcia-Febo in the amount of $75,000.*

* ***FY2017 Final Executive Summary (EBD #4.08, Exhibit 22)*** – At a very high level, Hildreth noted that there was a next expense of $2.1million compared to the budgeted net expense of $1.9million. We had anticipated and planned for a year ending in a deficit, but the deficit was higher than anticipated, although not significantly higher. Expenses came in $500,000 lower than budgeted.
* ***FY2018 1st Quarter Financial Report (EBD #14***.***4, Exhibit 23)*** – Mark Leon noted that overall, ALA is ahead of where we were at the same time last year. The General Fund is behind both from an expense standpoint and net revenue perspective, but it is close. Publishing is doing much better. We have hit a milestone in terms of number of titles sold (5,000). For the first four months of FY18, membership is roughly on budget. It’s too early to tell where we are with regard to conferences. But he stated that we are on budget for the Association as a whole.
* ***Five-year Strategic Plan (EBD 14.5, Exhibit 24)*** – Finance Department staff have updated the plan with FY17 actuals.
* ***Endowment Trustees*** – Rod Hersberger met with BARC/F&A and they discussed the proposed resolution coming from SRRT on ERG investing. They also discussed the strategic review of the Endowment Trustees. They are working on more clarity in how the senior trustee is identified, orientation, etc. The Endowment Trustees will be meeting on February 21, and Hersberger will propose consideration of a loan to the New Business Development Group to be able to jump start some projects and/or build capacity so there can be a very strategic, intentional focus on new business development***.***
* ***Controller’s Report (EBD #4.13, Exhibit 25)*** – A major highlight is that the Association’s cash-to-debt ratio is strong at 9.4 comparted to 6.2 in the past.
* ***Other Topics*** – Hildreth commented on the Planning and Budget Assembly which took place on Sunday, February 11, immediately followed by the BARC/Division Leadership Meeting. A meeting was also convened with division fiscal officers and executive directors on Friday evening, February 9.

***ITTS Update and Discussion – EBD #12.16 (Exhibit 26)***

Sherri Vanyek, Director of ALA’s Information, Technology, and Telecommunications Services, and Ron Block, Chair of the IT Advisory Committee, brought a Technology Investment Plan to the Board that outlined the various technology projects that are in the pipeline. Vanyek noted that the document contains both background on ALA’s “technology debt” and a proposed pathway forward to implementation of a stable, flexible platform that will support ALA’s membership and programs into the future.  The plan calls for a multi-year, phased approach.  In addition to the baseline systems addressed in the plan, the increased capacity allows ALA ITTS, working with program units, to realistically explore implementation of targeted products to address specific volunteer and staff productivity needs.  These include a CRM system to support advocacy nation-wide and a data dashboard to enable staff to serve members more efficiently and effectively.

Mary Ghikas noted that this report was co-written by Sherri Vanyek and Jenny Levine, Executive Director of LITA. Ghikas also explained that internal discussions have taken a look at is what is it we are trying to achieve here for members and asking if there are other ways to achieve the same thing with less overhead attached to it? Vanyek has created an internal IT advisory body that represents divisions and administrative units.

There was discussion among the Board members and since this is a very long, dense document, Vanyek was asked to bring a one-page document back to the Board at the spring meeting that would provide a high-level view of where various projects are.

***IFLA selection of Kuala Lumpur as the site of the2018 IFLA conference***

The Board agreed that it would take the position of the Association of Research Libraries calling upon IFLA to be much more thoughtful in their selection of sites in the future, particularly when it involves national policies that are not in alignment with ALA’s core values.

***Relationship between the ALA and the Sharjah Bookfair***

The Board discussed the question of whether to continue to endorse the involvement of ALA in project in world areas where we may not be in full alignment with public policies that are against our core values with the goal of working with those communities and educating on values, or do we want to take a position which is more raising concerns about our position with Sharjah. Discussion ensured about what the real purpose of the relationship with Sharjah is. Michael Dowling, Director of Chapter Relations, will be invited to meet with the Board at the spring board meeting along with the chair of the International Relations Committee.

The Board adjourned at 3:57 pm to reconvene as the Board of Directors of the ALA-APA (see separate minutes).

*Session Three*

The Board convened at 2:00 pm on Tuesday, February 13, 2018 with President Jim Neal presiding.

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

*[Note that in June 2017 Gina Persichini was asked by the Board to continue serving on the Board to fill the unexpired term of Loida Garcia-Febo who had been elected ALA president-elect in the 2017 election. Persichini’s continuing term was for the period beginning with the close of the 2017 Annual Conference until a new Board member could be elected at this Midwinter Meeting. Diane Chen was elected by Council on February 12 to fill the period between this meeting and the close of the 2018 Annual Conference. She was seated at this third Board session.]*

The agenda (2017-2018 EBD #9.1.2) is attached as Exhibit 1.

