

**EBD #2.2  
2016-2017**

**MINUTES  
ALA Executive Board Meeting  
2016 Fall Meeting**

**October 21-23, 2016  
Chicago, IL  
American Library Association**

**Volume 30**

## AMERICAN LIBRARY ASSOCIATION

### **Executive Board Meeting 2016 Fall Meeting Chicago, IL**

The ALA Executive Board met in the Carnegie Room of the ALA Headquarters in Chicago, Illinois from October 21-23, 2016.

PRESENT: President Julie B. Todaro; President-elect James G. Neal; Treasurer Susan Hildreth; Immediate Past President Sari Feldman; Executive Director Keith Michael Frels; Executive Board members: John DeSantis; Karen Downing; Loida A. Garcia-Febo; Peter Hepburn; Julius C. Jefferson, Jr.; Mike L. Marlin; Andrew K. Pace; and Gina Persichini.

The agenda (2016-2017 EBD #9.1.1) is attached as Exhibit 1.

#### Session One

The Board met in executive session on Friday, October 21, 2016, from 12:45PM to 5:00PM, with President Julie Todaro presiding.

#### Session Two

The Board convened at 9:00AM on Saturday, October 22, 2016, with President Julie Todaro presiding.

PRESENT: President Julie B. Todaro; President-elect James G. Neal; Treasurer Susan Hildreth; Immediate Past President Sari Feldman; Executive Director Keith Michael Frels; Executive Board members: John DeSantis; Karen Downing; Loida A. Garcia-Febo; Peter Hepburn; Julius C. Jefferson, Jr.; Mike L. Marlin; Andrew K. Pace; and Gina Persichini.

#### **Agenda Approval**

**By consent**, the Executive Board approved the agenda for the 2016 ALA Fall Executive Board Meeting (2016-2017 EBD #9.1.1, Exhibit 1). *Consent agenda*

#### **Procedural/Consent Items**

The Executive Board approved the following items:

**By consent**, accepted the following reports: President's Report (2016-2017 EBD #7.1, Exhibit 2); President-elect's Report (2016-2017 EBD #7.2, Exhibit 3); Executive Director's Report (2016-2017 EBD #12.8, Exhibit 4).

**By consent**, approved the 2016 ALA Annual Conference Meeting Minutes and Vote Tally (2016-2017 EBD #2.1 and EBD #1.1, Exhibits 5 and 6).

**By consent**, approved the Confirmation of Conference Call Vote, August 2, 2016, in which the ALA Elections Calendar was revised and a distribution representing 9% of the value of the profit sharing plan from the Marcia J. Brown Living Trust was accepted (2016-2017 EBD #1.3, Exhibit 7).

**By consent**, approved the Confirmation of Conference Call Vote, September 20, 2016, in which motions 1-7 of the Recommendations of the Task Force on Accreditation Process & Communications Report were approved (2016-2017 EBD #1.4, Exhibit 8).

**Report out of Executive Session**

President Julie Todaro reported on the October 21, 2016, executive session, in which the Board heard an overview of ALA/non-profits and the legal update and discussed the ALA executive director search process.

**Budget Analysis and Review Committee (BARC) and Finance and Audit Committee (F&A)**

**Reports** – EBD #3.1 and 4.4 (Exhibit 9 and 10)

Ann M. Martin, chair of the Budget Analysis and Review Committee, and ALA Treasurer Susan Hildreth reported on the BARC and F&A meetings, held on October 19-20, 2016.

**2016 Year-End Budget Review - EBD #14.1 (Exhibit 10)**

- BARC discussed ALA's five-year plan, a foundational and central tool used in the creation of the Association's finances and planning. The plan provides a specific focus on the General Fund, projected General Fund, and the revenue and expenses that can be controlled by management.
- The latest version of the 2016 Budget highlights the actual third close information for FY16, plus a comparison of the FY17 budget approved at the Annual Conference in Orlando with the revised FY 2017 budget that reflects the revenue reduction of \$468,139 from the Publishing Department.
- Total ALA revenues were \$50.7 million, compared to the budget of \$51.2 million.
- Total ALA expenses were \$51.3 million, compared to the budget of \$51.9 million.
- The result was net expenses of (\$566,380), which compares to the budgeted net expense of (\$655,161) for a positive net variance of \$88,781.
- BARC reviewed the Statement of Financial Position, which represents a moment in time and does not include possible year-end adjustments. Per the Statement, total assets were \$75.7 million, a decline of \$1.9 million from the same period last year.
- Total liabilities for the period were \$43.9 million, which is a decline of \$2.2 million from the same period last year primarily in Accounts Payable and Long-Term Debt. The result was a fund balance of \$31.8 million, which is a small increase of \$225,217 (0.7%) from the same period last year. The Association's financial position remains quite strong.
- General Fund revenues were \$27.3 million compared to the budget of \$29.5 million, a shortfall of \$2.3 million.
- General Fund expenses were \$28.0 million compared to the budget of \$29.2 million for an expense savings of \$1.2 million.
- The result was net expenses of (\$745,055) compared to budgeted net revenue of (\$368,856) resulting in a negative variance of (\$1.1 million).

### **Final FY 2017 Budget Review - EBD #14.2 (Exhibit 11)**

The budgetary ceiling approved at the Annual Conference was \$65,403,215. The changes that occurred since then were in several different areas, including

- an increase of \$917,883 in newly secured Grants & Awards, which includes two from Dollar General – American Dream #5 (\$314,797), Dollar General-American Dream 2014 Supplement (\$235,066) and one from Gates – PLA African Leadership Development (\$253,802); and
- a reduction in General Fund expenses of (\$533,139).

As a result, the revised budgetary ceiling increased by \$1.3 million (2.1%) to \$66,741,279.

On the recommendation of the Finance and Audit Committee and BARC, the Executive Board

**Voted to** approve the final FY 2017 Budget, as reflected in EBD #14.2, with a budgetary ceiling of \$66,741,279. EBD #14.2

### **Spectrum Scholarship Program Resolution**

BARC and F&A reviewed the financial implications of the Spectrum Scholarship Program referred to BARC from Council at the Annual Conference in Orlando, FL. Finance staff and members of the Office of Diversity, Literacy and Outreach Services (ODLOS) met and determined that the Office for Human Resource Development and Recruitment (HRDR) is responsible for recruitment under ALA policy. After reviewing the work of HRDR and ODLOS it was determined that both units are providing and executing recruitment/marketing activities and could easily work together to combine and leverage their individual efforts to further enhance the impact of recruitment/marketing in FY17.

