

TO: ALA Executive Board

RE: Who Speaks for ALA discussion

ACTION REQUESTED/INFORMATION/REPORT:

CMO Background on the two considerations related to this question: business (brand) and governance (structure); additional background information/past attempts to settle this question attached

ACTION REQUESTED BY: Stephanie Hlywak, Director of the Communications and Marketing Office

CONTACT PERSON: Stephanie Hlywak, shlywak@ala.org

DRAFT OF MOTION: NA

DATE: 1/19/2021

BACKGROUND:

The brief 2-page document establishes our current baseline in both brand and governance. With the expectation that the Executive Board is going to form a working group to study this question, this document is meant to introduce the topic but is by no means exhaustive or prescriptive.

ATTACHMENTS:

Background materials attached:

1. Draft Q&A Who Speaks for ALA
2. CBD #14 2002-2002 Board Confidential Document on Procedures To Be Followed When An ALA Group Or Unit Violates Policy 9.1: "The Use Of ALA's Name And Formal Relationships"
 - a. Who Speaks for ALA? Question and Answer Sheet

CMO Background Document

The question of who speaks for ALA is both a business (brand) and a governance (structure) consideration. It's also a question that has been debated for decades and the answer is not easily found in policy or bylaws.

From a business (brand) perspective, ALA is not currently communicating with one voice, even from a visual standpoint. As you can see from this recent screengrab from our website, few of our identities align or relate to each other.



Best practice for any organization, complex or not, is to “speak with one voice” both visually and verbally. This can be challenging, though not insurmountable.

For example, universities with well-known schools of study create brand guidelines that highlight *relationships*. Here, a master brand (Northwestern University) interacts with one of its schools (Medill). The latter cannot exist without the former, and thus their logos adhere to the same brand typography standards (much more here: <https://www.northwestern.edu/brand/index.html>). Similarly, the Department of Mathematics also connects to its master brand.



From an association perspective, the American Marketing Association shows how chapters, interest groups and other semi-autonomous entities should reflect the master brand. More here: [AMA Brand Guide](#)



From a governance perspective, by policy we know the following (with thanks to Mary Ghikas for many emails explaining this):

- The role of the ALA President is to be the Association's chief spokesperson.
- ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.
- “Who Speaks for the Association?”: Three bodies – the ALA membership (as an aggregate voting body), ALA Council, and divisions (within their respective areas of responsibility and not in conflict with ALA policy) have the authority to determine and act for ALA in matters of policy. Committees and round tables are not authorized to speak for the Association. While this seems clear, in practice many questions arise.
- When some members want to speak out, we must still adhere to ALA’s policy of one-voice-for-one-association. This is not intended to stifle anyone’s intellectual freedom or free speech. Rather, it’s meant to reflect that ALA is one association. Under specific circumstances Divisions may “speak for the Association” – though that does not extend to taking public stands in opposition to ALA policy. For example, if ALA policy doesn’t cover an area relating to a Division’s Council-approved charge, a Division may speak. RTs and Committees, on the other hand, by current policy, cannot “speak for the Association.” They may support ALA policy/statements only. None of that affects an individual’s right to speak as an individual. The problem is that when you use an ALA title or organizational name, you’re no longer just speaking as an individual. There are processes for individuals and organizational groups within the Association to make themselves heard. Part of the Association’s role is to support the tug of opposing ideas internally. When we turn outward, to the external world, there should be a singular voice.

Our current [crisis communications](#) policy (adopted by the Board in 2019) restates this in two ways:

- ALA should always strive to speak with one voice: one-off or unit/office/division-specific responses to crises should be discouraged.
- Only the designated spokespersons are authorized to release information to the media and to the public. All other staff, board and committee members should be professional and helpful to the media by connecting them with the spokespeople, but will neither speak to the media, nor provide any information unless explicitly authorized to do so. This includes units or divisions who wish to issue statements or comments; we need to speak as one, more than ever, during a crisis.

DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT

In January 2000, the ALA Executive Board, in response to current issues and questions, distributed *Who Speaks for ALA?: Current policy and practice*. While the 2000 document brings together succinctly the policies of the Association, continuing questions have prompted more detailed examination of specific practices and situations. The following Q&A is designed to clarify the application of existing law and policy in specific situations.

Q1: The Association has a statement of policy in opposition to fees for library service. An officer of an ALA division, speaking as the president of that division, testifies in favor of fees before a committee of the U.S. Congress. Is this acceptable within existing ALA policy? Does it constitute speaking for the Association?

A1: When an officer of an ALA unit speaks as such ("I am xxxx, president of the xxxx) it clearly constitutes speaking for the Association. While divisions have been delegated the authority to speak for the Association in their Council-defined areas of responsibility, they must operate within ALA policy. It is, therefore, not acceptable for a division officer, identified as such, to offer testimony in opposition to ALA policy – regardless of the internal position of the division.

Q2: In the same situation, a librarian who happens to be a member of the ALA is invited to provide testimony in favor of fees for library service before that Congressional committee. The individual is invited as <name>, a librarian from <> -- but is not identified as an officer or representative of the ALA or any of its divisions, round tables, or committees. Does this constitute speaking for the Association? Is this acceptable within existing ALA policy?

*A2: This does **not** constitute speaking for the Association. Further, while the individual is taking a public position contrary to ALA policy, the Association has an overriding value of intellectual freedom. The Association may disagree with the individual's position – but will defend that individual's right to hold and express it.*

Q3: In the same situation, a librarian who happens to be president of an ALA division is invited to provide testimony in favor of fees for library service before that Congressional committee. The

individual is invited as <name>, a librarian from <> -- but is not identified as an officer or representative of the ALA or any of its divisions, round tables, or committees. Does this constitute speaking for the Association? Is this acceptable within existing ALA policy?

A3: *This does not literally constitute “speaking for” the Association. Officers and members of governing bodies of an association are, however, presumed to have a “duty of loyalty” to that association. A member of the press, discovering that individual’s official role within the Association, would reasonably assume that that individual was speaking within the context of that role. At a minimum, a current officer or member of a governance body would be causing embarrassment to the association currently in his/her care. For that reason, ALA presidents typically refrain from taking public positions contrary to ALA positions.*

Q4: A round table executive committee passes a resolution that it forwards to the ALA Council. ALA Council ultimately passes a substantially modified resolution. On its website, the round table publishes its executive committee actions, including the resolution as originally passed, clearly noting, however, that the resolution in its original form was **not** passed by the ALA Council. Does this constitute speaking for the Association?

A4: *In this case, the round table is appropriately informing its members – and others who may be interested – in the actions it has taken, correctly noting that the resolution, as passed by the round table, was not subsequently approved by the Association’s policy-making body.*

Q5: A round table executive committee passes a resolution that it forwards to the ALA Council. ALA Council ultimately passes a substantially modified resolution. The round table communicates the original resolution to political leaders and the press on its official website or by mail. Does this constitute speaking for the Association?

A5: *In this case, the round table is using an official resource (its website, stationery) and its name (xx Round Table, of the ALA) to communicate an action that differs from the action finally taken by the ALA Council. Use of an official title (e.g. president of...) or letterhead constitutes speaking for the Association. Directing public attention to the official website may also constitute speaking for the Association, particularly in the absence of a clear and visible note that this represents a proposal to the ALA Council which was not subsequently approved.*

Q6: A member of the Association posts a message to an ALA-maintained discussion list urging those on the list to vote for a specific candidate for public office or for candidates of a specific party. Does this constitute speaking for the Association? Is this acceptable within current law and policy?

