MINUTES
ALA Executive Board Meeting
2012 Fall Meeting

October 26-28, 2012
Chicago, IL

American Library Association

Volume 14

PRESENT: President Maureen Sullivan; President-elect Barbara K. Stripling; Treasurer James Neal; Immediate Past President Molly Raphael; Executive Director Keith Michael Fiels; Executive Board members: Rob Banks, Dora Ho, Alexia Hudson-Ward, John A. Moorman, Sylvia K. Norton, Michael Porter, J. Kevin Reynolds, and Linda Williams.

The agenda (2012-2013 EBD #9.1) is attached as Exhibit 1.

**Session One**

The Board convened at 9:00 AM on Saturday, October 27, 2012, with President Maureen Sullivan presiding.

**Agenda Approval**

By consent, the Executive Board approved the agenda, as amended, for the 2012 Fall ALA Executive Board Meeting (2012-2013 EBD #9.1 Exhibit 1).

**Report Out of October 26, 2012, Board Effectiveness Session and Reimagining ALA with ALA Division Leadership**

President Maureen Sullivan reported on the October 26, 2012, Board Effectiveness Session, which featured a discussion around the “reimagining” of the association to create a more effective, future-oriented organization.

Keith Michael Fiels and Barbara Stripling discussed feedback received from the small group session held at the meeting with division leadership. Based on discussion with division leaders, ALA needs to make clear the value of ALA membership. A variety of tools already exist that demonstrate this value, but they need to be better promoted to division members.

**Procedural/Consent Items**
By consent, approved the 2012 ALA Annual Conference Executive Board Meeting Minutes and corresponding Vote Tally (2012-2013 EBD #2.1 and EBD #1.2, Exhibits 2 and 3).

By consent, confirmed the Executive Board conference call votes from the September 18, 2012, call (2012-2013 EBD #1.3 Exhibit 4). During that call, the Board voted to approve adjustments to the 2013 Midwinter Meeting Skeleton Schedule (2012-2013 EBD #12.2) and voted to approve the appointment of Audrey Church as ALA representative to NCATE (2012-2013 EBD #1.1).

By consent, accepted the following reports: President’s Report, (2012-2013 EBD #7.1, Exhibit 5); President-elect’s Report, (2012-2013 EBD #7.2, Exhibit 6); Executive Director’s Report, (2012-2013 EBD #12.5, Exhibit 7); Development Office Report, (2012-2013 EBD #6.1, Exhibit 8).

Report from the Nominating Committee for the 2013 ALA Election – 2012-2013 EBD #10.3 (Exhibit 9)

Nancy Davenport, Chair, ALA Nominating Committee for the 2013 Election, participated via conference call to present the committee’s report. The Board had already received the slate of candidates for ALA President, Treasurer, and Councilor-at-Large earlier in October.

Davenport commented on the importance of choosing Nominating Committee members who have extensive career experience and wide networks in the field.

With regard to balance between academic and public library candidates for Councilor-at-Large, the Nominating Committee selected 22 candidates from academic libraries and 13 from public libraries. The lower number of public library members is a result of the current, harsh economic climate. Academic librarians serve in greater numbers, because it is more often supported by their institutions.

In Davenport’s personal opinion, the nominating process is flawed, because while there is a formula in place that requires the Committee to select a certain number of new candidates (this year it was 50), an unknown number of sitting councilors are added through the petition process, where 25 signatures are needed to secure a place on the ballot. This process results in a large number of candidates for a fixed number of Council seats, causing member disappointment when multiple attempts to run for Council result in losses. If the Nominating Committee were able to select a mix of sitting councilors and candidates who have not served on Council, it would reduce the number of people on the ballot, thus reducing member frustration.

Molly Raphael remarked that she chaired the Nominating Committee in the late 1990s and no guidelines were in place at that time. Because committee members only serve one term, there is no institutional memory and each year, the Committee must start fresh. As a result, guidelines were produced by the Executive Board to assist the Committee in its
task, but they are not official policy and the Committee is required to use their judgment in terms of how the selection process should proceed.

Due to confusion about the current guidelines, there was general consensus that the guidelines need to be clearer with regard to the inclusion of sitting councilors in the slate of Council candidates that the Nominating Committee produces.