It was noted that ODLOS has been working to implement many of the recommendations (57) advanced by the Task Force on Equity, Diversity and Inclusion (TFEDI). Staff recognized that implementing the recommendations is a long-term effort that will require additional staff time. As a result, ODLOS, HRDR, and the TFEDI will coordinate and work together to develop a longer-term plan for the Spectrum program. For FY17, the ALA Executive Director budgeted \$10,000 to implement the recruitment/marketing effort as a long-term plan is developed.

Discussion turned to marketing plans for the Spectrum Scholarship Program, the timeframe for implementation of the TFEDI recommendations, and the possible proposal of a fourth Strategic Initiative that focuses on equity, diversity, and inclusion, to be brought to Council at the 2017 Midwinter Meeting.

### **Information Technology and Telecommunication Services (ITTS) Review, Update and Status**

ITTS Director Sherri Vanyek discussed the most recent ITTS projects completed in FY16, including the new ecommerce system and the soft launch of the new dues and donations system. She also provided an overview of projects currently underway, including a Microsoft Office 365 upgrade and the rerouting of outbound e-mail to Mailchannels.

## **Publishing Report**

Associate Executive Director of Publishing Don Chatham reported on the year-end operating results in the Publishing department, as well as expectations for future activities.

- Overall total revenues were \$11.7 million, compared to a budget of \$12.9 million for a shortfall of \$1.2 million (-9.3%). Revenue shortfalls came from ALA Editions (\$933,698), with revenues of \$3.8 million, and *Booklist* (\$155,906), with revenues of \$4.9 million.
- Due to the revenue loss, expenses were adjusted, resulting in total expenses of \$10.8 million, compared to a budget of \$11.5 million for a savings of \$643,459. Publishing realized net revenue of \$881,417, compared to a budget of \$1.4 million for a shortfall of \$550,730. Despite the shortfall, the overhead contribution to the General Fund was \$3.0 million, which was less than the budget by \$309,295.
- Publishing made several adjustments to establish a stronger foundation for future efforts, including the hiring of an ALA Editions publisher, technology improvements and operational efficiencies, additional Neal-Schuman textbook releases in FY17/18, and a partnership with the American Association of School Librarians (AASL) on its upcoming Standards revision.

## **Conference Services**

Senior Associate Executive Director Mary Ghikas reported on the activities of Conference Services and the ALA Conference Committee.

- In 2016, both the Midwinter Meeting (MW) and Annual Conference (AC) generated lower than expected registration revenue, due in large part to lingering perceptions of each site. While MW shows a net expense of (\$294,035), it contributed \$719,827 in overhead. AC net revenue was under budget by \$264,059 at \$323,345, but contributed overhead of \$1.4 million.
- The ALA Conference Committee is working on a plan to reduce the size of the Annual Conference campus, which may include a decrease in the convention center room inventory, an attempt to control room turnover and bussing costs, and an effort to improve program content and quality.

## **Membership - Dues**

Associate Executive Director Cathleen Bourdon and Director of Membership Ron Jankowski explained that ALA dues are tied to the Consumer Price Index (CPI), but due to the low level of the CPI in 2016 no dues increase was proposed for FY17. ALA is currently in the fourth year of the original five-year plan to tie ALA dues to the CPI. At the upcoming 2017 Midwinter Meeting, the ALA Membership Committee will analyze input from senior management and determine whether to renew this current plan, recommend a modification to the plan, or develop a new plan. The resulting plan will be presented to the ALA Council.

## **Auditor Briefing**

John Fedus, Partner at Mueller & Co (ALA's external auditor of four years), provided a briefing on the status of the 2016 audit. Audit planning occurred in late June and included a review of the minutes, internal controls, the valuation processes to be used, and a discussion of the discount rate to be used for the Postretirement obligation review. In August, Mueller personnel acted as an observer at BrightKey, ALA's order billing vendor, during inventory and confirmed that the testing went well. On site fieldwork is scheduled to be conducted over a three-week period beginning on

October 31. Mueller will present the final findings and results to the Executive Board at the 2017 Midwinter Meeting.

### **Controller's Report – EBD #4.2 (Exhibit 13)**

Joanne Lee, Controller, presented the Controller's Report. Highlights included the following:

- The Cash and Short-Term investments balance was \$14.4 million compared to \$15.5 million last year
- The Statement of Position Working Capital was \$1.9 million compared to \$3.3 million last year. This resulted in a current ratio of 1.1 compared to 1.2 last year
- The debt service coverage ratio has fallen from 4.73 in 2014 to 1.70 in 2015 to 1.18 in 2016. This is primarily due to more efficient use of cash. For example, investing cash, rather than keeping large cash balances. The ratio is also affected by the cyclical nature of division conferences (one conference per year, versus two conferences per year.)

### **Director of Financial Reporting and Compliance Report - EBD #4.3 (Exhibit 14)**

Denise Moritz, Director of Compliance and Financial Reporting, presented the Director's report. Highlights included the following:

- ALA filed form 5500 for its Employee Benefit Plans with the Department of Labor and form 8955-SSA with the Department of Labor and the IRS.
- Discussions with Mueller & Co. and ALA's actuary resulted in reduction of the discount rate to 4.5%, which will be used to calculate the post-retirement benefit obligation. This decrease is expected to increase the Postretirement liability by \$2.0 - \$2.5 million.
- ALA received the final audited financial statements for the Association's retirement plan.

On the recommendation of the Finance and Audit Committee and BARC, the Executive Board

**Voted to** accept the 403 (b) audit issued by Mueller & Co., LLP. EBD #4.5

Discussion turned to the need to develop both a business continuity plan for staffing and a reliable plan that addresses the implementation of expense reductions when revenue shortfalls occur. This concluded the BARC/F&A Report.

### **Approval of Programmatic Priorities – EBD #12.9 (Exhibit 15)**

Executive Director Keith Michael Fiels discussed the programmatic priorities to be sent to ALA Council for approval at the 2017 Midwinter Meeting.

The Executive Board

**Voted to** recommend to the ALA Council the following programmatic priorities, as a basis for the FY18 budget and as a key framework for strategic planning. EBD #12.8

- 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

**Endowment Trustees Report** – EBD #13.1 (Exhibit 16)

Rodney Hersberger, Senior Trustee of the Endowment Trustees, reported, via telephone, on the most recent position of ALA's portfolio, its managers, and their performance.