A6: In this case, this is an issue of federal law and regulation. Associations which are tax-exempt under section 501(c)3 of the U.S. Internal Revenue Code – as is ALA – may not engage in political speech or activity, defined as support for a candidate for public office or a political party. Political speech by a member of the Association, on a discussion list maintained by that Association, may reasonably be construed as illegal political activity by the Association. A “cease and desist” warning would immediately be posted to the list, along with a disclaimer. Continued political speech on an Association list would result in other actions to protect the Association.

Q7: A member of the Association campaigns for a specific candidate for public office or for candidates of a specific political party and, in campaigning, introduces him/herself as “president of.....” Does this constitute speaking for the Association? Is this acceptable within current law and policy?

A7: Use of an official title (president of ..., chair of ..., executive director of...) constitutes speaking for the Association. The Association may not engage in political speech or activity. While an individual may engage in political speech and political activity, no Association resources may be used for that purpose, including titles, letterhead, discussion lists, space (e.g. conference meeting rooms, headquarters offices), budget.

NOTE: This draft does **not** reflect feedback received since 6/06/03. Comments are still being received and will be incorporated following Annual Conference 2003.

**CBD #14
2002-2003**

TO: ALA Executive Board

RE: Procedures To Be Followed When An ALA Group Or Unit Violates Policy 9.1: “The Use Of ALA’s Name And Formal Relationships”

ACTION REQUESTED: Discussion Paper – No Action required

ACTION REQUESTED BY: Keith Michael Fiels, ALA Executive Director

DATE: March 27, 2003

EXECUTIVE SUMMARY

ALA Policy 9.1: *The Use of ALA’s Name and Formal Relationships* delegates the authority to use ALA’s name to the aggregate membership represented by Council and the Executive Board and to the ALA Executive Director and department heads. Policy 9.1 also empowers divisions to speak within their areas of Council-designated responsibility but prohibits round tables, membership initiative groups and committees from speaking or acting for the Association.

Over the years, this policy has been violated on occasion by round tables and other groups. Violations have taken various forms, including issuing statements opposing the stated position of the Association as determined by Council or the Executive Board acting on Council’s behalf and publishing materials using ALA’s name without ALA’s authorization. When these policy

violations have arisen, the Executive Board has been hampered by the lack of clear-cut guidelines for response.

This paper outlines a process to be employed by the Executive Board when a violation of Policy 9.1 occurs within the Association.

BACKGROUND

Policy 9.1 is central to defining the rights and responsibilities of ALA members in communicating on behalf of ALA. The policy states that:

All ALA units are responsible to Council, which determines policies. Council's actions, however, may be oversight by the membership. Therefore, primarily, and ultimately the responsibility for the use of the American Library Association name rests with the aggregate membership.

The Association is governed by Council and administered by the Executive Board, which in its role as central management board, appoints the Executive Director, who is in charge of headquarters and its personnel.

The Executive Director delegates authority within ALA headquarters to ALA's department heads, who, in carrying out their assigned duties, are called upon to use ALA's name and, in that name, to commit the Association to programs, activities, and binding agreements.

Divisions are empowered by ALA's bylaws "to act for the ALA as a whole on any matter determined by Council to be the responsibility of the division." Authority for acting on behalf of the division rests with that division's Executive Board.

Round tables, membership initiative groups, and committees, do not have this constitutional authority.

While Policy 9.1 assigns authority to use ALA's name, that policy does not address what to do when a unit violates this policy. A general statement dealing with violations of the ALA Constitution, Bylaws or Policies by any ALA unit is contained in Policy 6.5: *Units*, which states that

If Divisions, Round Tables, other ALA membership units, or committees are thought to have violated the ALA Constitution, Bylaws, or Policies, the Council is empowered to take actions to ensure compliance with established ALA policy. The Council, ALA Executive Board, or other designated body may investigate the actions of the unit or

committee and recommend a course of action. Actions that may be taken include, but are not limited to, internal sanction, limiting communication and/or spending by the unit or committee, or disestablishment of the unit or committee.