*The Board moved into a brief Closed Session with Davenport.*

**Digital Content and Libraries Working Group** – 2012-2013 EBD #12.8 (Exhibit 10)

Robert Wolven, Co-Chair, Digital Content Working Group (DCWG), and Alan Inouye, Director, Office for Information Technology Policy (OITP), participated via conference call. They began by highlighting activities since July 2012.

- The DCWG released “Ebook Business Models for Public Libraries” on August 8, 2012. The report discusses the various features and attributes of current ebook business models, many of which are quite complex. An evaluation model is being developed to assign a comparative, numeric score for each model. Representative sample models are also being developed, including a storefront model in which the library serves as an access point for publishers’ products and represents a sales channel that has value for the publisher.
- The DCWG created two new subgroups. One works on accessibility issues, including key issues for the visually impaired. The other focuses on the school library market.
- The recent meetings with publishers in New York produced positive outcomes and have the potential to produce significant ancillary benefits, particularly the meetings with Scholastic, Rosen, and Random House. As a result, the DCWG is thinking of ways to engage authors, possibly by creating and distributing a short, positive letter, signed by one or two prominent authors.
- A DCWG subgroup created the Media Communications Toolkit to provide librarians with a means to advocate directly for their libraries. It is being reworked to reflect the information obtained from the recent discussions with publishers and may include, among other items, a FAQ sheet on how to work with the media and standardized text for press releases, op eds, and letters to the editor. The release date is November 2012.
- The DCWG recently unveiled a new and improved digital content section of the Transforming Libraries website.
- During Maureen Sullivan’s session at the Association of American Publishers (AAP) meeting, publishers requested information about the types of business models and licensing terms that work for libraries. The DCWG is currently working on gathering this information. In addition, a conference call is scheduled in early November between the DCWG and the AAP’s Digital Issues Working Group to follow-up with issues discussed at the AAP meeting.
- The *School Library Journal* Summit was held the weekend of October 27-28, 2012, and a dinner meeting occurred with Rosen Publishing; Ric Hasenyager, Director of Library Services for New York City’s Department of Education;
Marijke Visser, OITP Assistant Director; and Christopher Harris, DCWG member.

- Penguin and Random House are considering a merger, which may complicate the ongoing ebook discussions between ALA and Penguin USA.

Wolven and Inouye responded to an inquiry about the possible updating of ebook pricing data that is being compiled by the Douglas County Libraries (CO) and whether the ALA brand is attached to the data. Jamie LaRue, member of the DCGW, is working on the project and plans to update the data monthly on the E-Content Blog. Inouye noted that the data only applies to Douglas County Libraries, and cannot be generalized to all libraries. However, the OCLC Big Shift Project is planning a survey that will, in part, capture ebook pricing data across a broad section of libraries.

**Council Self-Assessment Update** – 2012-2013 EBD #10.2 (Exhibit 11)

Pamela Hickson-Stevenson, Chair, Council Orientation Committee, participated via conference call to provide an update on work done to-date to carry out the recommendations from the Council Self-Assessment that took place at the 2012 Annual Conference.

- Nann Blaine Hilyard, Director of the Zion-Benton Public Library, suggested that Council gather more information for further development of the orientation process. This involves capturing the essence of lessons learned while serving on Council and sharing this information with new councilors.
- Attendance at Council Orientation sessions has declined over the past few years. To remedy this, the Orientation Committee will make personal contact with each new councilor to stress the importance of the orientation.
- As a longer-term project, the Orientation Committee plans to transfer portions of the Council Orientation to an online environment so councilors can learn at their own pace.
- Personal invitations will be sent to new councilors for the Saturday night Council reception and Executive Board members are encouraged to attend.

A suggestion was made to create a YouTube video that explores what it means to serve on Council.

Responding to an inquiry about a possible mentoring program, Hickson-Stevenson stated that it was discussed briefly and she would be interested in hearing from people with experience creating successful mentoring programs.

**Endowment Trustees Report** – 2012-2013 EBD #13.1 (Exhibit 12)

John Vitali, Senior Trustee of the Endowment Fund, reported via conference call on the most recent position of ALA’s portfolio, its managers and their performance. Vitali presented highlights which included:

- The endowment fund is at $32,965,870 as of September 30, 2012, which is positive.
• Issues affecting the slower markets include the fiscal cliff issue in the United States, the European debt crisis, the presidential election, and the overall weak economy.