- Uncertainty on the timing of an interest rate increase by the Federal Reserve has increased market volatility.
- The endowment fund is at \$39,975,839, as of September 30, 2016, a 6.0% increase for the year.
- ClearBridge Environmental, Social and Governance (ESG), one of the Endowment's investment managers, is one of the investment industry's longest practicing and leading legacy providers of socially responsible investing. Its returns are very comparable to non-Socially Responsible Investment (SRI) portfolios. The Endowment Trustees met with Clearbridge managers to discuss impact investing. Treasurer Susan Hildreth will report to the ALA Council on the positive results of this meeting and on the definition of Socially Responsible Investments.

**Development Office Report** – EBD #6.1 (Exhibit 17)

Development Office Director Sheila O'Donnell provided an Association-wide overview of fundraising activities and accomplishments, as well as information on fundraising opportunities and fundraising projects in development.

Strategic Priorities:

- The Office for Intellectual Freedom (OIF) and the Chicago-based Chicago Teachers Union (CTU) Foundation have been in discussions about how OIF might access funding for the Our Voices Initiative, which is designed to support local authors of diverse content and bring that content to libraries. In addition, OIF celebrated Banned Books Week (9/25/16-10/1/16), which was sponsored by SAGE, and the Freedom to Read Foundation (FRF) will receive a \$30,000 gift from a private donor. That same donor is also planning a \$3.5 million-dollar bequest to the FRF.
- United for Libraries (UFL) started its fall campaign for corporate sponsorship. The UFL President sent a letter to current and potential sponsors and the formal appeal will go out in October.
- The Young Adult Library Association (YALSA) submitted a pre-proposal to the Institute for Museum and Library Services (IMLS) for a project to bring together state library agency youth consultants (YCs), as well as representatives from other disciplines to facilitate discussions leading to a joint vision for teen services and the identification of continuing education priorities among state library YCs.
- The Public Programs Office (PPO) submitted a grant to the National Endowment for the Arts (NEA) for an ArtWorks Literature grant, requesting \$79,880 for "The Great Stories Club: Inspiring Artists and At-Risk Teens."

#### Fundraising:

- In FY 2016, individuals, ALA divisions, ALA round tables, and organizations donated more than \$106,000 to the Spectrum Scholarship Program.
- The Public Library Association (PLA) applied to the Bill & Melinda Gates Foundation for a three-year grant of \$1 million for the new African Collaborative Action for Impact (ACAFI), a partnership between PLA, The Gates Foundation, and The African Library and Information Associations and Institutions (AfLIA). The project will support efforts to create a new leadership development path for public library managers in Africa through the African Public Library Leadership Institute (APLLI).
- In August, the Association for Library Services to Children (ALSC) received a \$100,000 unrestricted donation from Disney Worldwide Services, Inc. to the Friends of ALSC to support current projects and operations. In September, ALSC and YALSA split a \$248,000 grant from the Dollar General Literacy Foundation. YALSA also received a \$30,000 grant from Best Buy to support Teen Tech Week.
- The Carnegie Corporation of New York approved funding for both the I Love My Librarian Award and the Andrew Carnegie Medals for Fiction and Nonfiction. This is the second of a three-year commitment from the Carnegie Corporation of New York for both awards.
- ALA Member Nancy Kranich is working on a matching gift project for the Libraries Transform Communities Grant. She recently sent a request for support to 131 potential donors and is awaiting responses.

#### Other Activities:

- The Development Office continues to work closely with the ALA Information Technology and Telecommunication Services (ITTS) to provide more functionality to the online donations system. Donors will be directed to the new system starting with the lead-up to Giving Tuesday, which is the Tuesday after Thanksgiving. The new system will streamline the giving process and remove barriers to contributing (particularly the need to establish an account and login in order to make a donation).
- A one-year Development Task Force has been working with the Development Office on planning the Association-wide annual fund letter and coordinated online campaign. Letters are scheduled to go out on November 1, and the online giving campaign starts on November 10. Giving Tuesday occurs on November 29. In addition, the Task Force is laying the groundwork for the next iteration of a Development Office Advisory Committee.
- Libraries Transform kicks off the second year of a multi-year campaign in October, and as of the end of September, over 4,000 libraries and partners have registered to be a part of the campaign on the Libraries Transform website.
- The Development Office and the Public Awareness Office (PAO) continue to explore ways to bring in new Library Champions and to engage current Library Champions in the Libraries Transform Campaign.

#### Planned Giving:

- The 1876 Club “soft launched” at the 2016 Annual Conference in Orlando. Members of the club distributed close to 300 flyers and spoke about the 1876 Club at Council, various Round Table meetings, and during one-on-one interactions. To date, six people have made planned gifts to ALA as part of the 1876 Club and four people have joined the ALA Legacy Society.

- As an outgrowth of recent planning conversations, the Development Office will begin to promote the 20x20 Campaign. The goal of the 20x20 Campaign is to raise \$10 million in planned and major gifts by 2020.

The Board discussed messaging details and coordination among ALA and its divisions with regard to Giving Tuesday and the Association-wide annual fund campaign. It also discussed the importance of gathering data about fundraising efforts to determine what does and does not work for future campaigns.

**Recommendations of the Task Force on Accreditation Process and Communication** – EBD  
#5.2.1 (Exhibit 18)

Barbara Stripling, Chair of the Task Force on Accreditation Process and Communication, led a discussion, via telephone, on the strategic recommendations within the Task Force report.

To gain in-depth information on perceptions and opinions about the current accreditation process and communication, the Task Force sent customized surveys to four different constituencies: Deans, directors and chairs; current and past Committee on Accreditation (COA) members; current and past External Review Panel (ERP) members; and the Office of Accreditation (OA) staff. Survey results indicate the following high-level conclusions:

- There is widespread agreement that the value and importance of ALA accreditation needs to be reaffirmed.
- The focus of accreditation should shift from inputs to outcomes, particularly student outcomes.
- There needs to be a greater focus on the changing landscape of library and information studies.
- The accreditation process should shift from an evaluative process to a supportive process.
- The process is unclear and/or confusing to many and should be streamlined.