President Neal opened the meeting by welcoming newly-elected Board member Diane Chen and acknowledging Tamika Barnes, Edward Garcia, and Maria McCauley who were also elected to the Board and whose terms will begin at the close of the 2018 Annual Conference.

***Report out of February 12, 2018 Executive Session***

Jim Neal reported that the Board conducted the review of the audit firm Mueller & Co. and voted to continue working with them on the FY2018 budget. The Board also received a legal update from attorney Paula Goedert.

***Conference Services Report*** ***– EBD #12.20 (Exhibit 26)***

Paul Graller, contractor with Hall Erickson, Inc., provided an update and highlights from this Midwinter Meeting:

* A new app was launched called My Book Tote in conjunction with the combined book exhibit. The app allows attendees to build a list of books so as they travel the exhibit floor they can scan the bar code of titles they are interested in and create a list to refer to later.
* The attendance numbers continue to show a downward trend, possibly the result of fewer face-to-face committee meetings actually taking place at Midwinter and members not seeing the need to attend.
* An exhibitor and attendee survey will be sent out.

The discussion turned to the 2018 Annual Conference:

* Registration and housing opened before Midwinter due to the lateness of this Midwinter Meeting. The numbers are running close to Chicago numbers, which is very good for New Orleans. Exhibit sales are a bit ahead.
* There was a discount offered to Midwinter attendees. Members who attended Midwinter can get a discount for Annual.
* There is a new system for submissions, reviews, and selecting programs. There were 1029 submissions; 798 were complete; 198 were selected – approximately 24%. By controlling the meeting space better and standardizing the meeting set, savings of approximately $55,000 in AV costs can be realized. It was noted that some of the round tables had difficulty with the process due to communications issues from Conference Services to ALA staff and then staff to the groups with which they liaise. Conference Services will be working on a “best practices” website that will address these issues.

Graller then addressed the conversations taking place regarding the future of Midwinter. Conference Services is working with a research company. Thus far they have conducted some attendee research; a staff group was formed to do some brainstorming; and representatives were at this Midwinter Meeting talking to exhibitors. It was noted that 40% of attendance is regional, and for many locations, Midwinter is ALA’s opportunity to reach members in that area because we are not able to hold an Annual Conference in those locations.

There are mixed messages regarding Midwinter marketing. Technically programming is not allowed at Midwinter, so groups create things under different names that are content Conference Services can’t control and can’t find out about, and it’s so late it can’t be marketed.

Patty Wong, a member of the Conference Committee, noted that the committee has asked that there be input from the survey regarding membership and how membership currently views Midwinter so there is a better understanding of what people’s perception is, and how people really use Midwinter, how they *would* use Midwinter, and what it could be. They also want to look at a number of similar associations that hold more than one conference a year to explore good practices.

***ACRL Conference Site Selection Proposals – EBD #12.25 (Exhibit 27)***

The Board reviewed the site proposals for the Association of College and Research Libraries (ACRL) 2023 and 2027 national conferences.

*The Board VOTED to approve the official dates and location of the ACRL 2023 Conference in Pittsburgh, PA, March 15 – 18, 2023 and ACRL 2027 Conference in Portland, OR, April 7 – 10, 2027.*

***Executive Board Liaison Reports***

The Board members provided comments and feedback from their liaison visits with committees, divisions, and round tables during this Midwinter Meeting.

***Follow-up from 2017 Fall Executive Board Meeting:***

* ***Communications and Membership Studies (EBD #12.28, Exhibit 28) –*** Cathleen Bourdon, Associate Executive Director, Advocacy and Member Relations, noted that RFPs have been issued for two studies: one on membership and one on communications. The communications study is being conducted to learn about alternative models for membership – dues structures, membership categories, etc.

Jeff Julian, Director, Public Awareness Office, explained that the communication study will be examining a high-level strategy and will lead to more consistent and higher-quality communicating across the Association; a refreshed and refocused messaging framework and value proposition; and recommendations for more internal collaboration.

Staff working groups are being formed for each of the studies to review the responses to the RFPs. Responses are due at the end of February and work will take place April through May with final reports coming by the end of July. The plan is to bring the consultants to meet with the Board at the fall meeting. The staff groups will have representation from Finance, ITTS, divisions and round tables, as well as a representative from the Chapter Relations Committee.

* ***Membership Statistics (EBD #12.23, Exhibit 29)*** – Kathy Rosa, Director, Library and Research Center, reviewed the report which covers the following areas:
  + Member demographics (age, gender, and race, family origin or ethnicity)
  + Members by degree awarded
  + Current member counts
  + Employment
  + LIS Programs

The report compares 2014 data to 2017 data and there is not a lot of change; however, the job outlook for librarians has improved over the last couple of years as baby boomers are starting to retire.