• The Endowment Fund has been involved in alternative investments since 2009, but they are growing weaker. At their upcoming Chicago meeting, the Endowment Trustees will examine how these investments fit into the overall portfolio going forward.

**Budget Analysis and Review Committee (BARC) Report** – 2012-2013 EBD #3.1 (Exhibit 13)
Clara Bohrer, BARC Chair, reported on the BARC meetings held on September 27-28, 2012. She discussed the following areas of BARC’s focus:

• The 2012 fiscal year first close has indicated a $754,000 deficit projected for the general fund, caused primarily by reduced conference revenue, the underperformance of RDA, lost interest income due to the cash purchase of Neal-Schuman, and other one-time costs related to the Neal-Schuman purchase. If necessary, to alleviate some of this deficit, the drawdown from the general fund net asset balance will need to be increased.

• BARC reviewed the dues adjustment proposal (EBD #10.1) and recommended that it be forwarded to the Finance and Audit Committee (F & A) for approval.

• BARC reviewed the United for Libraries pilot proposal (EBD #12.9) and recommended that it be forwarded to the Finance and Audit Committee (F & A) for approval.

**Finance and Audit Committee (F&A) Report** – 2012-2013 EBD #4.7 (Exhibit 14)
Jim Neal, ALA Treasurer, reported on the Finance and Audit Committee meeting held on October 25, 2012. He was joined by Greg Calloway, Associate Executive Director, Finance and Accounting. Together they discussed the following:

• Final 2013 Total ALA Budget – 2012-2013 EBD #14.2 (Exhibit 15)
Neal presented the FY2013 budget. He explained that a million dollar contingency has been built into the budget. $295,000 covers the proposed one percent salary adjustments for ALA employees, $291,771 is planned savings that will be put back into the reserve fund, and the remaining $400,000 will include possible savings in operating expenses.

On the recommendation of Finance and Audit, the Executive Board

**Voted to** approve the FY 2013 Final Budget. EBD #14.2

• Dues Adjustment Proposal – 2012-2013 EBD #10.1 (Exhibit 16)
F & A reviewed the dues adjustment proposal, which recommends using the national average Consumer Price Index (CPI) to make future adjustments to ALA dues amounts. If the CPI increases, member dues would increase by the same percentage. If there is no change or a decrease in the CPI, member dues would stay the same.
Responding to Board inquiries regarding implementation of the proposal, Calloway explained that, if approved by Council, the dues adjustment would be applied at the start of the fiscal year and the previous year’s CPI would be used. Members will be notified of the upcoming adjustment amount in April, prior to the start of the September 1 fiscal year.

On the recommendation of Finance and Audit, the Executive Board

**Voted to** approve the proposal to adjust personal member dues and direct the Membership Committee to forward the recommendation to ALA Council for their consideration during the 2013 ALA Midwinter Meeting. EBD #10.1

- United for Libraries Pilot Proposal – 2012-2013 EBD #12.9 (Exhibit 17)
  F & A reviewed the United for Libraries pilot proposal, which uses an organizational membership model and does not include personal membership in ALA or United for Libraries. F & A concluded that the proposal provides an excellent opportunity to bring large numbers of individuals into ALA who care about libraries, but are not necessarily interested in the work of the Association.

On the recommendation of Finance and Audit, the Executive Board

**Voted to** approve an additional 2-year trial period to offer group United for Libraries membership to Friends Groups and Boards of Trustees. EBD #12.9

- ALA Insurance Representative Report – 2012-2013 EBD #4.2 (Exhibit 18)
  Jim Neal highlighted two items from the ALA Insurance Representative Report:
  - Compared to peer institutions, ALA has far less significant insurance claim activity.
  - Because ALA is offering products and services online, insurance on cyber liability should be considered.

On the recommendation of Finance and Audit, the Executive Board

**Voted to** accept the 403b Audit as presented by Mueller & Co. EBD #4.6

- Internal Audit Report – 2012-2013 CBD #7
  Greg Calloway reported on the Internal Audit Report:
  - The report provided valuable recommendations related to purchasing process and payables, including vendor set-up and maintenance, IT controls, and the wider use of purchase orders.
  - It suggested that strong automatic controls within the SharePoint financial system be used to improve ALA’s internal controls.
The Finance department will implement the changes most subject to risk by the end of the month and will create staffing strategies for the other recommendations.