The Task Force report addresses the survey respondents' concerns and includes, among others, the following recommendations:

- Be explicit about the information needed in the self study and place a limit on self-study page count and appendices.
- Redefine the self-study process to include assessment and reporting of both strengths and opportunities for growth.
- Modify and clarify goals of External Review Panel (ERP) site visits and reports.
- Rather than simply acknowledging interim reports, ensure that the evidence provided in interim reports flows directly to the self study.
- Adjust the timeline so that interim reports are due every three years and self studies occur every nine years.
- Improve the transparency and clarity of official communication among all stakeholders involved in accreditation.
- Strengthen communication to ALA members, the library profession, and the public about the accreditation process and its positive value to the profession.

The Board, joined via telephone by COA Chair Elizabeth Aversa, discussed the feasibility of the proposed interim reporting feedback and mentoring process; the possibility of expanding the scope

of accreditation into both international library and information studies programs and non-library information fields; the need to enhance communication with related ALA committees (e.g. the Committee on Education/The Education Assembly) and the International Federation of Library Associations and Institutions (IFLA) Education and Training Section; expanding ERP training opportunities; and budget and staffing implications of the Task Force recommendations.

**Task Force on Context of Future Accreditation Report** – EBD #5.4 (Exhibit 19)

Peter Hepburn, Chair of the Task Force on Context of Future Accreditation, reported on the progress and activities of the Task Force, which plans to present its final report to the Board at the upcoming 2017 Midwinter Meeting in Atlanta, GA.

The Task Force gathered feedback from ALA units and the LIS field at large through four online forums and is currently analyzing the data to be included in the final report. The forums specifically targeted the Canadian community, current students, LIS faculty other than deans and directors, and a general audience for those who could not participate otherwise. The feedback obtained highlights the following:

- The core values of librarianship remain important to all parties involved in the accreditation process.
- Between library and information studies (LIS) faculty on one side and practitioners on the other side, there are differences of opinion as to the specific skills that should be taught to LIS students.

Peter Hepburn participated in a panel at the American Society for Information Science and Technology (ASIST) conference in Copenhagen on October 18, 2016, and spoke about the current accreditation landscape, as well as the value of accreditation to ALA members.

**Strategic Directions Evaluation and Assessment Framework** – EBD #12.10 (Exhibit 20)

Keith Michael Frels, ALA Executive Director, provided an update on the evaluation and assessment of progress in meeting the goals of the Strategic Directions.

Development of “an assessment and evaluation process to measure the effect of the strategic initiatives” is one the enabling strategies that support the ALA Strategic Directions. In April 2016, staff presented a framework to be used over the next three to five years to evaluate progress in meeting the goals outlined in the Strategic Directions and the effectiveness of specific strategies in achieving these goals. The framework is based on a model used by the Institute for Museum and Library Services (IMLS) in assessing the impact of national initiatives and individual projects they fund.

The framework includes the following components:

- Inputs: What did we use? How much did we spend? How much did we consume?
- Activities and services: What did we do?
- Outputs: How many units did we deliver? To whom?
- Outcomes: What did we achieve?

The three Strategic Directions coordinating teams have worked with the Office for Research and Statistics (ORS) to identify meaningful metrics for assessing and evaluating the success of key

strategies for each of the three Strategic Directions. Nine logic models are included in EBD #12.10 that show inputs, activities, outputs, and outcomes that have been initially identified for three key strategies for each Strategic Direction. In the coming months and with the support of the ORS, the coordinating teams will focus intensely on outcomes and the best possible ways of measuring them using a variety of methods and data sources.

### **Strategic Directions: Advocacy**

#### **National Legislative Advocacy Efforts – EBD #12.3 (Exhibit 21)**

Emily Sheketoff, Associate Executive Director, ALA Washington Office, reported on plans and activities related to national legislative advocacy efforts.

- EveryCRSReport.com, a project of the not-for-profit group Demand Progress, has provided free online access to 8,200 Congressional Research Service reports. Prior to this, the reports, which are housed inside the Library of Congress, were primarily available to legislative staff. While this is a good start, ALA urges the national government to provide access to the remaining unclassified reports and to task a government body with maintaining a digital repository of the reports.
- The “Museum and Library Services Act of 2016” (S. 3391) was jointly introduced in late-September by Senators Jack Reed (D-RI), Susan Collins (R-ME), Thad Cochran (R-MS), and Kristen Gillibrand (D-NY). As part of a larger package to reauthorize the Institute of Museum and Library Services and all the programs it administers, S. 3391 proposes that Library Services and Technology Act (LSTA) be reauthorized at \$230 million annually, which is the same level last authorized in 2010, but the new authority would last through 2022. The Office of Government Relations (OGR) continues to work aggressively with the bill’s bipartisan sponsors with the hope of approval by the end of the year. The Washington Office is starting to hear very positive feedback from states that have partnered with libraries to use the LSTA funds for various workforce development projects.
- Title IV, the newly created block grant program under the Every Student Succeeds Act (ESSA), provides an opportunity for school libraries to access funding and secure a place in schools’ budgets. Enacted in 2015, the program was authorized at \$1.65 billion in funding, but the White House recommended only \$500 million and the Senate Appropriations Committee recommended just \$300 million, while the House Committee recommended \$1 billion. As this is the first year for Title IV, a low funding level will severely diminish the chances of the program’s success. The House funding level of \$1 billion for Title IV is likely to be the strongest possible level and thus justifies ALA support.
- On October 22, Maria Pallante was removed as Register of Copyright within the Library of Congress. The newly installed Librarian of Congress Dr. Carla Hayden ordered the staffing change.

#### **Advocacy Strategies – EBD #12.3 and #12.4 (Exhibits 21 and 22)**

Cathleen Bourdon, Associate Executive Director, Advocacy and Member Relations; Emily Sheketoff, Associate Executive Director, ALA Washington Office; and Marci Merola, Director, Office for Library Advocacy (OLA), reported on plans and activities related to advocacy.

- The Public Library Association’s (PLA) Project Outcome is a free toolkit designed to help public libraries understand and share the true impact of essential library services and

programs by providing simple surveys and a process for measuring and analyzing outcomes. To date, the Project Outcome system has aggregated over 40,000 patron surveys. To better support assessment needs, Project Outcome partnered with the Urban Libraries Council's Edge Initiative and the University of Washington's Impact Survey to host a September 8th webinar, attended by 288 participants, *Measurement Matters: Using Edge, Project Outcome, and the Impact Survey to Assess and Improve Community Outcomes*.