Despite the clear restrictions in policy, ALA units have on occasion issued statements that run counter to stated ALA positions and disseminated these statements outside the Association in a manner implying the endorsement of ALA.

In an attempt to clarify what constitutes speaking for ALA and the implications for the misuse of ALA's name, the Executive Board distributed a Question and Answer Sheet, *Background on Policy 9: Who Speaks for ALA?* at the 2000 ALA Midwinter Meeting. However, neither the Q-and-A nor any subsequent communications from the Executive Board have succeeded in clarifying the boundaries and parameters regarding the use of ALA's name in a way that has been acceptable to all units of the Association.

A closely related issue is communication by an individual or unit which is illegal, or which violates the guidelines contained in Section 501(c)3 of the U.S. Internal Revenue code, under which ALA operates as a nonprofit corporation. Examples of illegal communications include defamatory, slanderous, or libelous speech, violations of antitrust statutes, conspiracy to commit a felony or communications that violate copyright laws. Examples of communications which jeopardize ALA's nonprofit status include political activity, including communication, in support of a candidate or party.

It is important to distinguish between speech by ALA units and individual speech. The ALA has a long, continuing history of support for individual free speech that is in no way compromised by its concern regarding who speaks for the Association. An ALA member – acting as an individual – may, for instance, freely engage in political speech in support of a candidate or party. When, however, that individual (a) uses the Association's name – e.g. Association stationary, (b) uses an Association staff or member title – e.g. ALA Executive Director, ALA President, ALA Councilor, or (c) uses Association resources – e.g. a discussion list, then the boundary between individual speech and speech on behalf of the Association has been crossed.

A distinction is also necessary between internal communication among members of the Association and communication with external individuals or groups:

The Association is committed to free and open communication among members, subject only to the limits of law and regulation (for example, even in internal communication, members may not endorse or raise funds for political candidates or

parties). Units may also post discussions or resolutions on their web sites as part of official minutes, so long as these minutes clearly state that these minutes do not represent the official position of the Association.

Speaking for ALA is defined as external communication in person, via mail, telephone or email in which letterhead of ALA or a unit is used, an official title is used (such as in the case of an officer or board member), or an impression is created that the individual or group is representing a position of the Association.

The correct application of Policy 9.1 is crucial to ALA not only for the continuation of the Association's favorable 501(c)3 tax status as noted above, but also to ensure that ALA's good reputation within the profession and to the public at large is not damaged by statements, publications, etc. that run counter to positions taken by ALA's elected leadership.

Divisions have been granted authority under the ALA Constitution and Bylaws to speak on behalf of the Association in their Council designated area of responsibility. Divisions may not, however, take a position that is in conflict with a policy established by Council. Under the Constitution and Bylaws, Round Tables and other units have no authority to speak on behalf of the organization.

PROPOSED PROCEDURE

Issues relating to violations of Policy 9.1 by any ALA member or unit will be handled as follows:

1. Information on any proposed or actual violation may come from a variety of sources. Once any such violation is brought to the attention of the Executive Director or any Board member, this information will be communicated to the Executive Committee of the ALA Executive Board. The Executive Committee of the Board will be responsible for gathering factual information regarding the alleged violation.
2. Upon determination that a violation has occurred, the Executive Committee will communicate with the Executive Board as a whole regarding the violation.
- 3 (a) In the event of a clear threat to the association, as in the case of illegal speech or speech which would jeopardize the Association's tax exempt status, the Board shall take such immediate steps as are necessary to insure that the activity ceases and that a retraction, disclaimer and/or clarification is issued. In the case of a message posted to a list serve operated by ALA or any unit, a retraction,

disclaimer and/or clarification must appear within 24 hours of notification. If this does not occur, action will be taken to limit communication and/or spending by the unit or committee. In the case of a violation involving a list serve, the list serve will be suspended until appropriate remedy can be implemented.

or

(b) In the case where an ALA group acts as an independent entity in opposition to stated Association policies or attempts to use the ALA name without explicit authorization, the ALA Executive Board may investigate the actions of the unit or committee and recommend a course of action. Actions that may be taken include, but are not limited to, internal sanction, limiting communication and/or spending by the unit or committee. In the case of a violation by an individual, the Executive Board has the authority to suspend the membership of that individual (Policy 6.5).