On the recommendation of Finance and Audit, the Executive Board voted to accept the Internal Audit Assessment as presented by Mueller & Co. CBD #7

Neal discussed the following additional items:

- F & A met with the auditor to discuss field work that will be carried out at ALA from November 12 to December 7, 2012. The draft report is expected by December 21, 2012, and will be presented at the 2013 Midwinter Meeting.
- In October 2012, one million dollars was drawn down from ALA’s line of credit to cover expenses.

**2015 Strategic Plan Implementation Report** – 2012-2013 EBD #12.1 (Exhibit 19)

Executive Director Keith Michael Fiels and Sr. Associate Executive Director Mary Ghikas discussed the progress towards achieving the goals and objectives of the Association’s 2015 Strategic Plan.

Fiels discussed four realms of assessment when measuring the impact of the 2015 Strategic Plan goals. The first realm involves observing whether or not something occurred. The second involves the measuring of impacts on libraries, users, and the public. The third looks at whether or not members believe ALA is doing a good job, and the fourth looks at public perception, which is measured by the Annual Gallup Poll.

ALA is currently focusing on pulling resources together across the Association. The Transforming Libraries goal demonstrates this, as it involves working with the divisions on a day-to-day basis. The ALA Library coordinates the new Transforming Libraries website, which organizes content into the following broad categories: Community Relationships, Ebooks and Digital Content, Library Leadership and Management, Library Workforce, Physical Space, Services, and User Expectations. In addition, the website brings together continuing education information from across the Association and provides information on discussion groups, guidelines and standards, linked resources, partners, and publications and research. Ideally, content partners from ALA divisions and offices will work on their areas of expertise, with the ALA Library working to identify external resources and links. Fiels conducted a tour of the website. A Board member inquired about the feasibility of a designer to make the website more intuitive and user-friendly.

Fiels provided an overview of other Strategic Plan goals:
ALA continues to focus on the job market, including coverage in *American Libraries*.

ALA discussed continuing education at the latest New Business Development Meeting. The concept of “ALA University” has been discussed as a goal to work toward. It would bring together ALA’s continuing education resources in a more cohesive fashion.

ALA continues to prioritize technology, with the capital budget for technology at approximately two million dollars.

ALA developed a website called *Libraries Matter* that brings together research on the impact and value of libraries, currently spread throughout the literature. The goal is to look at the value propositions and metrics within the various studies and organize them by impact (e.g. economic impact, impact on community development, and impact on literacy and education.) Kathy Rosa, the new director of the Office for Research and Statistics, will take the lead on this project.

ALA has received seven IMLS grants, including the community engagement grant.

Ghikas noted that a few strategies within the Strategic Plan need more attention and that she and Keith Fiels will consult with the relevant staff to review plans to move forward.

Metrics related to the Strategic Plan can be found on the website and in ALAConnect. Molly Raphael suggested that this information be more prominently placed on the ALA website’s homepage, so members can find it more easily.

**Round Table Liaisons**— EBD # 12.3 (Exhibit 20)

Keith Michael Fiels and Mary Ghikas discussed the round table chairs and staff liaisons draft roles document.

Fiels and Ghikas recently held a meeting with round table staff liaisons to review the expectations of the relationships between round table leaders and staff liaisons. The meeting resulted in EBD # 12.3, which provides an overview of the roles of each party. Round tables will review this document at their Midwinter 2013 coordinating assemblies.

Due to the high turnover rate of round table leadership, Mary Ghikas created two additional documents to assist both leadership and staff liaisons in round table operations. The first document describes the policy framework for round tables and seeks to clarify basic procedural questions. The second document is a basic schedule for round tables that covers issues such as when the ALA fiscal year ends and when AV requests for Midwinter and Annual Conference meetings are due.

Several Board members expressed concern about the absence of a Board liaison to certain round tables, resulting in a lack of communication between those round tables and the Executive Board. Going forward, a Board liaison will be assigned to each round table.

**Diversity Counts**— EBD # 12.10 (Exhibit 21)

Kathy Rosa, Director of the Office for Research and Statistics, and Cathleen Bourdon, Associate Executive Director of Communications and Member Relations, discussed the
recently released new data that updates *Diversity Counts*, a comprehensive study of gender, race, age, and disability in the library profession.