- A new report issued by the Association of College and Research Libraries (ACRL), "Documented Library Contributions to Student Learning and Success: Building Evidence with Team-Based Assessment in Action Campus Projects," shows compelling evidence for library contributions to student learning and success. The report focuses on dozens of projects conducted as part of the program Assessment in Action: Academic Libraries and Student Success (AiA). Synthesizing more than 60 individual project reports and using past findings from projects completed during the first year of the AiA program as context, the report identifies strong evidence of the positive contributions of academic libraries to student learning and success.
- OLA and the Office for Intellectual Freedom (OIF) launched a new advocacy training program designed to provide advocacy basics and intellectual freedom concepts. They will present "Advocacy Bootcamps" at state association conferences this fall in Minnesota and Virginia, and six are planned for spring. Recent increases in library privatization, rising anti-tax sentiment, and the retiring of many advocacy professionals in the library field have created an urgent need for robust advocacy training and mentoring programs. The four key messages discussed at the training sessions are libraries transform lives, libraries transform communities, librarians are passionate advocates for lifelong learning, and libraries are a smart investment.
- In collaboration with OLA and the Washington Office, the American Association of School Libraries (AASL) is offering a comprehensive workshop on the Every Student Succeeds Act (ESSA) to each state association affiliate. Workshops have been held in Michigan, Massachusetts, Delaware, Indiana, Illinois, and Georgia, with 28 additional workshops scheduled.
- Throughout 2016, OLA led a staff team in responding to 60 state and local advocacy requests, with over 22 during the past three months. Of the 22, 14 were in schools, 5 in public libraries, and 2 affected multiple libraries.
- OLA and the Chapter Relations Office partnered for the Chapter Advocacy Exchange program, which produces webinars to share ideas, best practices, and resources for state and local advocacy efforts. The inaugural webinar in the series—"Leveraging Advocacy Resources to Strengthen All Chapters"—will be held on October 28 and includes an update on ESSA planning, using Engage for state-level advocacy, new advocacy resources from ALA, conversation on how ALA can best work with Chapters on their state-level advocacy efforts, and an opportunity to share best practices.
- Conceived by the Office of Government Relations and in collaboration with the Harry Potter Alliance (HPA), the eighth and final "SPARK" federal advocacy instruction video was posted to the HPA's YouTube channel in mid-August. Funded by Google and targeted at new and young advocates in the age 13 to 22 demographic, SPARK is designed to demystify the advocacy process and inspire young viewers to take action on the national issues about which they care most. The recently released final video, "Causes to Organize For," highlights specific current policy issues, including copyright and privacy-related legislation.

- ALA plans to offer Virtual Library Legislative Day for the third consecutive year in May 2017. The virtual component of National Library Legislative Day provides an opportunity for all library advocates unable to attend the event in-person to make their voices heard on a national level.

### **Libraries Transform Campaign – EBD #12.7 (Exhibit 23)**

Jeff Julian, Director, Public Awareness Office (PAO), reported on plans and activities related to the Libraries Transform campaign.

- Since its launch in October 2015, more than 3,700 libraries from all 50 states and the District of Columbia, and including 262 international libraries, have registered to participate in the Libraries Transform campaign.
- Toolkit downloads have reached 16,128, the #LibrariesTransform hashtag has been used 33,284 times, and Libraries Transform videos have been viewed over 80,000 times on Facebook and YouTube.
- Notable first year activities include the October 2015 launch in Washington DC, the Libraries Transform pop-up café event at Chicago’s Millennium Park, the National Library Week Sign-Up promotion that sent approximately 5,000 packages to libraries that included Libraries Transform logo window clings, bookmarks, and other campaign materials; and the National Readathon Day, a partnership with Penguin Random House that raised awareness and funds for the Every Child Ready to Read initiative.
- Notable Libraries Transform outcomes include:
  - The Ohio Library Council (OLC), the voice of Ohio’s public librarians, used the Libraries Transform campaign to speak to state legislators during its legislative day.
  - The Missouri Association of School Librarians adopted the campaign and created a marketing plan for their association. They picked out “Because” statements that fit their core principles and created some of their own.
  - At Marshall Public Library in Pocatello, Idaho, library director Eric Suess uses “The Expert in the Library” badges for his employees, to indicate to patrons their areas of expertise.
- Key focus areas for the second year of the Libraries Transform campaign are ambassadorship, affiliation, and amplification.
- Goals for the second year of the Libraries Transform campaign are to expand the role of supporters in the campaign, in addition to libraries and associations; to create additional funding sources by strengthening and expanding the Library Champions program; and to build upon successful marketing and promotional tactics, and introduce new tactics, such as a contest for the cleverest application of the Expert in the Library theme.

The Board discussed the success of the Libraries Transform “Because” statements, but noted the importance of avoiding the use of specific brand or product names going forward.

### **Strategic Directions: Information Policy – EBD #12.5 (Exhibit 24)**

Alan Inouye, Director of the Office of Information Technology Policy (OITP), and James LaRue (via telephone), Director of the Office for Intellectual Freedom, reported on plans and activities related to information policy.

- In the spring, ALA held the National Policy Convening for Libraries in Washington, D.C., which was chaired by then-President Sari Feldman and co-sponsored by Google, the Bill & Melinda Gates Foundation, and the Arent, Fox law firm. Topics included youth engagement technology, advancing economic opportunity in communities, and future directions for the Library of Congress. The number of attendees at the sessions varied from 40 to 90.
- To influence the policies of the next Presidential Administration, ALA is engaging the respective campaigns, in coordination with the 45-115 ALA Federal Initiative. A statement was developed and disseminated to the Republican and Democratic Party Platform Committees. The development of 3-pagers is in process that highlight the value of libraries and library professionals in contributing to the advancement of national goals. Topics include entrepreneurship, veterans, copyright, broadband, and a number of others. The 3-pagers will be disseminated to the presidential transition teams and the larger national policy community and can be used for subsequent policy advocacy in 2017 and with modest revision, in years to come.
- ALA will hold two post-election policy sessions in Washington, D.C. in mid-November, chaired by President Julie Todaro. One session will focus on economic opportunity, which will be held at the Google Washington office with The Internet Association. The other session will convene key federal library stakeholders and allies to discuss perspectives and plans for the coming year and provide opportunity for networking.
- OITP Deputy Director Larra Clark relocated to ALA headquarters and is now a half-time deputy director for each of OITP and the Public Library Association (PLA.)
- The 2016 Banned Books Week (September 25 - October 1), focused on the theme of “Stand Up For Your Right To Read” and highlighted the challenges to titles by diverse authors regarding diverse themes, including the recent attempts in Virginia to require the labeling of all books in high school English curriculum to allow parents to review and opt their children out of sexual content in literature. ALA conducted a media outreach campaign around this issue that resulted in 1,176 articles and mentions with a 2.8 billion circulation rate and expressed support by *Publishers Weekly*, *Time*, *National Public Radio*, and *Voice of America*. Going forward, ALA will build on this success as it develops the “Our Voices” campaign for the 2017 Banned Books Week, which will focus on the importance of diverse voices in literature.
- While federal E-rate funding is available, many libraries do not apply because of its requirement to filter. However, recent efforts have increased the amount of E-rate money available, librarians are reconsidering filtering and need guidance. To provide guidance on this issue, the Intellectual Freedom committee hosted a webinar in September entitled “Man in the Middle: E-rate, Filtering, and CyberSecurity,” which reviewed recent changes in E-rate funding, updated technical information regarding encryption and filtering, and provided some history of ALA’s policy, and law. Roughly 200 people attended the live session.