Rosa proposes using a management model to look at membership – for example, PESTLE (Politics, Economy, Socio-cultural, Technology, Legal, Environment) – and thinking about membership in the middle, and all of these going on around it. Developing an awareness of external factors helps inform what programs and services could be offered by ALA. This approach would require communications and planning among the staff and members who work on various parts of ALA that may be related to sustaining membership totals.

* ***Library Education and Follow-up on Accreditation Task Forces (EBD#12.28, Exhibit 30, and EBD #5.3, Exhibit 6)*** – Mary Ghikas recapped the history of the two accreditation task forces: Between 2015 and 2017 a number of conversations and meetings took place with the Association for Library and Information Science Education (ALISE). The Board charged two separate task forces to look at some of the issues that arose from those meetings. One task force was to look at changes needed in the process of accreditation and in communications related to accreditation, particularly between ALA and the programs. The second task force was to take a more speculative look at what we thing we will be accrediting for as we head into the next accreditation standards cycle.

Both committees have completed their work. Most of the recommendations have been sent on to the appropriate standing committee for implementation; primarily to the Committee on Accreditation (COA). Anything related to library education (with the exception of accreditation) was sent to the Committee on Education (COE). Some recommendations that are more strategic in nature require Board discussion before next steps.

The Task Force on the Context of Future Accreditation was asked to prepare a white paper about the context of future accreditation, but this final task was not accomplished. In light of transformation currently underway in the field, Ghikas recommends not pursuing this white paper in the near future but rather building the recommendations listed as group VI in the task force’s final report into future Board agendas.

EBD #5.3, Committee on Accreditation Responses, had been pulled from the consent agenda. The Board expressed disappointment in the committee’s responses. Ghikas will follow up with the chair of COA.

* ***Advocacy “Long Game”*** – Kathi Kromer, Associate Executive Director, Washington Office, noted that there are resources that we haven’t traditionally taken advantage of, such as state chapters, and other organizations such as the Chief Officers of State Library Agencies (COSLA) and the Cultural Competence Learning Institute (CCLI). There are a lot of opportunities to develop and cultivate a “grass tops” network, but we need to give members the tools and training needed to engage in relationship building. The National Public Policy Corps that was launched at this Midwinter Meeting will help influence that.

Jim Neal explained that the National Public Policy Corps is an effort to build, over a number of years, a group of individuals who have deep knowledge of a particular policy area and could be our go-to people to take on responsibilities like meeting with the national media, testifying before congressional committees, meeting with congressional staff, working with coalition partners, but also working in their regions on developing advocacy skills in the regions where they live. There are several meetings and workshops planned throughout the spring and summer.

Mary Ghikas noted that we are looking at how to line up all of our advocacy resources so that they leverage each other, whether at the local or state or national level, in terms of education, training and support from ALA headquarters. With the retirement of Cathleen Bourdon, the Office for Library Advocacy will report to the Washington Office in order to integrate the entire advocacy stream from the local level on up to the national level. We are also assigning a set number of states to various staff members in order to maintain a communication link with chapters.

* ***FY2019 Budget Planning and Investments*** – Mary Ghikas began the discussion by noting that building the FY2019 budget has begun with a review of how we make changes in the current operating budget. Positions will be moved around in order to make some of the investments needed to in the areas of IT, development, Washington Office, advocacy, and marketing. So we are taking a different look at the way we plan and budget.

Mark Leon reviewed the reasons these changes are needed: Between 2016 and 2017, operating losses in the general fund roughly doubled. Between 2007 and 2017, membership dropped by roughly 13%.

There are three main areas from the investment perspective that are being fleshed out: technology, development, and advocacy. In order to find ways to pay for this, in the fall of 2017 the Finance Department started to look at ALA’s balance sheet. One area being explored is how to use our real estate as a means of accomplishing our strategy, not just from a financial perspective, but also how to achieve our mission better. Real estate experts have been sought out to help explore this asset. A real estate firm has been identified and contracts are being signed. They will be examining the buildings at 40 E. and 50 E. Huron to see how the space is being utilized. They will be meeting with staff to determine the optimum space needed. By Annual Conference, they will bring a report with recommendations which could range anywhere from doing nothing, to remodeling, to selling and moving.

With regard to the balance sheet – it’s very strong. Net assets have grown, primarily due to adjustments made to the post-retirement healthcare obligation. Leon has been meeting with banks who have conducted a debt capacity analysis and with our strong balance sheet we would be able to borrow a significant amount of money.

***Board Effectiveness***

Immediate Past President Julie Todaro commented on the Board’s effectiveness during the Board sessions at this Midwinter Meeting.

The Board adjourned at 3:32 pm to go into Executive Session.