Rosa provided an overview of the new data, some of which has changed very little since the original survey was conducted. Her observations included the following:

- The profession remains predominantly white and female.
- The average age of librarians is increasing.
- Often low percentages of certain racial and ethnic groups are the result of larger issues, such as low rates of college education, rather than a reflection on whether librarianship is a welcoming profession.
- It would be interesting to look more closely at the rates of disability status among librarians of different racial and ethnic groups.
- The data on Native Americans was limited to populations of more than approximately 6,000, so it is possible that large portions of the population are missing from the survey. In addition, information about the Bureau of Indian Education’s schools is missing.
- The geographic location of library schools and the negative effect this has on the recruitment of racial, ethnic, and rural populations should be examined more closely.

Discussion turned to job losses in the field in certain areas of the country and how this affects certain racial and ethnic groups. The Diversity Counts data does not address this issue, but it should be examined more closely.

There was a consensus among Board members that the latest *Diversity Counts* findings are disappointing and more has to be done to aggressively recruit racial and ethnic minorities into the profession. Keith Fiels noted that, in the past, there have been preliminary conversations with the Association of Research Libraries, the Special Library Association, and the Medical Library Association about creating an effective joint plan for racial and ethnic minority recruitment. However, a next generation diversity initiative is currently being planned, which would include related associations, ethnic affiliates, employers, and library schools.

Fiels also explained that he is working with the Office for Research and Statistics to identify the specific data that ALA needs to effectively pursue its strategic goals, particularly in terms of the employment market.

The Board discussed the Discovering Librarianship program, which is a recruitment effort that targets high schools with high percentages of underrepresented racial and ethnic groups. This is a promising effort, as it targets young people at the time they are making important career decisions.

The point was made that diversity should also be examined within ALA as an organization, focusing on ways to enhance and support participation by members who belong to racial and ethnic minorities.
Approval of Programmatic Priorities – 2012-2013 EBD #12.6 (Exhibit 22)
The Executive Board affirmed the programmatic priorities to be sent to ALA Council for approval at the 2013 Midwinter Meeting.

Keith Fiels explained that these programmatic priorities are the first policy step with regard to the budget.

The Board discussed the ways in which the programmatic priorities coincide or differ from aspects of the strategic plan and how they relate to conference programming.

Mary Ghikas offered to compile a report that tracks activities related to the Programmatic Priorities for Executive Board review.

Discussion turned to how the budget could state more explicitly the amount of funds directed towards each Programmatic Priority; however, due to overlap of efforts across ALA units, this would be very difficult to accomplish.

The Board also discussed ways to more effectively engage and inform Council about the Programmatic Priorities, with the hope of encouraging more discussion on the topic. In addition, they examined possible ways of communicating the importance of the Programmatic Priorities to the membership, including making them more prominent on the ALA website and creating a video that highlights ALA accomplishments related to the Programmatic Priorities.

On a motion by John Moorman, seconded by James Neal, the Board

Voted to recommend to the ALA Council the following programmatic priorities, as a basis for the FY14 budget, in line with the ALA 2015 strategic plan: EBD #12.6

Advocacy for Libraries and the Profession
Diversity
Education and Lifelong Learning
Equitable Access to Information and Library Services
Intellectual Freedom
Literacy
Organizational Excellence
Transforming Libraries

Dues Adjustment – 2012-2013 EBD #10.1 (Exhibit 23)
Kay Cassell, Chair, Membership Committee; Ron Jankowski, Director, Membership Development; and Cathleen Bourdon, Associate Executive Director, Communications and Member Relations, discussed the Dues Adjustment Proposal that will be forwarded to ALA Council for their consideration during the 2013 ALA Midwinter Meeting.
Via conference call, Cassell discussed the importance of providing councilors with quality information before they meet at the 2013 Midwinter Meeting, enabling them to make an informed decision.

Keith Fiels noted that the Q & A, prepared by the ALA Membership Department, responds to anticipated questions about the dues adjustment proposal.

Discussion turned to the importance of using consistent terminology when discussing this issue, by, for example, using the phrase “dues adjustment,” rather than “dues increase.”

**Session Two**

The Board convened at 9:00 AM on Sunday, October 28, 2012, with President Maureen Sullivan presiding.

PRESENT: President Maureen Sullivan; President-elect Barbara K. Stripling; Treasurer James Neal; Immediate Past President Molly Raphael; Executive Director Keith Michael Fiels; Executive Board members: Rob Banks, Dora Ho, Alexia Hudson-Ward, John A. Moorman, Sylvia K. Norton, Michael Porter, J. Kevin Reynolds, and Linda Williams.