**Strategic Directions: Professional and Leadership Development – EBD #12.6 (Exhibit 25)**

Mary Ghikas, Senior Associate Executive Director, and Mary Mackay, ALA Marketing Director, reported on plans and activities related to professional and leadership development.

- ALA will offer two three-hour “News You Can Use” sessions at the 2017 Midwinter Meeting. One will cover accessibility issues and the other will focus on conflict resolution.

- The Conference Committee developed a redesign of Annual Conferences, to be implemented at the 2018 Annual Conference in New Orleans. The redesign will streamline both the physical structure and the content presented at conferences. The final plan will be presented at the 2017 Midwinter Meeting in Atlanta, GA.
- The Division Cooperation Task Force formed as a result of a meeting held at the 2016 Annual Conference in Orlando between the ALA division leaders, ALA member leaders, and ALA executive staff. The aim of the Task Force is to increase coordination between ALA and the divisions, and among the divisions, on provision of continuing education; promotion of online member engagement via ALA's technology platforms; and development of organizational strategies that would promote increased communication across the association. The Task Force submitted a proposal on October 21 that requests the ALA Executive Board ask the President and the Executive Director to appoint a task force of members and key staff to develop a plan and formal structures to improve communication and cooperation among the divisions and implement protocols for cooperation among divisions and other ALA units.
- Library Leadership & Management Association's (LLAMA) newly approved *Leadership Competencies* will provide an organizational structure for related continuing education (CE) content. The LLAMA Reorganization aims to develop a structure that permits a focus on professional development in new, more relevant and meaningful ways. In addition, the Young Adult Library Services Association (YALSA) is currently revising its *Competencies for Librarians Serving Youth*.
- ALA President Julie Todaro's Libraries Transform "Expert in the Library" initiative encourages organizing CE into clusters that reinforce and build individual expertise. Work is underway on a related matrix of suggested competencies and skills required for a 21st-century librarian to be effective, and at the 2017 Midwinter Meeting will host "Library and Information Experts Succeeding in the 21st Century: A Town Hall Dialogue on Competencies, Careers, and Successful Practice."
- The elearning website build is underway, with a soft launch planned for December 2016/January 2017. The project experienced some technological set-backs related to integration with the ALA member database (iMIS), but the issues are currently being resolved.
- ALA Publishing recently confirmed development of the new ALA Store with Promet, so integration of the shopping carts and platforms will be a priority. ALA made a job offer for an ALA Store manager and will make a formal announcement when the hiring process is complete.
- In August, ALA Past President Maureen Sullivan and library and leadership consultant Kathryn Deiss led ALA's Leadership Institute, a four-day immersive leadership development program for future library leaders. 97.5% of attendees rated their experience very positive.
- The Public Programs Office (PPO) received an Institute for Museum and Library Services (IMLS) Laura Bush 21st Century Librarian Program for a two-year professional development project to train librarians in community leadership techniques, such as coalition-building and dialogue facilitation. Through Libraries Transforming Communities: Models for Change, ALA will offer a series of free web-based and in-person workshops designed for public and academic libraries. Through a partnership with ALA's Center for the Future of Libraries, participants will receive digital badges.

- The Office for Diversity, Literacy, and Outreach Services (ODLOS) released the 2016 Task Force on Equity, Diversity, and Inclusion final report and recommendations and is working with members and staff to prioritize and assign implementation-related tasks.
- Divisions and offices are providing opportunities for librarians around issues of diversity, inclusion, and equity. Projects include: the Association for Library Collections & Technical Services (ALCTS) Midwinter Symposium “Equity, Diversity, and Inclusion,” and their work with the illegal aliens Library of Congress subject heading legislation; an upcoming survey from the Diversity within the Association for Library Service to Children (ALSC) Task Force; OIF and ODLOS’ shared project, Our Voices, which promotes the growth of diverse, quality content in library collections; Association of College & Research Libraries’ (ACRL) creation of the ACRL Diversity Alliance and their collaboration on the Women’s Leadership Institute; two speakers with expertise in diversity and social justice at ACRL’s 2017 conference; and Association of Specialized & Cooperative Library Agencies’ (ASCLA) working group revising the *Standards and Guidelines of Service for LC’s NLS for the Blind and Physically Handicapped*.

**45-115 Transition Planning Initiative** – EBD #5.5 (Exhibit 26)

Julie Todaro, ALA President; Emily Sheketoff, Associate Executive Director, ALA Washington Office; and Alan Inouye, Director of the Office of Information Technology Policy, provided an update on ALA’s transition plan for the next U.S. President and Congress.

Initiated by ALA President Julie Todaro and led by Past President Courtney Young, the 45-115 Initiative, named to reflect the next President (45<sup>th</sup>) and the next Congress (115<sup>th</sup>), is designed to promote ALA’s vision and national agenda to leading federal policymakers and to position U.S. libraries and library professionals as valuable assets in the setting of federal policy and the advancement of national goals for both the Executive and Legislative branches.

On the national level, the ALA Washington Office is developing materials and messaging aimed at the incoming administration, the transition teams, and Congress. They are conducting an in-depth analysis of the federal agencies and working to identify the candidates from the library community to recommend for the presidential transition teams and positions in the new Administration. On the state and local levels, targeted materials are being designed to help librarians communicate and connect with newly-elected officials.

The Board discussed transition team personnel and 2017 Midwinter Meeting programing ideas, focusing on policy priorities.