4. If the violation of Policy 9.1 continues after a “cease and desist” action – or if the same group repeats the violation, the ALA Executive Board will refer the matter to the ALA Council, including background, previous corrective measures and a recommendation for Council action within Policy 6.5. In addition to the actions specified above, Council has the option of disestablishment of the unit or committee.

This procedure will be clearly communicated to round tables, committees, and other units to eliminate any misunderstandings about the application of Policy 9.1.

ISSUES FOR FUTURE EXPLORATION

During the course of developing this recommended procedure, a number of additional steps have been suggested, including the desirability of a formal agreement with any individual or institution which maintains a listserve for any ALA unit which is not maintained by the Association, as well as the maintenance of web-sites and discussion lists within member only portions of the web site, thus guaranteeing individual freedom of expression while minimizing the potential for any accidental misunderstanding or misrepresentation by any third party.

FISCAL IMPACT

None

ATTACHMENTS

Background on Policy 9: Who Speaks for ALA? Question and Answer Sheet [1999-2000 EBD #1.6.1/CD#54]

Policy 6.5

Policy 9.1

H:\9.1 Procedure.doc

EBD # 1.6.1
1999-2000

**American Library Association
Council**

Background on Policy 9: Who Speaks for ALA?
Question and Answer Sheet

This fact sheet has been developed in response to requests from round tables, divisions, and committees for clarification about what constitutes speaking with one voice for ALA.

This document was developed as an information item. Care was taken not to create new policy. The policy citations in the document refer to existing policy only; there have been no changes or additions.

Because the application of Policy 9 has significant impact on ALA's nonprofit status under Section 501(c)3 of the U.S. Internal Revenue code, this document was also reviewed and endorsed by ALA legal counsel.

Current policy in no way impedes the right of individual members from speaking out on any issue from their personal or institutional perspective. Further, any group within ALA may communicate its position on any matter to individuals and groups within ALA. The only area being clarified here is the right of ALA groups to communicate policy and positions to external individuals and groups.

Three bodies—the ALA membership (as a voting body), ALA Council, and divisions (within their respective areas of responsibility)—have the authority to determine and act for ALA in matters of policy.

January 17, 2000

WHO SPEAKS FOR ALA?: Current policy and practice.

Q & A

(ALA Executive Board, January 2000)

Three bodies – the ALA membership (as a voting body), ALA Council, and divisions (within their respective areas of responsibility) – have the authority to determine and act for ALA in matters of policy. In addition, the ALA Executive Board is authorized to speak for the Association within “established policies....” Committees and round tables are *not* authorized to speak for the Association. Recommendations of committees and round tables regarding policy are forwarded to one of the bodies above.

On the surface, this is an unambiguous, clear position and one that is consistent with practice in a broad range of national associations and with prudent counsel. In the course of the Association’s activities, however, several questions have repeatedly been asked. Based on long discussion, examination of ALA policy and advice from legal counsel, the ALA Executive Board has developed answers for the most frequently asked questions related to speaking for the Association.

Q1.

What constitutes speaking for ALA?

A1.

While ALA policy is clear on who may commit or speak for the Association, and within what limitations, it has been less clear on what constitutes “speaking for the Association.” Both general practice within associations and legal opinion consistently indicate that units or individuals may reasonably be construed to be speaking for the Association when they do either of the following:

- Indicate in a verbal or written statement that they are expressing ALA policy or an ALA position, and/or
- Use ALA (including ALA division, round table, or committee) letterhead to express a policy or position.