*The Board began the day with a closed session where they reviewed the Executive Director’s evaluation, discussed ALA’s Workforce Analysis, and received a legal update.*

**EveryLibrary** – EBD # 12.7 (Exhibit 24)

John Chrastka, Managing Director, AssociaDirect, provided an update on EveryLibrary, a 501(c)(4) nonprofit formed to help libraries win bonding and tax referendums, ensuring stable funding and access to libraries.

- EveryLibrary’s purpose is not to create a new advocacy campaign. Instead, its purpose is to raise funds to support local election campaigns and ballot measures that positively affect library appropriations, an area prohibited by 501 (c)(3) organizations.
- A consultancy will be formed within EveryLibrary that provides advice on running campaigns and creating effective campaign literature, using the expertise of professionals in the field.
- EveryLibrary will communicate with existing, successful Political Action Committees (PACS) through personal outreach, publishing a white paper on effective electioneering, and word of mouth.
- An EveryLibrary charter will be created in the next few weeks and will be made public for comment.
- The three officers that will make up EveryLibrary’s board will be announced in the next few weeks. They will be responsible for fiduciary, reporting, and governance matters.
- EveryLibrary plans to create a 12 to 15-person advisory board, with representatives from ALA, the Urban Libraries Council, and other like-minded organizations.
Responding to inquiries on how EveryLibrary will respond to school and academic library initiatives, Chrastka explained that the organization is designed to respond to the needs of every library type, but the fundraising focus for academic libraries, in particular, may have to be broadened.

Keith Fiels noted that coordination between ALA and EveryLibrary is important, particularly with the Office for Library Advocacy and the Chapter Relations Office.

**New Business Development**

Jim Neal, ALA Treasurer, provided an update on the New Business Development Meeting that took place on Wednesday, October, 24, 2012.

- The group noted that starting in fiscal year 2014, ALA will build all of the publishing imprints and products (ALA Editions, TechSource, Neal-Schuman, and Huron Street Press) into one common business model.
- The group discussed how to move ALA’s products, including various RDA products, into the international market.
- The majority of the meeting focused on ALA’s continuing education efforts and how they might be folded into an integrated service model that serves library professionals in the United States and abroad. One continuing education opportunity involves working with China’s Ministry of Culture to provide basic library training to 250,000 library workers.
- The group discussed the possibility of an Angie’s List for libraries that would incorporate various vendors and consultants into one portal. However, after further examination, the idea will not be pursued at this time.

**Washington Office Report** – EBD # 12.4 (Exhibit 25)

Emily Sheketoff, Associate Executive Director, ALA Washington Office, provided an update on activities that have occurred since submitting her written report.

- The Supreme Court may be hearing the copyright case of Kirtsaeng versus John Wiley and Sons in the coming days, which addresses the copyright status of materials created outside of the United States. The outcome of this case could adversely affect libraries’ ability to loan books under the first sale doctrine.
- ALA helped form a new coalition called the Owners’ Rights Initiative, which is a diverse coalition of businesses, associations, and organizations that have joined together to protect ownership rights in the United States.
- Federal government sequestration may affect IMLS funding, most likely by 8.2 percent across the board.
- The Federal Depository Library Program announced that it is postponing the final schedule of its five-year plan for one year.
- The Washington Office does not see the potential for new library-related legislation in the near future.
Carrie Russell, Director of ALA’s Program on Public Access to Information, has a new book published called *Complete Copyright for K–12 Librarians and Educators*.

The Washington Office and the Office for Information Technology Policy (OITP) have received grants for digital literacy projects, including the Benchmark Project, which is a partnership with the Institute of Museum and Library Services (IMLS) and the Urban Libraries Council that seeks to create benchmarks for all libraries that can be used to assess digital literacy projects.

The Washington Office received a briefing from the Ad Council on how they intend to launch a campaign for the Connect2Compete project, which seeks to help Americans access technology through free digital literacy training, discounted high-speed Internet, and low-cost computers. The tagline is “Everyone on.” While libraries are not mentioned in the campaign, most of the free digital literacy training is taking place in public libraries.

**Board Effectiveness**

Immediate Past President Molly Raphael commented on the Board’s effectiveness during this meeting.

*The Board adjourned at 11:00AM*