**Report from the Nominating Committee for the 2017 ALA Election** – EBD #10.1 (Exhibit 27)

Steven J. Bell (via telephone), Chair, ALA Nominating Committee for the 2017 Election, presented the Committee’s report. The Board had already received the slate of **candidates for ALA President** and 51 Councilors-at-Large in July.

The committee began its work at the 2016 ALA Midwinter Meeting, and reviewed the process with Larry Neal, chair of the previous year’s Nominating Committee. JoAnne Kempf, Director, ALA Governance Office, provided an extremely helpful overview of the nomination and election process and distributed a well-organized, comprehensive manual.

The Committee completed its work in August and secured a slate of two highly qualified candidates for ALA President-Elect, and 75 candidates (51 minimum required) for ALA Councilor-at-Large for the ALA 2017 election. All ALA members had the opportunity to be considered, and the Committee reached out to ALA's diverse member groups.

The Committee received 75 nominations for Councilor-at-Large, which exceeded expectations. Because this was a somewhat larger group than the previous year's 60 candidates, the Committee discussed whether or not to reduce it in size to 60-65 candidates. In the end, the Committee decided to slate the larger group of 75 and allow the membership to decide who should be elected to Council.

Despite early indicators that the Committee would have a good number of candidates for President-Elect, many individuals were in new situations (e.g., new job, moved) and were no longer able to be nominated. Several people contacted indicated that they wished to be considered again in a few years, which should result in good options for future Nominating Committees.

*The Board adjourned at 4:00 PM and moved into closed session.*

### Session Three

The Board convened at 11:00AM on Sunday, October 23, 2016, following a closed session, with President Julie Todaro presiding.

PRESENT: President Julie B. Todaro; President-elect James G. Neal; Treasurer Susan Hildreth; Immediate Past President Sari Feldman; Executive Director Keith Michael Fiels; Executive Board members: John DeSantis; Karen Downing; Loida A. Garcia-Febo; Peter Hepburn; Julius C. Jefferson, Jr.; Mike L. Marlin; Andrew K. Pace; and Gina Persichini.

#### **Report out of Executive Session**

President Julie Todaro reported on the October 22 and 23, 2016, executive sessions, in which the Board discussed an honorary membership application, the Task Force on Chapter Communication, and the ALA Executive Director search process; approved the Nominating Committee roster for the 2018 election and two ALSC USBBY representatives; reviewed the ALA Executive Director's evaluation; and heard the legal update.

#### **Center for the Future of Libraries Report** – EBD #12.11 (Exhibit 28)

Miguel Figueroa, Director, Center for the Future of Libraries, reported on the Center's plans and activities.

- The Center continues to promote trends as an important part of thinking about the future of libraries. The collection received 16,537 total page views during the four-month period from June 7, 2016, through October 11, 2016. During the six-month period from December 30, 2015, through June 6, 2016, the collection received 19,687 total page views. With support from additional staff, the Center is updating its trend entries to feature library projects that illustrate how libraries are innovating with trends and promoting these projects via social media.
- The Center's e-mail newsletter, *Read for Later*, which shares the Center's weekly trend scanning to help library professionals think about the future of collections, spaces, services, partners, and roles in the community, continues to grow. Subscription to the newsletter has grown to 2,100 current subscribers – in addition to several hundred more via RSS reader apps. Newsletter activity remains strong and feedback about the newsletter remains positive.
- The Center launched a readers' survey from mid-September to mid-October 2016 to gather input about the newsletter's usefulness and opportunities for improvement. The survey received 127 total responses. 94% of respondents report high (they read the newsletter in its entirety) or medium (they skim the newsletter for articles of interest) interest level in the newsletter. 86% of respondents find the newsletter either very useful or useful to their professional development and/or trend awareness. Consistent themes in the open comments section of the survey include a desire for more opportunities for reader engagement and exchange, and a desire for more international perspectives and rural perspectives. The Center plans to promote the newsletter more heavily via social media and chapter lists.
- The Center helps share information about futuring and innovation techniques through frequent presentations to library staff and the public. In FY 2016, the Center provided over 40 presentations and will continue to present more through FY 2017. In recent months,

presentations have featured a well-received exercise that asks participants to identify trends and pair them with the profession's values.

- Funded via a \$10,000 American Society of Association Executives (ASAE) Foundation Innovation Grant, the Center plans to launch The Library Crowd, prior to the 2017 Midwinter Meeting. The Library Crowd will provide an online space for members of the profession to submit innovative solutions to problems in their field and leverage the wisdom of the crowd to point to those solutions which might be most viable.
- The Center will offer a \$10,000 fellowship for an individual (or group) from the library profession or from other disciplines with a demonstrated interest in libraries and their future. Projects may build on existing work, research, or initiatives of the Association, its Offices, Divisions, and Round Tables, or explore new directions and interests.
- The Center worked with San Jose State University's School of Information and The Learning Revolution on *Library 2.016: Libraries of the Future Mini-Conference*. The October 6th event brought together over 5,600 international registrants, presenters in fifteen concurrent programs, as well as an opening and closing session.
- The Center is developing a Symposium on the Future of Libraries to be held in conjunction with the 2017 ALA Midwinter Meeting in Atlanta.
- The Center is working with the Association of College & Research Libraries (ACRL) to bring the Mellon American Council of Learned Societies (ACLS) Public Fellows Program to ALA. The program provides recent PhD recipients with two-year positions in different non-profit associations.

**Task Force on Equity, Diversity, and Inclusion (TF-EDI) Recommendations** – EBD #5.3 (Exhibit 29)

Keith Michael Fiels, Executive Director; Mary Ghikas, Senior Associate Executive Director; and Melissa Cardenas-Dow and Martin Garnar (via telephone), Co-Chairs of the Equity, Diversity, and Inclusion Implementation Working Group, provided an update on the distribution of Task Force recommendations to ALA units.

At the 2016 ALA Annual Conference, the ALA Executive Board accepted the TF-EDI report and recommendations. Keith Michael Fiels, Mary Ghikas, and Jody Gray, Director of the Office for Diversity, Literacy and Outreach Services reviewed and made the following adjustments to the original recommendations:

- Some recommendations were broken down further, moving the final count of recommendations to 61.
- The timeline of “Now, Year 1, Year 2, and Year 3” was removed and replaced with a difficulty level gauge.
- Some referrals were reassigned and distributed to various parts of the organization (including standing committees) or assigned to the Equity, Diversity, and Inclusion-Implementation Working Group (EDI-IWG).