Q2.

Why is the American Library Association concerned about who speaks for the Association?

A2.

The question of who commits or speaks for the Association is a critical one to this or any other association.

- 1) It is our policy that “ALA speaks with one voice for the profession.” [ALA Policy 1.4]
- 2) ALA is incorporated as a nonprofit organization under section 501(c)3 of the U.S. Internal Revenue code. This has significant advantages for the Association; it also limits the actions of

the Association in certain arenas – e.g. the Association may not support any candidate for political office. ALA is one legal entity; therefore, any action by any unit of the Association may put at risk the entire Association.
- 3) Most organizations with which ALA works on matters of public policy have strict policies on who can sign and transmit formal policy positions to Congress or to high-level officials. This is done for several reasons: to ensure accuracy of transmittal of positions, to emphasize the importance and high priority given to policy transmissions, and to maximize the impact by not sending too many such communications. Further, because policymakers and legislators receive so many communications and are under such time pressure, misunderstanding a letter from a part of an organization as speaking for the whole can easily happen. Finally, such communication can be deliberately represented as coming from the parent body, either by a recipient or by another interested party who received a copy of or access to the communication.

Q3.

The American Library Association also values diversity within and broad participation by its membership. How, then, can a unit of the Association get a position or message adopted by the Association?

A3.

Members and units of the Association may introduce issues for Council discussion and action through their Council representative – or any Councilor. Procedures for raising issues are clearly articulated in Council practice. (*ALA Policy Manual 5.3*)

Q4.

What recourse does the Association have when a division, round table, committee, or member violates these policies?

A4.

The ALA Council is authorized to take action to ensure compliance with established ALA policy. According to policy (6.5), “the Council, ALA Executive Board, or other designated body may investigate the actions of the unit or committee and recommend a course of action.” Actions may include, but are not limited to, limiting communication and/or spending, or disestablishment. Violations by an individual member may result (under the authority of the ALA Constitution) in suspension of an individual’s membership by the ALA Executive Board.

Applicable ALA policies:

ALA Constitution – Article III, Membership

ALA Constitution -- Article VI. Council/Section 1 (a), (b), (c)

ALA Constitution – Article VII, Executive Board/Section 3.

ALA Bylaws – Article VI. Divisions/Section 2(b).

ALA Bylaws -- Article VII. Roundtables/Section 2.

ALA Bylaws – Article VIII. Committees/Section 9.

ALA Policy Manual 1.4. ALA Organizational Support Goals

The ALA Policy Manual 5.3, Council Resolutions: Guidelines for Preparation of Resolutions to Council

The ALA Policy Manual 6.3, Round Tables of ALA: Role and Function (particularly paragraph 2)

The ALA Policy Manual 6.4, Divisions (particularly II, Current Organizational Values of ALA)

The ALA Policy Manual 6.5, Units

The ALA Policy Manual 9.1, The Use of ALA’s Name and Joint Relationships

Policy 6.5 Units

A unit is any membership group within the American Library Association which has a distinct organizational entity. Committees and subcommittees which are appointive groups are excluded from this definition of *unit*.

The ALA is one association, legally responsible for the actions of all its subunits. Divisions, other membership units, and committees are bound by the Association's Constitution, Bylaws, and Policies. The governing authorities (parent bodies) of Divisions, other membership units, and committees that create subunits or subcommittees are responsible for orientation/training and guidance to ensure that such subunits/subcommittees work within the framework provided by the Constitution, Bylaws, and Policies of the Association.

If Divisions, Round Tables, other ALA membership units, or committees are thought to have violated the ALA Constitution, Bylaws, or Policies, the Council is empowered to take actions to ensure compliance with established ALA policy. The Council, ALA Executive Board, or other designated body may investigate the actions of the unit or committee and recommend a course of action. Actions that may be taken include, but are not limited to, internal sanction, limiting communication and/or spending by the unit or committee, or disestablishment of the unit or committee.