The new breakdown of the recommendations was presented to ALA Unit Managers on September 28, 2016, and the identified leads have started reviewing their recommendations. The Unit Managers agreed to meet on a quarterly basis to report on the progress of the recommendations and a plan will be developed to report to Council and the Executive Board on a regular basis. In

addition, Keith Michael Fiels , Mary Ghikas, and Jody Gray are meeting monthly with the EDI-IWG.

The Board discussed how priority status will be assigned to the recommendations now that the timeline is removed and how the recommendations will align with unit goals and budgets.

**Information Technology and Telecommunication Services (ITTS) Implementation Update** – EBD #12.12 (Exhibit 30)

Keith Michael Fiels, Executive Director; Mary Ghikas, Senior Associate Executive Director; Sherri Vanyek, Director, Information Technology and Telecommunication Services, and Ron Block, Chair of the Website Advisory Committee, provided an update on the implementation of the ITTS External Review recommendations.

In late fall 2015, Brian Schottlaender, the Audrey Geisel University Librarian at the University of California, San Diego, and Margo Pecoulas, Director of Information Technology at the American Academy of Periodontology, conducted an external review of ALA's ITTS systems. They were selected based on subject knowledge and expertise, understanding of the association environment, and understanding of ALA and its organizational structure. Onsite interviews with staff were held on January 28-29, 2016, and consisted of individual and group meetings. The recommendations of the ITTS External Review were presented at the Executive Board's 2016 Spring Meeting. Progress to-date includes the following:

- ITTS soft-launched the new dues and donations system in late August by processing some real transactions and then working with Member and Customer Service as they processed phone transactions through the new system. Initial reports are very positive and ITTS hopes to permanently switch to the new system in the coming weeks.
- ITTS reviewed the eCommerce/eLearning prototype and determined that it needs additional theming. When the new theming is in place, ITTS will share it with the stakeholder groups.
- Early technological prerequisites to prepare ala.org, the division websites, and all other microsites in ala.org to accept a responsive theme are almost complete. Following the completion of the migrations, ITTS will begin to apply the new theme on a site by site basis, starting with sites that use the same look and feel as the ALA homepage.
- ITTS and ALA Publishing are moving forward with the development of the new eCommerce store in the same platform as Dues and Donations and eLearning and hope to launch it in the spring. It will include a new iMIS integration that will make it possible to pique members' interests with related products, and the eLearning boutique, the one-stop shop for professional development opportunities.
- ITTS will assume management of the contractual relationship between ALA and the Moodle consultant, and the hosting company for the new Moodle site for ALA, the divisions, and Publishing. Selected courses will be migrated to the staging site to help staff get used to the new look, while the full migration of all user and course material will take place in early November.
- ITTS will upgrade the suite of Microsoft Office tools from 2010 to 2016 products (Word, Excel, PowerPoint, and Access) later this fall.
- The new ALAConnect project is making progress, despite some challenges that have affected the timeline, including issues with micro-site integration with iMIS and diversion of

internal ITTS resources to support the launch of the e-commerce Dues and Donations project.

- ITTS plans to launch a new unified communication telephone system for ALA staff that will support a host of new features, including tightly coupled Outlook integration and instant messaging.
- ITTS and ALA Publishing hopes to finalize the hiring of a new eStore project manager in the coming days. In addition, ITTS and Mary Mackay, Director of ALA Marketing, plan to hire a data/business analyst who will be responsible for equipping staff with information and data to allow them to be more targeted in business strategies and outreach.
- ITTS will begin the process of transitioning the Website Advisory Committee into an ITTS Advisory Committee that will work with ALA Management to increase standardization and both improve the overall technology user experience across the Association and increase the efficient use of resources. A proposal will be submitted to the Committee on Organization at the 2017 Midwinter Meeting.

The Board discussed progress on the development of a consolidated Operational Practice intended to provide a consistent framework for future decision-making about IT and IT-related projects by all ALA units.

**Sunsetting the Board Committee on Partnerships and Sponsorships** – EBD #5.6 (Exhibit 31)

Executive Director Keith Michael Fiels presented for Board approval a proposal to sunset the Board Committee on Partnerships.

The Board Committee on Partnerships and Sponsorships was established as a subcommittee of the Board in 2001. Its purpose was to work with the ALA Development Office to “vet” potential corporate partners and sponsors. This involved extensive research and review on a partner-by-partner basis.

In 2006, the Board adopted a new process for vetting potential partners and sponsors. Under the new arrangement, the Board began using the Domini and TIAA CREF Socially Responsible Funds’ listing of corporations that met their SRI criteria as the association’s potential partnership pool. These lists are updated annually by Domini and TIAA CREF, and are approved by the Board on an annual basis at the Midwinter Meeting.

The committee has been inactive for a decade, and is no longer necessary given the new vetting process.

On a motion by Gina Persichini, the Executive Board

**Voted to** approve the sunsetting of the ALA Executive Board Committee on Partnerships and Sponsorships. EBD #5.6

**Approval of Future Conference Dates** – EBD #12.1 (Exhibit 32)

Mary Ghikas, Senior Associate Executive Director, and Paul Graller, Director of Conference Services, proposed future conference dates for Board approval.

The hospitality industry has largely recovered from the 2008 recession and in many ways is much stronger than it was prior to the recession. In addition, the hotel industry is now dominated by leisure and international travel, rather than conference travel. This makes it increasingly difficult to secure competitive rates for ALA Annual Conferences and Midwinter Meetings.

Conference Services conducted an exhaustive search for an appropriate site for the 2021 ALA Annual Conference and the 2028 and 2031 ALA Midwinter Meetings. Most cities did not have either the dates or the appropriate amount of space to hold an Annual Conference. However, appropriate accommodations and rates were found in Chicago for the 2021 Annual Conference, and Washington, DC, for the 2028 and 2031 Midwinter Meetings.

On a motion by Andrew Pace, the Executive Board

**Voted to** approve Chicago as the site for the 2021 ALA Annual Conference, subject to the successful completion of necessary contracts, and Washington, DC, as the site for the 2028 and 2031 ALA Midwinter Meetings, subject to the successful completion of necessary contracts. EBD #12.1

The Board discussed the possibility of starting conferences on a different weekday and issues in Annual Conference scheduling related to k-12 school vacations.

**Board Effectiveness**

Immediate Past President Sari Feldman commented on the Board's effectiveness during this meeting.

*The Board adjourned at 12:00 PM.*