If violations are found to be the result of an individual member presuming to act in the name of the Association without the approval of the parent body, the ALA Executive Board may, under the authority of the Constitution (Article III, Section I), suspend that individual's membership in the American Library Association.

9.1 The Use of ALA's Name and Formal Relationships

The American Library Association is a nonprofit organization operated in the interest of libraries and to promote library service and membership.

All ALA units are responsible to Council which determines policies. Council's actions, however, may be oversight by the membership. Therefore, primarily, and ultimately the responsibility for the use of the American Library Association name rests with the aggregate membership.

The Association is governed by Council and administered by the Executive Board, which in its role as central management board, appoints the executive director, who is in charge of headquarters and its personnel.

The executive director delegates authority within ALA headquarters to ALA's department heads, who, in carrying out their assigned duties, are called upon to use ALA's name and, in that name, to commit the Association to programs, activities, and binding agreements.

Divisions are empowered by ALA's bylaws "to act for the ALA as a whole on any matter determined by Council to be the responsibility of the division." Authority for acting on behalf of the division rests with that division's executive board.

Round tables, membership initiative groups, and committees, do not have this constitutional authority.

The American Library Association's Executive Board, divisions, executive director, and department heads (consisting of the associate executive directors for the Washington Office, Communications, Finance, Member Programs and Services, Publishing, and Staff Support Services) who must use ALA's name in executing their responsibilities or in entering into formal relationships with other organizations abide by stated ALA policies and principles. A formal relationship is an arrangement with another non-profit organization if (a) the other organization is an affiliate of ALA (as defined in **9.3** below); (b) ALA has appointed an official representative to the other organization (as defined in **9.4**); and/or (c) the other organization permitted to use the name of ALA or an ALA unit other than as identification of the provider of information services.

1. ALA's primary objective for entering into formal relationships with other organizations and business enterprises should be:
 - 1) To help the Association achieve its mission to promote and improve library and information services and librarianship, or to assist libraries in achieving their mission.
 - 2) To fulfill a specific need related to current ALA goals and objectives or to contribute in a significant way to the cooperating organization while using ALA's name and its resources effectively.
 - 3) To benefit as much as possible from a reciprocal relationship in the form of finances, expertise, experience, public relations, or other advantages.
2. Formal relationships should be entered into with other organizations and business enterprises whose strength and reputation have been evaluated.
3. Formal relationships should be based on the following criteria
 - 1) The relationship is, as much as possible, reciprocal in that there are mutual needs and a sharing of purposes.
 - 2) The structure and level of the relationship represents the best method of accomplishing the purpose or meeting the need.
 - 3) The appropriate personnel are available, and the time and talent are being or will be used effectively.
 - 4) Costs in time and money are justified by the results.
 - 5) Useful reporting devices are designed and used.
 - 6) The need for the relationship is evaluated periodically.

4. Formal relationships which permit the other organization to use the name ALA or ALA Unit, other than to identify the provider of information or services, must be based on a written agreement pursuant to which ALA retains control of the use of its name or its unit's name.
5. Formal relationships with other organizations or business enterprises do not necessarily imply ALA endorsement of their policies, products, or services.
6. None of the American Library Association's published reports, findings, etc., shall be circulated under the imprint of the cooperating agency without the permission of the Association. The ALA Publishing Committee shall control the use of the ALA imprint.

While endorsements, or boycotts, by the American Library Association are not explicitly authorized in the Constitution and Bylaws, implicit authorization can be derived from the Constitution, Article VI (a) and (b).

Commendations honoring outstanding efforts of an individual, institution, or organization may be issued in the name of the Association by Council or units designated by Council through a formal resolution. (See Policy Manual 5.3(15): Memorial resolutions, tributes, and testimonials.)

Please note the policy number is now ALA Policy 10. Relationships to Other Organization. [Link to policy](#)